FISCAL YEAR

# 2021

CITY OF Salem
AT YOUR SERVICE

# ADOPTED BUDGET



# City of Salem
# Officials and Administrative Staff

## Mayor
Chuck Bennett

## City Manager
Steve Powers

## City Council

| | |
|---|---|
| Cara Kaser | Ward 1 |
| Tom Andersen | Ward 2 |
| Brad Nanke | Ward 3 |
| Jackie Leung | Ward 4 |
| Matt Ausec | Ward 5 |
| Chris Hoy | Ward 6 |
| Vanessa Nordyke | Ward 7 |
| Jim Lewis | Ward 8 |
| | At Large |

## Citizens Budget Committee

| | |
|---|---|
| Paul Tigan | Ward 1 |
| Roz Shirack | Ward 2 |
| April Davis | Ward 3 |
| Steve McCoid | Ward 4 |
| Vacant | Ward 5 |
| William Andersen | Ward 6 |
| Reid Sund | Ward 7 |
| Derik Milton | Ward 8 |
| Dianne Docarmo | At Large |

## Leadership Team

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

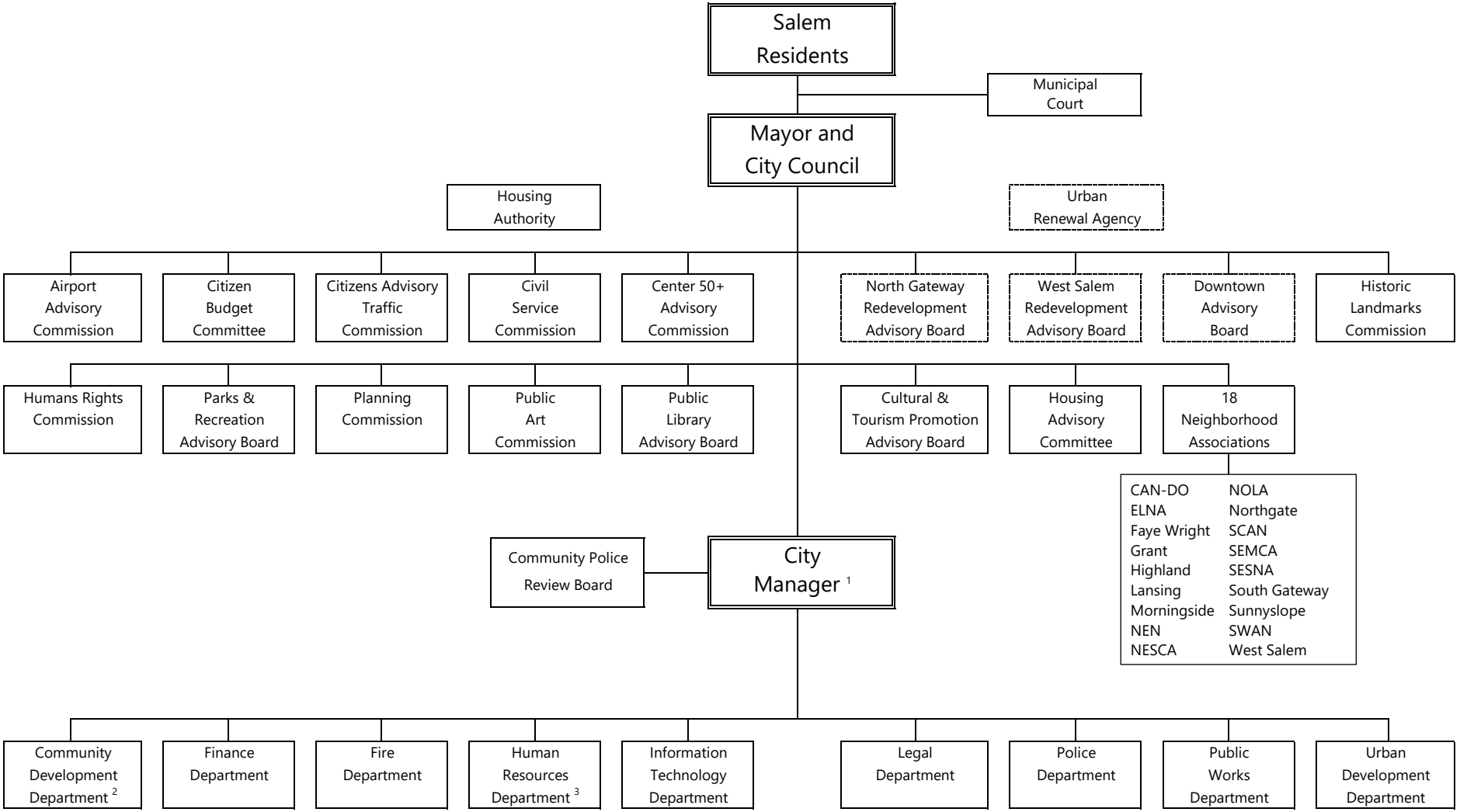
## Municipal Judge
Jane Aiken

## Budget Staff

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

# Organization of the City of Salem, Oregon

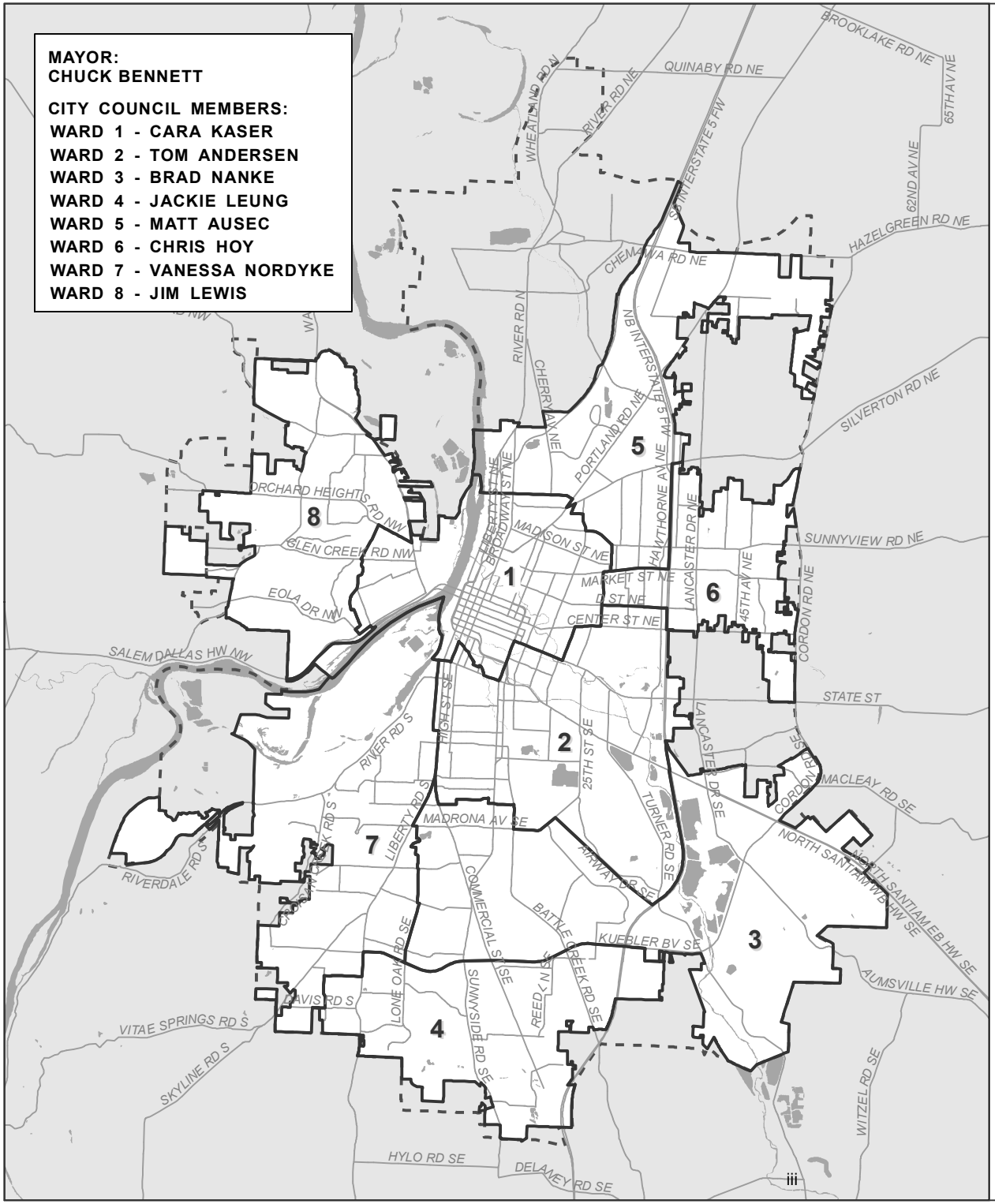
July 2020




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

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

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




# CITY OF SALEM WARDS

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

**LEGEND**

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

N

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CITY OF Salem
AT YOUR SERVICE

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July 1, 2020

## City of Salem FY 2021 Budget Message

I am pleased to present the FY 2021 Budget for July 1, 2020 to June 30, 2021. The budget is the City's financial plan to provide services for our community. Budget development is guided by the Salem Strategic Plan, City Council's 2020 Policy Agenda, and City policies. The Salem Strategic Plan and Policy Agenda focus on issues of top concern for Salem residents. The FY 2021 Budget continues implementation of City Council priorities.

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

## I. Budgeting for Results

The FY 2021 Budget is organized around the priorities of the community that are supported by the City's vision, mission, and values statements in its Strategic Plan. The City Council provides the City management with its expectations for results to be achieved in six distinct areas.

The City has defined over 460 specific programs that support the goals of these result areas. Priority Based Budgeting is the tool that allows the City Manager, Leadership Team, City Council, and the Budget Committee to consider a program's alignment with the following six result areas:



### 1. Safe Community

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

The Safe Community Result Area has an operating budget of $116.5 million that includes the Police Department, Fire Department, 9-1-1 call center, Municipal Court, Building and Safety, and other safety programs.



### 2. Welcoming and Livable Community

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

The Welcoming and Livable Community Result Area has an operating budget of $31.4 million that includes Parks and Recreation, Neighborhood Enhancement, Code Compliance, Planning, Library, Cultural and Tourism grants, Public Art, Community Development Block Grants (CDBG), HOME Investment Partnerships Program (HOME), housing and social service grants, and the Homeless Rental Assistance Program (HRAP).



## 3. Natural Environment Stewardship

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

The Natural Environment Stewardship Result Area has an operating budget of $19.1 million that includes efforts protecting our environment and watersheds, flood control areas, stormwater, and wastewater treatment.

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



## 4. Safe, Reliable, and Efficient Infrastructure

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

The Safe Reliable and Efficient Infrastructure Result Area has an operating budget of $141.8 million. Salem owns and operates a valuable network of infrastructure including buildings, streets, pipes, dams, properties, parking garages, recreation facilities, airport runways and taxiways, and equipment.



## 5. Strong and Diverse Economy

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

The Strong and Diverse Economy Result Area has an operating budget of $12.6 million that includes Economic Development, Parking Services, Salem Municipal Airport, City Tourism Promotion, Leasehold, and Real Property Services.



## 6. Good Governance

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

The Good Governance Result Area has an operating budget of $113.2 M and includes expenditures for the City Manager, Human Resources, Legal, Information Technology, Finance, and Non Departmental expenses along with the City's debt service, capital outlay, contingency and interfund transfers.

## II. State of the City's Budget

The FY 2021 Budget has been developed and delivered during a time of uncertainty. The COVID-19 pandemic presents a unique tension between taking swift action and the need to better understand the short-term and long-term fiscal impacts to the City, as an organization, our community, its residents, and businesses. The FY 2021 Budget is, on the whole, largely unchanged as a result of the pandemic. The impact of the pandemic could be significant and immediate for certain revenues, but many impacts may be delayed or mitigated by future federal or state relief programs. Some adjustments have been made for known revenue changes to parking revenues and Transient Occupancy Tax, but there are simply too many unknowns to reasonably predict what might or might not impact the majority of City's revenues and expenditures. As the duration and depth of the damage to the economy becomes more apparent, the City will be able to gauge the fiscal impact and necessary response. City staff continue to monitor the ever-evolving situation and will communicate with the Budget Committee and City Council as more of the financial impacts become known.

The City's most immediate concern for fiscal sustainability has been and remains the General Fund. The General Fund is where police, fire, library, parks and recreation, neighborhood services, municipal court, and other services and departments that provide a citywide benefit are housed. The structural imbalance between revenues and expenditures has taken time to develop and is rooted in property tax ballot measures from the early 1990s which capped property tax revenues. As a result, money the City receives from property taxes does not keeping pace with inflation, population and development growth, and the increasing costs of providing City services.

The City's ability to fiscally sustain services in the General Fund has improved with the recent implementation of the City Operations Fee. The FY 2021 General Fund Budget is anticipated to be structurally balanced, with savings expectations included. In the spring of 2018, the Budget Committee unanimously recommended that the City Council create a revenue task force to explore new or additional revenue sources. Recognizing the revenue challenge, in the fall of 2018, the City Council appointed a task force consisting of both resident and Council members to provide recommendations on revenue sources to help achieve a structural balance. The Sustainable Services Revenue Task recommendations were provided to City Council on April 15, 2019. Based on their recommendations, the City Council implemented the City Operations fee in January 2020. The City Council also placed an employee-paid payroll tax measure on the May 2020 ballot. The measure was withdrawn due to the COVID-19 pandemic. The payroll tax was to be dedicated to public safety services and add much needed service enhancements to meet the needs of a growing population.

Prior to the pandemic, the City anticipated difficulty in funding current services at a sustainable level in the coming years as expenses continue to escalate at a faster pace than revenues. The COVID-19 pandemic presents additional uncertainly in the FY 2021 Budget and future years. Many of the revenue and expenditures projections contained in the budget will be impacted.

Overall, most City funds are in what would normally be considered a strong financial position with adequate reserve levels. Reserves, or fund balance, are important for various requirements. Some of purposes of reserves are to:

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

One indication of strong financial management is a favorable bond rating. In 2018, the City received an Aa2 rating from Moody's for the Library's Seismic Improvement bond issue. More recently, in February 2020, the City's Utility also received an Aa2 rating for the issuance of $56.9 million revenue bonds for Utility projects.

## III. FY 2021 General Fund Budget
## New and Ongoing Enhancements / Initiatives

The budget document provides financial information oriented around services rather than accounting structures. Programs and services are organized within the Salem Strategic Plan's six priority result areas. The enhancements and initiatives highlighted in this message are categorized by result areas and are not a comprehensive list.



### 1. Safe Community

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

➢ Enhancement: Police Behavioral Health Unit Expansion, $154,000 / Legislative Priority and 2020 Policy Agenda

Through the City's partnership with Marion and Polk County the Salem Police Department pairs specially trained officers with qualified mental health professionals to help people experiencing a behavioral health crisis. During FY 2020, Marion County increased their annual funding to the City to add an additional position for this unit.



## 2. Welcoming and Livable Community

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

- Ongoing Initiative: Homeless Rental Assistance Program, $1,100,000 / 2020 Policy Agenda and Strategic Plan Item

  The budget continues General Fund support for a housing first program, called Homeless Rental Assistance Program (HRAP), operated by Salem Housing Authority at an increased amount. The increase in program funding from $700,000 to $1.1 million annually will align the program with available housing options. With this increased program budget, HRAP will focus on providing housing and support services to approximately 25 additional individuals for a total of 75 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. This increase also includes funding for a HRAP Housing Navigator position at the Salem Housing Authority and an Outreach Coordinator / Assessor ARCHES project at the Mid-Willamette Valley Community Action Agency. As in previous fiscal years, General Fund working capital will be accessed to maintain the City's financial commitment in FY 2022.

  In a related expense and initiative, the FY 2021 Budget shifts funding for the homeless coordinator position in partnership with the Mid-Willamette Valley Council of Governments to a grant to the new Regional Continuum of Care.



## 3. Natural Environment Stewardship

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

- Ongoing Initiative: Climate Action Plan, $150,000 / 2020 Policy Agenda and Strategic Plan Item

  The budget includes funds for completion of a Climate Action Plan for the City of Salem. The plan will be a continuation of the work on the Climate Actions Audit and the Greenhouse Gas Emission inventory conducted with the Our Salem project.



## 4. Safe, Reliable, and Efficient Infrastructure

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

- Ongoing Initiative: Addressing Capital Needs, Facilities and Information Technology Improvements, $410,000 / Strategic Plan Item

  In the FY 2021 budget, the General Fund contributes a total of $410,000 to fund capital projects addressing rehabilitation of

City-owned facilities and supporting information technology infrastructure. 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).

- Ongoing Initiative: Addressing Capital Needs, Civic Center Campus, $407,450 / Strategic Plan Item

In addition to the General Fund transfer to the construction fund. The budget provides for $407,450 of debt service expense for an internal borrowing from the Utility Fund.

This total borrowing of $3.76M over ten years will fund multiple infrastructure projects at the Civic Center Campus. The projects include:

$1.5M - City Hall and Library Transformer Replacement and Relocation. The transformers that provide electricity to the Civic Center Complex are 48 years old and require replacement and relocation. This project will be done in partnership with Portland General Electric (PGE). PGE will run the power to the new transformers, set the new transformers, and decommission the old transformers.

$75,000 - City Hall Lower Parking Lighting Upgrade. Upgrade to the existing lighting in the lower parking garage of City Hall for energy efficiency which will decrease the number of fixtures and increase the number of lumens. This project is eligible for Energy Trust of Oregon incentives, but the exact amount eligible is unknown at this time.

$600,000 – Civic Center Security Installation. Building improvements to enhance the security of visitors and employees after the Police Department relocates to the new Police Facility.

$630,000 - City Hall and Central Library Elevator Modernization. Upgrades to the elevator systems at Civic Center and the Salem Library for current safety standards. Current elevator systems are aged, have active leaking and critical component failure.

$958,000 – City Hall First Floor Reconfiguration. Initial design and construction costs for the first floor of the City Hall after the Police Department moves to the new police station.



## 5. Strong and Diverse Economy

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

- Ongoing Initiative: Economic Development, $1.7M/ Strategic Plan Item

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

- Contracting with the Strategic Economic Development Corporation (SEDCOR) to serve as the primary recruitment contact and enterprise zone manager for Salem;

- Continuing efforts to support business retention and expansion and grow minority-owned businesses with targeted outreach efforts and align resources to meet their needs;
- Strengthening efforts to support and facilitate business start-up and business incubator networking activities in the community and pursuing continued and new partnerships to support this work;
- Continuing to fund 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.



## 6. Good Governance

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

➢ Enhancement / Change: Workers' Compensation Rate Holiday, Various Amounts Per Fund

Over the past several years the City has experienced lower levels of worker's compensation claims than anticipated. This has led to a fund balance, or reserve level, that is greater than is actuarially required. The City Manager and the Leadership Team determined that for FY 2021 no premiums would be charged to operating budgets in order to appropriately bring down the reserve level. For the General Fund the result is a $1.2 million of premium savings.

➢ 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 (PBB) 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 continuation is planned during FY 2021 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.

➢ Ongoing Initiative: Organizational Enhancement, $375,000

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

Customer Service Center – Organizational design for a shared services framework is underway. The second phase, set for FY 2021, will implement this framework for

centralized and co-located customer-facing functions at Civic Center in the space being vacated by the Police Department.

Strategic Plan Update - Through work sessions with City Council and the community, the City will confirm the mission, vision and values in the 2017 Strategic Plan and update a set of five-year goals and objectives to guide the organization's priorities.

Comprehensive Fee Study - Benchmarked against current and proposed fees of other cities, the comprehensive fee study will provide a detailed, organization-wide cost-recovery framework for City Council's fee consideration.

## IV. FY 2021 Budget for Other City Funds
## New and Ongoing Enhancements / Initiatives



### 1. Safe Community

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

*Traffic Safety Fund*

- Enhancement: Digital Traffic Safety Enforcement, $1.17 million

The City is implementing a multi-year plan to improve traffic safety through the expansion of the digital traffic enforcement system. In FY 2020, the City created 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. The next step is to expand photo red light to three additional approaches. Speed-on-green photo enforcement was deployed at one location during FY 2020 and plans are underway to add this feature to more locations as resources allow.

*Capital Improvements Fund*

- Ongoing Project: Salem Police Station, $28.3 million, 2018 and 2019 Policy Agenda Item

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



### 2. Welcoming and Livable Community

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

*Salem Public Library in the Capital Improvements Fund.*

- Ongoing Project: Salem Public Library Seismic Upgrades and Improvements, $19.53 million, 2020 Policy Agenda Item

The FY 2021 budget fully appropriates all funding available for this project, including $17.83 million of general obligation bond proceeds and bond premium, plus $1.2 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.

The Library Foundation is also donating $500,000 toward various elements of the project.



## 3. Natural Environment Stewardship

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

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

- Ongoing Project: Citywide Tree Planting, $236,010

  A street tree-planting program began in FY 2019 to strategically plant trees throughout the City in public rights-of-way and City-owned properties. In addition to improving the quality of life for our residents, increasing the tree canopy will also result in reduced stormwater runoff, lower stream temperatures, and improvements in water and air quality. The program includes planning, planting, monitoring, and maintaining the trees during a three-year establishment period with periodic evaluation and reporting. 148 trees were planted in the first year.



## 4. Safe, Reliable, and Efficient Infrastructure

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

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

- Ongoing Initiative: Pedestrian Safety Improvements, $6.82 million, 2020 Policy Agenda Item
  - Commercial St SE Buffered Bike Lanes (Oxford St to Winding Way);
  - Rosemont Ave NW Sidewalk Reconstruction (Cascade Dr NW to 8th St NW);
  - Salem Multi-Modal Safety Crossings at Various Locations;
  - Central Salem Mobility - Phase IB of Union Street Family Friendly Bikeway;
  - State Street at 25th Street SE Intersection Improvements Package;
  - Pedestrian Island and Crossing Safety Improvements Package;
  - Liberty Elementary School Pedestrian Crossing.

- Ongoing Initiative: Streetlight Improvements, $1.21 million
  - Replacement of current downtown installations with new LED-powered decorative streetlights;
  - Installation of new streetlights in areas with deficient lighting;
  - Streetlight Pole Rehabilitation.
- Ongoing Initiative: Sidewalk Program, $1.54 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, $600,000

  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: Hawthorne Avenue NE / Sunnyview Road NE Intersection Widening, $1.08 million

  Design and construction of modification to the northwest and southeast quadrants of the intersection of Hawthorne Ave NE at Sunnyview Rd NE to align the northbound and southbound left-turn pockets and add a new northbound right-turn pocket.

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

- Enhancements: Water Quality and Distribution, Improvements, $72.1 million

  Projects to enhance drinking water quality and storage in the FY 2021 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;

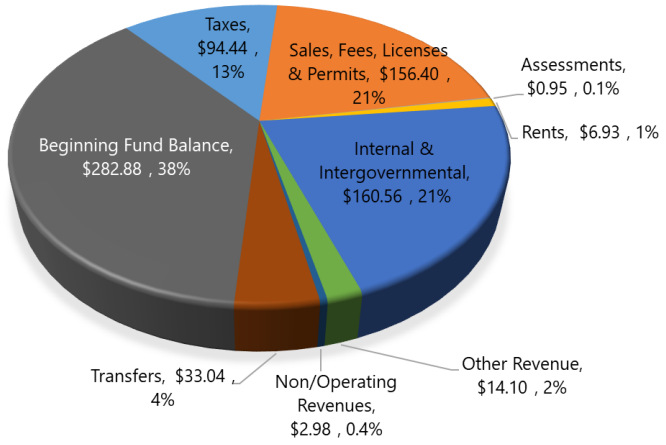
# V. Budget Overview – By the Numbers

## Citywide

The FY 2021 Budget reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship.

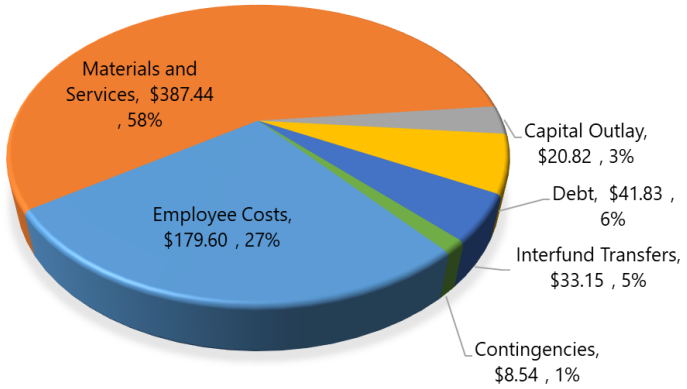
Total resources in FY 2021 for all City funds are $752.3 million representing a 7.2 % increase as compared to the FY 2020 fiscal budget. Expenditures total $671.4 million, an increase of 5.9 %. For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please access the *Financial Summaries* section of this document.

## FY 2021 Resources – Citywide – $752.3 *Chart in Millions*




## FY 2021 Expenditures – Citywide – $671.4

*Chart in Millions*




## General Fund

The FY 2021 Budget for the General Fund reflects ongoing revenues of $141.2 million with expenditures of $147.4 million. The numeric table below compares the FY 2020 fiscal budget (the adopted budget plus any Council-approved changes during the year) with the budget for FY 2021.

| ***General Fund Budget Comparison (In Millions)*** | **FY 2020 Fiscal** | **FY 2021 Adopted** | **% Change** |
|---|---|---|---|
| *New Revenues* | $ 128.9 | $ 141.2 | 9.6% |
| *Beginning Working Capital* | 22.2 | 22.0 | 3.8% |
| *Total Budgeted Resources* | $ 150.0 | $ 163.2 | 8.8% |
| *Total Budgeted Expenditures* | $ 139.8 | $ 147.4 | 5.5% |

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 first of a two-phase approach, the City Operations Fee, was implemented in January 2020 and is integral to the alignment that is represented in the FY 2021 Budget.

## VI. What's Next?

The FY 2021 Budget continues the work to align anticipated revenues and anticipated expenditures. Implementation of the revenue task force remaining recommendations or any other options for generating additional revenue, as directed by the City Council, will be a key focus during FY 2021. In order to ensure fiscal sustainability and adequate service levels to meet the community's needs today and in the future, there is more work to be done. Implementation of proposed solutions takes a significant amount of time. The implementation could include 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.

Concurrent to efforts to relieve the anticipated 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 anticipated General Fund gap. 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 multi-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 continued fiscal challenges.

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

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

Sincerely,



Steven D. Powers
City Manager

# Supplement to FY 2021 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 2021 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 2.5 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) | 2.5% |
| Police (SPEU)** | 1.50% / 1.50% |
| Fire (IAFF)* | 2.50% |
| Non-represented | 3.00% |
| PCEA (9-1-1) | 2.50% |

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

## PERS Costs and Employer Rate Increases

The PERS rates 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 2.5 percent for the City's PPO plan. Dental plans and the vision plan remain unchanged.

A view of Citywide personal services costs for the FY 2021 Budget compared to the FY 2020 fiscal budget appears on the next page.

# FY 2021 Budget – Citywide Personal Services Costs

Citywide Personal Services

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2019 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 84,520,120 | $ 80,163,527 | $ 88,955,750 | $ 84,032,183 | $ 91,954,030 | $ 97,441,580 | $ 97,441,580 | $ 97,441,480 | $ 5,487,450.00 | 6.0% |
| 51020 | SEASONAL AND RELIEF | 2,592,370 | 2,355,238 | 2,509,400 | 2,176,460 | 2,452,590 | 1,927,510 | 1,927,510 | 1,927,510 | (525,080) | -21.4% |
| 51025 | HOLIDAY - REGULAR | 201,780 | 241,199 | 196,000 | 247,291 | 209,730 | 220,500 | 220,500 | 220,500 | 10,770 | 5.1% |
| 51030 | OVERTIME | 3,363,920 | 4,110,258 | 3,919,740 | 4,759,797 | 4,150,830 | 4,749,430 | 4,749,430 | 4,749,390 | 598,560 | 14.4% |
| 51080 | STANDBY | 424,040 | 201,005 | 458,070 | 203,842 | 445,450 | 424,220 | 424,220 | 424,220 | (21,230) | -4.8% |
| 51090 | DIFFERENTIAL | 114,800 | 102,321 | 117,640 | 99,348 | 125,760 | 126,370 | 126,370 | 126,370 | 610 | 0.5% |
| 51100 | INCENTIVES | 2,429,790 | 2,566,070 | 2,745,430 | 2,918,460 | 2,997,560 | 3,032,670 | 3,032,670 | 3,032,760 | 35,200 | 1.2% |
| 51120 | LEAVE PAYOFF | 1,167,910 | 1,235,870 | 1,149,020 | 1,177,165 | 1,126,250 | 1,254,420 | 1,254,420 | 1,254,490 | 128,240 | 11.4% |
| 51130 | CAR ALLOWANCE | 34,920 | 31,028 | 33,840 | 31,598 | 32,820 | 33,940 | 33,940 | 33,840 | 1,020 | 3.1% |
| 51135 | CELL PHONE ALLOWANCE | 2,820 | 2,727 | 3,010 | 3,422 | 3,360 | 2,820 | 2,820 | 2,820 | (540) | -16.1% |
| 51140 | CLOTHING ALLOWANCE | 23,580 | 23,220 | 26,120 | 23,808 | 35,880 | 37,370 | 37,370 | 37,370 | 1,490 | 4.2% |
| 51145 | MOVING ALLOWANCE | | 8,245 | | 4,622 | | | | | - | - |
| 51150 | DEPT HEAD ANNUITY | 85,390 | 85,166 | 93,470 | 88,483 | 91,800 | 93,570 | 93,570 | 93,620 | 1,820 | 2.0% |
| 51195 | OTHER PAY / BENEFITS | 315,750 | -108,911 | 194,680 | -28,854 | 321,900 | 157,210 | 157,210 | 157,250 | (164,650) | -51.1% |
| 51210 | FICA AND MEDICARE | 7,212,570 | 6,771,617 | 7,625,840 | 7,124,487 | 7,874,460 | 8,306,950 | 8,306,950 | 8,306,910 | 432,450 | 5.5% |
| 51221 | WORKERS' COMP PREMIUM | 2,056,270 | 2,056,270 | 1,807,920 | 1,807,920 | 1,804,370 | | | | (1,804,370) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 35,960 | 33,047 | 36,040 | 31,267 | 38,170 | 38,430 | 38,430 | 38,370 | 200 | 0.5% |
| 51230 | UNEMPLOYMENT | 194,750 | 155,093 | 204,110 | 182,693 | 229,010 | 156,000 | 156,000 | 156,000 | (73,010) | -31.9% |
| 51240 | EMPLOYER - RETIREMENT PERS | 16,042,950 | 14,731,127 | 16,702,390 | 15,335,683 | 21,391,070 | 22,331,910 | 22,331,910 | 22,331,940 | 940,870 | 4.4% |
| 51243 | PERS UNFUNDED LIABILITY | 4,897,030 | 4,897,030 | 5,091,960 | 5,091,950 | 5,296,110 | 5,499,480 | 5,499,480 | 5,499,520 | 203,410 | 3.8% |
| 51245 | EMPLOYER - PERS PICKUP | 5,615,570 | 5,131,909 | 5,967,520 | 5,455,922 | 6,138,690 | 6,494,280 | 6,494,280 | 6,494,260 | 355,570 | 5.8% |
| 51250 | INSURANCE - MEDICAL | 20,539,820 | 18,701,397 | 21,708,460 | 19,867,529 | 22,456,380 | 23,415,750 | 23,415,750 | 23,415,700 | 959,320 | 4.3% |
| 51255 | INSURANCE - VISION | 557,610 | 517,945 | 580,050 | 532,897 | 578,070 | 595,250 | 595,250 | 595,180 | 17,110 | 3.0% |
| 51260 | INSURANCE - DENTAL | 1,827,170 | 1,701,477 | 1,946,440 | 1,787,665 | 1,951,430 | 2,023,480 | 2,023,480 | 2,023,450 | 72,020 | 3.7% |
| 51265 | INSURANCE - LIFE | 150,730 | 121,843 | 154,590 | 155,057 | 174,420 | 184,680 | 184,680 | 184,590 | 10,170 | 5.8% |
| 51270 | INSURANCE - DISABILITY | 199,400 | 192,734 | 202,920 | 197,068 | 203,930 | 212,880 | 212,880 | 212,930 | 9,000 | 4.4% |
| 51275 | OTHER HEALTH BENEFITS | 423,840 | 403,773 | 431,940 | 412,622 | 435,510 | 839,270 | 839,270 | 839,270 | 403,760 | 92.7% |
| 51310 | PHYSICAL EXAMINATIONS | | 380 | | 18,675 | | | | | - | - |
| | Total Personal Services | $155,030,860 | $146,432,607 | $162,862,350 | $153,739,057 | $172,519,580 | $179,599,970 | $179,599,970 | $179,599,740 | $ 7,080,160 | 4.1% |

## Work Force Changes

The FY 2021 Budget includes a net increase of 44.17 full-time equivalent (FTE) positions as compared to the FY 2020 adopted budget. Year-over-year changes are demonstrated in the adjacent table. Net change for the General Fund is an increase of 26.57 FTE positions. All other City funds add 17.6 FTE positions.

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

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

| | |
|---|---|
| *Adopted FY 2020 Budget Positions* | *1,237.75* |
| FY 2021 Budget Position Changes | |
| General Fund: | |
| Community Development | 3.00 |
| Finance | (1.00) |
| Human Resources | 6.00 |
| Information Technology | 5.75 |
| Legal | 0.37 |
| Library | 3.20 |
| Police | 8.40 |
| Recreation Services | 0.85 |
| Total General Fund | 26.57 |
| Other Funds / Departments: | |
| Building and Safety / Community Development | 2.00 |
| Risk/Human Resources | 1.00 |
| Transportation / Public Works | 3.00 |
| Utility / Public Works | 9.00 |
| *Willamette Valley Communications Center / Police* | 2.60 |
| Total Other Funds | 17.60 |


CITY OF Salem
AT YOUR SERVICE

# FY 2021 Budget
# City of Salem Overview

## About City Government

### Council–Manager Governance

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

### Salem's Mayor and City Council

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

### Managing City Operations

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

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

## Council's Other Roles

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

- The *Urban Renewal Agency* of the City of Salem is a separate municipal corporation responsible for governing Salem's urban renewal areas. In Salem, the Urban Renewal Agency Board is constituted by the Mayor and City Council. The City Manager serves as the Executive Director of the Urban Renewal Agency.

- The *Salem Housing Authority* is a separate municipal corporation responsible for administering housing assistance to low- and moderate-income households in Salem. The Commission approves Salem Housing Authority actions related to matters of policy in program operation, housing development, and resident services. In Salem, the Housing Authority Commission is constituted by the City Council and resident representative. The City Manager serves as the Executive Director of the Salem Housing Authority.

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

# Mayor and Council – Mission, Vision, and Values

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

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

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

## Role of the City and Community Partners

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

## Policy Agenda

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

The Policy Agenda is organized around result areas—the community's and Council's expectations of services from the City. These result areas are derived from the vision, mission, and values in the Strategic Plan and provide the framework for the presentation of the FY 2021 budget.

## Annual Cycle

The Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting and reporting on progress. Each year, following input from residents, neighborhood associations, advisory boards and commissions, and the community at-large, the City Council will evaluate its policy priorities and progress toward its Strategic Plan outcomes. Through the City Council

Policy Agenda, City Council agrees on specific priorities for action in the coming year and makes those priorities clear to staff and the community. The City of Salem's budget will reflect priorities in the Policy Agenda. Staff then manage programs and activities, efficiently and effectively, and the City's financial and human resources toward those outcomes. Each fall, staff will provide an annual community report on progress.

## Salem Residents Remain Satisfied with City Services

According to the annual Residential Satisfaction Survey, Salem residents expressed satisfaction with core City services such as emergency response, parks, and street lighting. Consistent with responses since 2016, about nine out of ten residents are generally satisfied with the services the City provides. Residents also expressed satisfaction with the Salem's cultural offerings, and most think their neighborhoods are getting a fair share of City resources.

Residents voiced concerns about homelessness and City infrastructure. While homelessness was a top concern in both 2016 (17 percent), 2017 (26 percent) and 2018 (33 percent), more residents (41 percent) list it as the most important issue for Salem. Roads, potholes, and other infrastructure improvements were also noted by residents as the second most important issue in Salem. A majority of residents with experience driving across downtown during peak traffic hours say it is difficult (82%). 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, most residents feel that most everyday tasks are easy in Salem, such as accessibility by walking or getting a permit or paying a bill.

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

# Municipal Government Services

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

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

This year's budget is organized around the community's and Council's expectations of services from the City. These six expectations, or result areas, are derived from the vision, mission, and values in the Strategic Plan and provide the framework for the presentation of the FY 2021 budget.



## Good Governance

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

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

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

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

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



## Natural Environment Stewardship

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

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

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

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



## Safe Community

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

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

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

- Responding to emergencies by Police, Fire, 9-1-1 and ambulance services;
- Preparing within the community for natural and other emergencies;
- Ensuring buildings in our community are safe to occupy;
- Removal or abatement of nuisances or neglected property and graffiti abatement; and
- Administering a municipal court, prosecuting crimes, and adjudicating violations.



## Safe, Reliable and Efficient Infrastructure

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

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

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

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

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



## Strong and Diverse Economy

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

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

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

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



## Welcoming and Livable Community

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

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

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

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

- Long-range planning for future growth, reviewing development plans and land use cases,
- Supporting eighteen neighborhood associations;
- Offering multi-generational programming and access to physical and virtual collections at the Salem Public Library;
- Maintaining and developing Salem's park system, coordinating community volunteers and special events, managing the City's recreation programs and Center 50+;
- Administering projects and programs to enhance Salem's downtown and programs to support low to moderate income households;
- Allocating federal funds granted to the City to assist low-income individuals and families with affordable housing or starting a business; and
- Acquiring and maintaining the Salem Public Art Collection.



# Living in Salem

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

The City encompasses 49 square miles and is located in both Marion and Polk counties. Salem is the state capital of Oregon and the county seat of Marion County. Salem's population, based on Portland State University's 2019 certified estimate, is 167,400, 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 2019, the municipal corporation has 1,237 full-time equivalent positions, equating to approximately 7.4 employees per 1,000 residents.

Salem is home to:

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

## Living in Salem – Economy and Employment

Salem is home to a wide range of industries and private employers, with business-friendly taxes and fees and proven strengths in traded industry sectors. As the State's capital, the local economy is relatively stable and enjoys a wide variety of employment. In addition to agricultural production, the area is also a strong manufacturing and distribution region with a

prime location on Interstate 5 between California and Washington. Stable, low-cost infrastructure and development costs characterize the area's business climate. Abundant, high quality water, stable electrical supply, and low-cost shovel-ready land are available to industrial and business customers.

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

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

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

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

## Living in Salem – Cultural Amenities and Recreation

Salem is an exceptional community for living and working with new and well-established neighborhoods. Residents represent many cultural and religious groups resulting in a vibrant and diverse community. Many who live in the Salem area do so because of its family-friendly ambiance. Not surprisingly, in fiscal years 2018 and 2019 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 2,300 acres of parkland and outdoor activities including golfing, cycling, fishing, and boating. Salem earned bronze Bicycle Friendly Community status and was ranked by Bicycle Magazine as one of the top 50 cities in the United States for biking. The completion of the Minto Island bicycle and pedestrian bridge in 2018 was the final link in a network connecting three of Salem's largest parks, two bicycle and pedestrian bridges, and more than 20 miles of off-road trails.

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

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 2021 Budget
# Budget Process and Financial Policies

## The Municipal Budget

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

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

A balanced annual budget is required by Oregon Budget Law (Chapter 294 of the Oregon Revised Statutes).
The law establishes standard procedures for preparing, presenting, and administering the budget. The law also requires citizen involvement in preparation of the budget – the role of the Budget Committee – and public disclosure of the budget before its formal adoption.
In addition to the budget for the municipal corporation, the City of Salem also has an Urban Renewal Agency and follows the same guidelines in Oregon Budget Law for preparation and adoption of the Agency budget. The City of Salem Budget Committee also serves as the Agency committee.

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

## Role of the Budget Committee

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

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

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

### *Step 1 – Budget Officer Appointed*

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

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

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

### *Step 3 – Public Meeting Notice*

Budget law prescribes the method, timing, and content of the public notice for Budget Committee meetings. The City of Salem includes in the notice the location, date, and time of the meeting for the presentation of the City Manager's budget message, as well as all subsequent meetings scheduled for review of the proposed budget.

### *Step 4 – Budget Committee Meetings*

At least one meeting must be held to receive the budget message and allow the public to provide comment. During April and May each year, the City of Salem holds several meetings, the first of which includes the presentation of the budget message.

### *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*

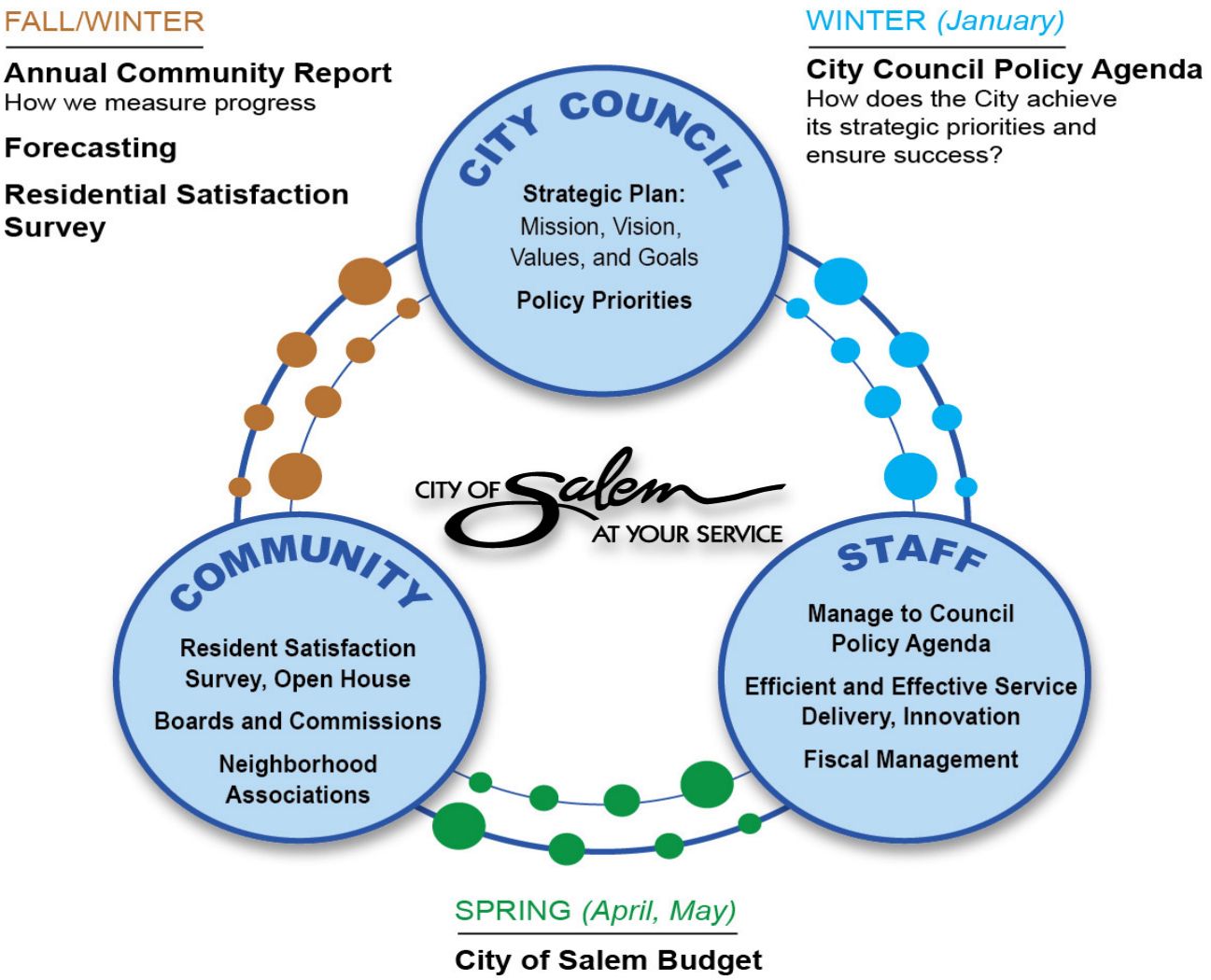
The budget public hearing must be held by the City Council on the date specified in the public notice. The purpose of this hearing is to receive public testimony on the budget approved by the Budget Committee.

### *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.




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

## Financial Policies

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

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

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

### *Policy C-2 – Debt Management*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The fund balance goal for the General Fund is 15 percent of current budgeted revenues. For purposes of preparing the budget, the fund balance consists of the contingency, service stabilization reserve and unappropriated ending fund balance. Funds appropriated and available to meet unanticipated events, service needs or revenue shortfalls during a current fiscal year 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 proposed fiscal year 2021 budgets 3,000,000 in contingency. The remaining portion of the fund balance is unappropriated.

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

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

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

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

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

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

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

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

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

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

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

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

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

## City of Salem Fiscal and Accounting Structure

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

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

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

## City of Salem Fund Types

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

### *Capital Project Fund Type*

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

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

### *Debt Service Fund Type*

*What: Records repayment of debt*

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

### *Enterprise Fund Type*

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

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

### *General Fund Type*

*What: Records general activities of the City*

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

### *Internal Service Fund Type*

*What: Records activities of centralized support services*

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

### *Reserve Fund Type*

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

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

### *Special Revenue Fund Type*

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

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

### *Trust and Agency Fund Type*

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

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

# The Adopted FY 2021 Result Area *Wayfinding*

## PBB Result Area Program Summary Displays

Using Priority Based Budgeting (PBB), the Adopted FY 2021 Budget displays the budget across the six distinct result areas that were previously outlined; Natural Environment Stewardship, Safe Community, Safe, Reliable and Efficient Infrastructure, Strong and Diverse Economy, Welcoming and Livable Community, and Good Governance.

### *Result Area Summaries*




Each result area has a summary of services and programs section that includes detailed program information. Each City program lists the FY 2020 Adopted Budget, the FY 2021 Adopted Budget, and the full time employee (FTE) count for the FY 2021 Budget. For each program overall alignment is also displayed. A check mark icon (✓) under a Result Area icon means that the program referenced has some level of influence on that result area. The alignment column describes the overall influence (Most, More, Less, Least) as determined by the combined program score for all result areas and basic program attributes (BPAs). It is important to note that a "Less" or "Least" alignment does not mean that a program is not important or that the City should stop providing that service. A "Less" or "Least" alignment shows that a program does not have a strong influence in multiple result areas and basic program attributes, but it may still be essential to accomplishing the goals of one or more result areas.

### *Good Governance Result Area*




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

# 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



## City Manager

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

## Equipment Replacement

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

## Employee Services

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

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

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

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

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

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

## Finance

*General Fund- budget, finance and purchasing services*

## Information Technology

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

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

## Legal

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

## Mayor and Council

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

## Non-Departmental

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



# 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 2019 | 25 (with 25 complaints) |
| City Manager | Facebook / Twitter follower growth | 1,769 / 1001 |
| City Manager | Increase in number of Flashalert subscribers | 1,560 |
| City Manager | Average number of monthly website visits (calendar year 2019) | 101,245 |
| Finance | Maintain City's favorable bond ratings | GO: Aa2, Revenue: Aa2 |
| Finance | Finance customers served in person and online | 94,569 and 457,565 |
| Finance | Payments issued to employees and vendors | 59,600 |
| Finance | Purchasing transactions | 25,500 |
| Employee Services | Total employment applications processed | 12,034 |
| Employee Services | Percentage minority employees of total employees | 13% |
| Employee Services | Total number of recruitments | 233 |
| Employee Services | Total career and seasonal / part-time hires | 210, career / 138 seasonal / p-t |

# Good Governance

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

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

Clearly communicates responsive, accurate, and accessible information and 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 paid (calendar year 2019) | 28 |
| Employee Services | Liability claims filed (calendar year 2019) | 188 |
| | Liability reported incidents | 485 |
| Employee Services - Facilities | Square feet of service area | 2,125,500 |
| Employee Services - Facilities | Total square feet cleaned by custodial crew each shift | 325,576 (up to this amount) |
| Legal | Public Record Requests Received in 2019 | 797 |
| Legal | Misdemeanor charges filed in 2019 | 2,040 |
| Legal | Misdemeanor charges adjudicated in 2019 | 1,867 |

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 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | |
| Mayor & Council | $ - | $ 214,580 | $ - | $ - | $ - | $ - | **$ 214,580** |
| City Manager | 1,161,260 | 112,660 | - | - | - | - | **1,273,920** |
| Human Resources | 1,440,040 | 249,500 | - | - | - | - | **1,689,540** |
| Legal | 2,407,710 | 136,380 | - | - | - | - | **2,544,090** |
| Finance | 3,807,180 | 335,300 | - | - | - | - | **4,142,480** |
| Facilities Services | 3,282,260 | 1,397,130 | 60,000 | 113,000 | - | - | **4,852,390** |
| Community Development | 611,350 | 33,330 | - | - | - | - | **644,680** |
| Library | 106,260 | 8,680 | - | - | - | - | **114,940** |
| Information Technology | 8,287,330 | 1,455,220 | 158,610 | - | - | - | **9,901,160** |
| Urban Development | 437,080 | 21,510 | - | - | - | - | **458,590** |
| Non Departmental | 86,000 | 2,154,110 | - | - | 690,440 | 3,000,000 | **5,930,550** |
| General Fund Total | $ 21,626,470 | $ 6,118,400 | $ 218,610 | $ 113,000 | $ 690,440 | $ 3,000,000 | **$ 31,766,920** |
| **Cultural Tourism Fund** | | | | | | | |
| Non Departmental | $ - | $ 275,140 | $ - | $ - | $ - | $ - | **$ 275,140** |
| Cultural Tourism Fund Total | $ - | $ 275,140 | $ - | $ - | $ - | $ - | **$ 275,140** |
| **Tourism Promotion Area Fund** | | | | | | | |
| Non Departmental | $ - | $ 888,390 | $ - | $ 41,610 | $ - | $ - | **$ 930,000** |
| Tourism Promotion Area Fund Total | $ - | $ 888,390 | $ - | $ 41,610 | $ - | $ - | **$ 930,000** |
| **Building and Safety Fund** | | | | | | | |
| Community Development | $ 39,260 | $ 321,400 | $ - | $ - | $ - | $ - | **$ 360,660** |
| Building and Safety Fund Total | $ 39,260 | $ 321,400 | $ - | $ - | $ - | $ - | **$ 360,660** |
| **General Debt Fund** | | | | | | | |
| Non Departmental | $ - | $ - | $ - | $ - | $ 5,499,230 | $ - | **$ 5,499,230** |
| General Debt Fund Total | $ - | $ - | $ - | $ - | $ 5,499,230 | $ - | **$ 5,499,230** |

# Good Governance FY 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|
| **City Services Fund** | | | | | | | |
| Fleet Services | $ 1,735,640 | $ 4,648,700 | $ - | $ 300,000 | $ - | $ - | **$ 6,684,340** |
| Facilities Services | - | 179,100 | - | - | - | - | **179,100** |
| Information Technology | 496,950 | 1,003,900 | 54,000 | - | - | - | **1,554,850** |
| Public Works | - | 1,755,000 | - | 50,000 | - | - | **1,805,000** |
| City Services Fund Total | $ 2,232,590 | $ 7,586,700 | $ 54,000 | $ 350,000 | $ - | $ - | **$ 10,223,290** |
| **Utility Fund** | | | | | | | |
| Public Works | $ 1,453,590 | $ 575,950 | $ 1,150 | $ - | $ - | $ - | **$ 2,030,690** |
| Utility Fund Total | $ 1,453,590 | $ 575,950 | $ 1,150 | $ - | $ - | $ - | **$ 2,030,690** |
| **Self Insurance Benefits Fund** | | | | | | | |
| Human Resources | $ 511,000 | $ 37,900,100 | $ - | $ - | $ - | $ - | **$ 38,411,100** |
| Self Insurance Benefits Fund Total | $ 511,000 | $ 37,900,100 | $ - | $ - | $ - | $ - | **$ 38,411,100** |
| **Self Insurance Risk Fund** | | | | | | | |
| Human Resources | $ 790,820 | $ 10,712,620 | $ - | $ - | $ - | $ - | **$ 11,503,440** |
| Self Insurance Risk Fund Total | $ 790,820 | $ 10,712,620 | $ - | $ - | $ - | $ - | **$ 11,503,440** |
| **Equipment Replacement Fund** | | | | | | | |
| Equipment Replacement | $ - | $ 5,540 | $ 11,654,990 | $ - | $ - | $ - | **$ 11,660,530** |
| Equipment Replacement Fund Total | $ - | $ 5,540 | $ 11,654,990 | $ - | $ - | $ - | **$ 11,660,530** |
| **Trust Fund** | | | | | | | |
| Non Departmental | $ - | $ - | $ 500,000 | $ - | $ - | $ - | **$ 500,000** |
| Trust Fund Total | $ - | $ - | $ 500,000 | $ - | $ - | $ - | **$ 500,000** |
| **Result Area Total** | $ 26,653,730 | $ 64,384,240 | $ 12,428,750 | $ 504,610 | $ 6,189,670 | $ 3,000,000 | **$ 113,161,000** |

# Good Governance FY 2021 Department Overview

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

| | | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|---|
| 1. | City Manager | $ 1,161,260 | $ 112,660 | $ - | $ - | $ - | $ - | **$ 1,273,920** |
| 2. | Debt Service | - | - | - | - | 5,499,230 | - | **5,499,230** |
| 3. | Employee Services | 7,759,760 | 55,087,150 | 60,000 | 413,000 | - | - | **63,319,910** |
| 4. | Equipment Replacement | - | 5,540 | 11,654,990 | - | - | - | **11,660,530** |
| 5. | Finance | 3,807,180 | 335,300 | - | - | - | - | **4,142,480** |
| 6. | Information Technology | 8,784,280 | 2,459,120 | 212,610 | - | - | - | **11,456,010** |
| 7. | Legal | 2,407,710 | 136,380 | - | - | - | - | **2,544,090** |
| 8. | Mayor & Council | - | 214,580 | - | - | - | - | **214,580** |
| 9. | Non Departmental | 86,000 | 3,317,640 | 500,000 | 41,610 | 690,440 | 3,000,000 | **7,635,690** |
| 10. | Shared Governance | 2,647,540 | 2,715,870 | 1,150 | 50,000 | - | - | **5,414,560** |
| | **Result Area Total** | $ 26,653,730 | $ 64,384,240 | $ 12,428,750 | $ 504,610 | $ 6,189,670 | $ 3,000,000 | **$ 113,161,000** |

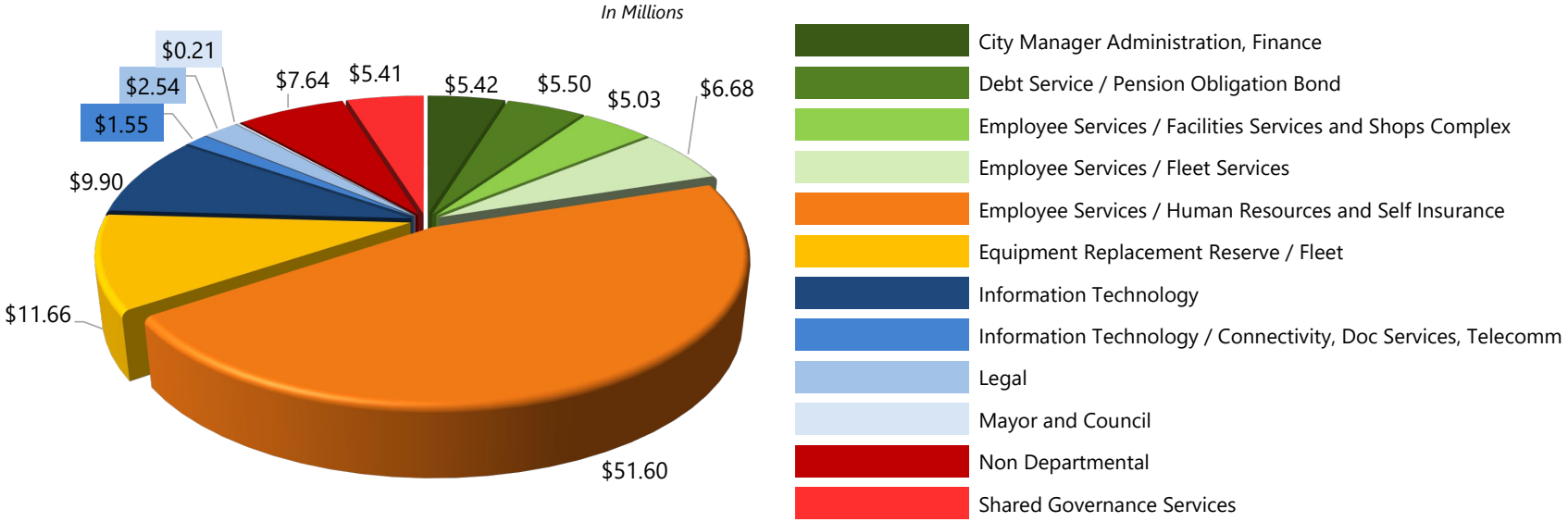
# Good Governance FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Service Area - All Funds | | | | |
| Personal Services | $ 26,653,960 | $ 26,653,960 | $ 26,653,730 | 23.6% |
| Materials and Services | 63,777,780 | 63,777,780 | 64,384,240 | 56.9% |
| Capital Outlay | 12,428,750 | 12,428,750 | 12,428,750 | 11.0% |
| Debt Service | 6,189,670 | 6,189,670 | 6,189,670 | 5.5% |
| Contingencies | 3,000,000 | 3,000,000 | 3,000,000 | 2.7% |
| Transfers | 504,610 | 504,610 | 504,610 | 0.4% |
| Total Expenditures - All Funds | $ 112,554,770 | $ 112,554,770 | $ 113,161,000 | |
| *Total Number of Positions* | *199.01* | *199.01* | *199.01* | |

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

*In Millions*



# 1. City Manager Summary of Services and Programs

## Summary of Services

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

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Boards and Commissions Support - CMO Admin | 25,720 | 26,240 | 0.25 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| City Council Support | 200,540 | 203,860 | 1.20 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| City Right-of-Way Administration | 20,000 | 11,000 | 0.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Citywide Planning and Initiatives | 85,180 | 134,600 | 0.55 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Communications Strategy and Delivery | 327,970 | 308,770 | 2.20 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Community Partnerships and Engagement | 133,920 | 127,500 | 0.60 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Diversity, Equity, and Inclusion | 143,820 | 153,860 | 0.70 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Organizational Management | 333,380 | 282,100 | 1.35 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Policy Analysis | 25,440 | 25,990 | 0.15 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund | $ 1,295,970 | $ 1,273,920 | 7.00 | | | | | | |

# 2. Debt Service Summary of Services and Programs

## Summary of Services

In 2005, the City of Salem bonded a portion of its PERS liability which has resulted in annual cost savings related to the City's full PERS obligation. To date, the City has saved approximately $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 2021 is $5,499,230.

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 Budget | FY 2021 Program Budget |
|---|---|---|
| Pension Obligation Bond | 5,296,470 | 5,499,230 |
| Total Debt Service Fund | $ 5,296,470 | $ 5,499,230 |

# 3. Employee Services Department Summary of Services and Programs

## Summary of Services

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

## Facilities Services

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

The division is comprised of three primary sections - building systems, building maintenance and services, and asset management. The primary function of Building systems is to maintain and operate the heating, ventilation, and cooling (HVAC), lighting, and plumbing systems in 56 facilities. This includes managing automated controls along with turning wrenches. Maintenance and services includes preventive maintenance and minor system repairs due to failure. It also includes custodial services clean and sanitize work areas occupied by City staff and public areas accessed by the community through 6-day-per-week services using the industry's greenest cleaning methods and best practices. The asset management program area cost-efficiently addresses the full life cycle of City assets. This includes construction, management of installation of new and existing building operating systems, building repairs, and operational efficiencies.



Facilities Services Building Operations is managing the project for this modular building, the new location for Public Works Environmental Services, in the west yard of the City Shops Complex. The project will be completed in Spring 2020. (Photo above)



Shelters were recently installed over the recycling center in the east lot at the City Shops Complex to protect stormwater runoff from potential contamination. (Photo above)

# 3. Employee Services Department Summary of Services and Programs

## Fleet Services

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

## Human Resources and Self Insurance / Risk Management

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

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

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

## Work Force Changes

This budget includes additional FTE to three Employee Services work groups: facilities services, human resources and risk management. With the new Police Facility opening in the fall, Facilities Services requires additional personnel resources to adequately maintain and clean the building. Facilities has requested new 5.0 FTE in the FY 2021 budget; four custodians and one HVAC technician.

Human Resources is also requesting 1.0 FTE for a Human Resources Specialist position. The position will provide much needed support to the increasing personnel workload and assist with employee modifications in the employee records system.

Risk Management is requesting 1.0 FTE that will assist in creating basic training curriculums within the City learning management systems for both employees and volunteers. This position will be paid out of the Self Insurance Risk Fund.

### *Fun Fact*

The Health Hub was able to provide testing to City employees exibiting COVID-19 symptoms.



# 3. Employee Services Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Budget Analysis and Oversight - HR | 1,900 | - | 0.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Classification and Compensation | 126,830 | 137,490 | 0.93 | More | ✓ | ✓ | ✓ | ✓ | |
| Contracts and Purchasing - HR | 20,910 | 19,390 | 0.20 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Employee Development | 121,250 | 115,260 | 0.45 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Employee Orientation | 74,290 | 54,220 | 0.35 | Less | ✓ | ✓ | ✓ | ✓ | |
| Employee Relations | 204,580 | 207,460 | 1.05 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fair Labor Standards Act (FLSA) Compliance | 45,230 | 46,540 | 0.25 | Less | ✓ | ✓ | ✓ | ✓ | |
| Human Resources Communications | 118,320 | 146,830 | 1.13 | Least | ✓ | ✓ | ✓ | ✓ | |
| Labor Management and Negotiations | 244,620 | 202,770 | 1.05 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Performance Review Management | 90,430 | 93,130 | 0.38 | Less | ✓ | ✓ | ✓ | ✓ | |
| Protected Leave and ADA | 78,580 | 81,950 | 0.50 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Records Management - HR | 129,140 | 134,920 | 1.14 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Recruitment and Hiring | 194,120 | 233,210 | 1.48 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unemployment Claims | 20,900 | 21,140 | 0.13 | Least | | ✓ | ✓ | ✓ | |
| Workforce Planning and Organization Development | 45,670 | 76,090 | 0.23 | Less | ✓ | ✓ | ✓ | ✓ | |
| Other Service Support | 63,450 | 119,140 | 0.74 | | | | | | |
| Total Human Resources | $ 1,580,220 | $ 1,689,540 | 10.00 | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budget Analysis and Oversight - Facilities | 64,410 | 71,380 | 0.45 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight - HR | 7,420 | 8,000 | 0.05 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Building Maintenance | 751,070 | 801,110 | 5.00 | Least | | ✓ | ✓ | ✓ | ✓ |
| Building Operating Systems Maintenance | 964,080 | 1,061,830 | 5.40 | Least | | ✓ | ✓ | ✓ | |
| Building Services | 510,990 | 598,950 | 4.55 | Least | | ✓ | ✓ | ✓ | ✓ |
| Capital Improvements Transfer - Governance | 110,860 | 113,000 | 0.00 | Capital improvement transfers not scored | | | | | |
| Construction Project Delivery - Facilities | 344,000 | 305,620 | 2.05 | Least | | ✓ | ✓ | ✓ | ✓ |

# 3. Employee Services Department Summary of Services and Programs

## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Contracts and Purchasing - Facilities | 190,200 | 182,230 | 1.35 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Custodial Services | 779,310 | 1,117,770 | 11.23 | | | | ✓ | ✓ | |
| Energy Use Management | 492,510 | 540,190 | 1.00 | Least | | | ✓ | ✓ | |
| Operating and Technology Transfers | 2,000 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Shops Complex Facilities Maintenance | 7,420 | 11,310 | 0.05 | Least | | ✓ | ✓ | ✓ | |
| Space Planning and Accessibility | 66,270 | 41,000 | 0.20 | Least | ✓ | ✓ | ✓ | ✓ | |
| Vehicle / Equipment Acquisition and Disposal | 7,420 | - | 0.00 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Facilities Services | $ 4,297,960 | $ 4,852,390 | 31.33 | | | | | | |
| Total General Fund | $ 5,878,180 | $ 6,541,930 | 41.33 | | | | | | |

## City Services Fund Programs and FTE

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Equipment Maintenance and Repair | 836,930 | 952,960 | 3.67 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fire Emergency Response Vehicle Maintenance and Repair | 671,120 | 802,340 | 2.62 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fuel Management | 2,250,470 | 2,314,900 | 0.68 | Least | ✓ | ✓ | ✓ | ✓ | ✓ |
| Light-Duty Vehicle Maintenance and Repair | 714,440 | 850,870 | 2.45 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operating and Technology Transfers | 907,610 | 300,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| Parts and Inventory Management | 457,290 | 501,940 | 2.57 | Least | ✓ | ✓ | ✓ | ✓ | ✓ |
| Police Vehicle Maintenance and Repair | 711,930 | 652,970 | 2.65 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Vehicle / Equipment Acquisition and Disposal | 291,000 | 308,360 | 1.36 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Fleet Services, City Services Fund | $ 6,840,790 | $ 6,684,340 | 16.00 | | | | | | |

# 3. Employee Services Department Summary of Services and Programs

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Operating and Technology Transfers | 87,900 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Shops Complex Facilities Maintenance | 39,100 | 179,100 | 0.00 | Least | | ✓ | ✓ | ✓ | |
| Total Shops Facilities, City Services Fund | $ 127,000 | $ 179,100 | 0.00 | | | | | | |
| Total City Services Fund | $ 6,967,790 | $ 6,863,440 | 16.00 | | | | | | |

## Self Insurance Benefits Fund Programs and FTE

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| COBRA / Retiree Benefits Management | 2,031,970 | 35,430 | 0.30 | Least | ✓ | | ✓ | ✓ | |
| Employee Benefits Management and Coordination | 24,551,500 | 26,614,320 | 0.70 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Employee Health Clinic | 599,060 | 540,160 | 0.10 | Least | | ✓ | ✓ | ✓ | |
| Employee Relations | 55,850 | 58,080 | 0.35 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Employee Retirement Benefits Management | 50,040 | 52,360 | 0.45 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Employee Wellness Program | 175,490 | 247,980 | 1.10 | Least | ✓ | ✓ | ✓ | ✓ | ✓ |
| Human Resources Communications | 82,570 | 78,570 | 0.70 | Least | ✓ | ✓ | ✓ | ✓ | |
| Operating and Technology Transfers | 327,740 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Records Management - HR | 33,370 | 32,530 | 0.30 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Reserve - Insurance | 11,178,550 | 10,751,670 | 0.00 | | | | | | |
| Total Risk Self Insurance Benefits Fund | $ 39,086,140 | $ 38,411,100 | 4.00 | | | | | | |

# 3. Employee Services Department Summary of Services and Programs

## Risk Self Insurance Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Liability / Property Insurance and Claim Management | 1,877,330 | 2,177,470 | 1.15 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Litigation Management | 170,040 | 164,160 | 1.25 | Less | ✓ | ✓ | ✓ | ✓ | |
| Operating and Technology Transfers | 465,390 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Reserve - Insurance | 8,870,640 | 6,606,380 | 0.00 | Reserve not sored | | | | | |
| Safety and Loss Prevention | 175,320 | 284,120 | 2.35 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Workers' Compensation | 2,073,120 | 2,271,310 | 1.25 | Less | ✓ | ✓ | ✓ | ✓ | |
| Total Risk Self Insurance Fund | $ 13,631,840 | $ 11,503,440 | 6.00 | | | | | | |
| Total Employee Services | $ 65,563,950 | $ 63,319,910 | 67.33 | | | | | | |

# 4. Equipment Replacement Reserve Summary of Services and Programs

## Summary of Services

Considered a financial best practice, a reserve is the set aside of funding designated for a specific purpose to support City operations. To fund the Equipment Replacement Reserve, City departments are assessed charges to cover the cost of vehicle replacement. For more information about vehicles and equipment scheduled for replacement in FY 2021, see the equipment replacement list in the Equipment Replacement Reserve Fund pages of the Financial Summaries section.

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

## Replacement Reserve Program

| | FY 2020 Program Budget | FY 2021 Program Budget |
|---|---|---|
| Equipment Replacement Reserve | 3,324,350 | 3,339,540 |
| Reserve - Fleet | 7,609,800 | 8,320,990 |
| Total Equipment Replacement Reserve Fund | $ 10,934,150 | $ 11,660,530 |

# 5. Finance Department Summary of Services and Programs

## Summary of Services

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

A vacant Accountant II position was transferred to the Information Technology Department and reclassified to a Senior Network Analyst to enhance network security. Internally, a vacant Financial Operations Manager and Management Analyst positions were moved from the Finance division to the Budget Office. The Financial Operations Manager position authority was filled as a Budget Officer during FY 2020.



# 5. Finance Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Accounts Payable | 239,590 | 208,720 | 2.20 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Accounts Receivable | 316,640 | 291,480 | 1.95 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Analytic Support and Special Projects | 112,620 | 120,580 | 0.85 | Least | | ✓ | ✓ | ✓ | ✓ |
| Annual Reporting and Annual Audit | 183,000 | 199,450 | 1.30 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Boards and Commissions Support - Budget | 10,180 | 29,330 | 0.20 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Boards and Commissions Support - Finance | 43,430 | 32,480 | 0.15 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight | 71,440 | 98,660 | 0.70 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight - Finance | 32,060 | 9,540 | 0.05 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Development and Preparation | 158,180 | 261,700 | 1.60 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Development and Preparation - Finance | 32,420 | 12,070 | 0.05 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Capital Improvement Plan | 33,750 | 44,500 | 0.30 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Cashiering - Finance | 466,880 | 330,530 | 3.80 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| City Right-of-Way Administration | 110,390 | 127,730 | 0.80 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Contracts and Procurements (Purchasing) | 412,060 | 433,640 | 3.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Downtown Parking Management | 51,930 | 39,800 | 0.40 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Emergency Operations and Preparation | 63,660 | 53,510 | 0.40 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Financial Accounting and Reporting | 589,440 | 700,850 | 4.95 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Financial Forecasting | 58,910 | 82,280 | 0.55 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Financial Planning and Analysis | 183,750 | 116,760 | 0.55 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Payroll and Employee Benefits | 498,590 | 461,950 | 4.05 | More | ✓ | ✓ | ✓ | ✓ | |
| Policy, Procedures, and Internal Control | 37,140 | 53,750 | 0.25 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Records Management - Finance | 24,130 | 23,450 | 0.15 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transient Occupancy Tax | 86,000 | 75,550 | 0.65 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Treasury | 333,550 | 334,170 | 2.10 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Finance Department | $ 4,149,740 | $ 4,142,480 | 31.00 | | | | | | |

# 6. Information Technology Department Summary of Services and Programs

## Summary of Services

## Information Technology

The Information Technology (IT) Department is dedicated to keeping 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 2021 budget maintains the IT Department's current portfolio of applications and infrastructure with equipment replacement identified in the five-year strategic plan.

Technology industry trends are causing software licensing costs to increase, and it is an ongoing challenge to control costs. The IT Department has maintained the current portfolio of software and expanded functionality to meet communication needs with minimal budgetary impacts through strategic infrastructure management, life cycle extensions, equipment consolidations, and process improvements. This strategy has allowed the IT Department to increase efficiencies of software solutions through consolidation, 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 maintenance costs for several enterprise systems initiated by other departments and centralized system management.

## Document Services

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

Work is ongoing to complete imaging and archiving services 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 increased by 3.0 FTE: 2.0 FTE programmers to support Public Works and 1.0 FTE department tech analyst to support increased technology at the new Police Station. The cost of the programmers for Public Works will be reimbursed by the Utility Fund.

# 6. Information Technology Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Application Development Services and Support | 815,290 | 792,710 | 4.45 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Building Access and Video Surveillance | 224,650 | 220,960 | 0.95 | Least | | ✓ | ✓ | ✓ | ✓ |
| Business Operations | 908,400 | 992,130 | 5.20 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Communications Interconnect System | 34,320 | 25,960 | 0.14 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Data Security Infrastructure Management | 740,230 | 745,270 | 3.18 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Document and Mail Services | 35,460 | 54,960 | 0.35 | Least | ✓ | ✓ | ✓ | ✓ | |
| Enterprise Application Support | 2,906,820 | 3,714,430 | 19.95 | New program, will be scored in FY 2021 | | | | | |
| Geographic Information Systems Infrastructure Management | 811,070 | 863,320 | 5.85 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| IT Telecommunications Operations | 245,400 | 161,940 | 1.10 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Network Communications Infrastructure Management | 436,350 | 541,560 | 2.93 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Server and Storage Infrastructure Management | 768,560 | 733,230 | 2.78 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Service Desk Support | 640,890 | 745,150 | 5.20 | Least | ✓ | ✓ | ✓ | ✓ | ✓ |
| Technology Infrastructure Management | 317,740 | 309,540 | 1.69 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund | $ 8,885,180 | $ 9,901,160 | 53.75 | | | | | | |

| City Services Fund Programs and FTE | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Business Operations | 17,390 | 271,140 | 0.30 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Communications Interconnect System | 25,100 | 35,100 | 0.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Document and Mail Services | 885,430 | 844,440 | 5.55 | Least | ✓ | ✓ | ✓ | ✓ | |
| Enterprise Application Support | 26,090 | 14,230 | 0.15 | New program, will be scored in FY 2021 | | | | | |
| IT Telecommunications Operations | 226,640 | 389,940 | 0.00 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operating and Technology Transfers | 311,390 | - | 0.00 | | | | | | |
| Total Document Services, City Services Fund | $ 1,492,040 | $ 1,554,850 | 6.00 | | | | | | |
| Total Information Technology Department | $ 10,377,220 | $ 11,456,010 | 59.75 | | | | | | |

# 7. Legal Department Summary of Services and Programs

## Summary of Services

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

## What's New in This Budget

In 2019, the City entered into a contract with GovQA to provide an online public records request portal. The online portal will simplify the request process. Each requester will create an account where they can submit requests, check on the status of requests and make payments using a debit or credit card. This software will increase efficiencies and make the public records process more user friendly. The public will be able to access records on their personal computer, tablet, smart phone or one of the kiosks located at City Hall. The expected go-live date is late spring 2020.

## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Boards and Commissions Support - Legal | 117,530 | 118,360 | 0.65 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight - Legal | 37,820 | 38,460 | 0.20 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| City Elections | 22,020 | 22,850 | 0.15 | Less | | ✓ | ✓ | ✓ | ✓ |
| Civil Defense | 185,080 | 189,270 | 1.10 | Less | | ✓ | ✓ | ✓ | ✓ |
| Civil Forfeitures | 19,170 | 17,290 | 0.10 | Less | | ✓ | ✓ | ✓ | |
| Civil Litigation | 159,170 | 160,680 | 1.00 | Least | | ✓ | ✓ | ✓ | |
| Criminal Prosecution | 662,890 | 710,670 | 4.57 | Less | | ✓ | ✓ | ✓ | ✓ |
| General Counsel Administrative Representation | 164,760 | 162,160 | 0.70 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| General Counsel Advice | 751,820 | 779,600 | 3.80 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Meeting Agenda Management | 140,630 | 163,860 | 0.90 | Less | ✓ | ✓ | ✓ | ✓ | |
| Public Records Requests | 106,720 | 106,960 | 0.70 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Records Management - Citywide | 79,630 | 73,930 | 0.50 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Legal Department | $ 2,447,240 | $ 2,544,090 | 14.37 | | | | | | |

# 8. Mayor and Council Summary of Services and Programs

## Summary of Services

The Mayor and Council budget supports community activities, partnerships, meetings, and training for the City Council. It also funds a Citywide financial audit and hearings officer services.

Comprised of the Mayor and eight City Councilors elected by residents, the City Council develops and decides on policies that affect the City government and Salem. All members of Council are unpaid volunteers who give their time to serve the community.



| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Mayor and Council | 211,810 | 214,580 | 0.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Mayor and Council, General Fund | $ 211,810 | $ 214,580 | 0.00 | | | | | | |

# 9. Non Departmental Summary of Services and Programs

## Summary of Services

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

The balance of expenses in Non Departmental, which are not distributed to other service areas, are noted below, and contribute to the outcome of Good Governance. Expenses include $35,000 for community surveying; $350,000 for ongoing enterprise consulting services related to the City's strategic plan, organizational assessment, customer service center analysis and other organizational needs; $20,000 for enhancements to the City's budget, CIP, and fee schedule data system; and a total of $49,800 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 $700,000.

The Non Departmental budget also includes the General Fund's contingency appropriation of $3 million, and an increase in debt service for a new internal loan between the Utility and the General Fund for the Civic Center Campus capital needs including: replacement of two transformers, security upgrades, renovation of the Civic Center first floor after the Police Department moves out, elevator modernization at both the Salem Public Library and Civic Center, and lower parking lot lighting upgrades at Civic Center.

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Cable Television Public Access Channels | 709,420 | 700,000 | 0.00 | Least | | | | | |
| Capital Improvements Transfer - Governance | 433,650 | - | 0.00 | Capital improvement transfers not scored | | | | | |
| Citywide Memberships, Services, and Subscriptions | 619,200 | 1,071,660 | 0.00 | Not scored | | | | | |
| General Fund Contingencies | 3,000,000 | 3,000,000 | 0.00 | Contingencies not scored | | | | | |
| Debt Service - Miscellaneous | 285,450 | 690,440 | 0.00 | Debt service not scored | | | | | |
| Operating and Technology Transfers | 197,300 | 382,450 | 0.00 | Operating / technology transfers not scored | | | | | |
| Unemployment Claims | 100,000 | 86,000 | 0.00 | Least | | ✓ | ✓ | ✓ | |
| Total General Fund | $ 5,345,020 | $ 5,930,550 | 0.00 | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Tourism Promotion Area Support | - | 46,500 | 0.00 | Operating / technology transfers not scored | | | | | |
| Tourism Promotion Area Fee Pass Through | - | 883,500 | 0.00 | Operating / technology transfers not scored | | | | | |
| Total Tourism Promotion Area Fund | $ - | $ 930,000 | 0.00 | | | | | | |

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment CC LC RC SS SP |
|---|---|---|---|---|
| Cultural and Tourism Administration | - | 275,140 | 0.00 | Operating / technology transfers not scored |
| Total Cultural and Tourism Fund | $ - | $ 275,140 | 0.00 | |
| Unanticipated | 500,000 | 500,000 | 0.00 | Trust funds not scored |
| Total Trust | $ 500,000 | $ 500,000 | 0.00 | |
| Total Non Departmental | $ 5,845,020 | $ 7,635,690 | 0.00 | |

# 10. Shared Governance Summary of Services and Programs

## Summary of Services

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

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| **Community Development Department Programs and FTE** | | | | | | | | | |
| Boards and Commissions Support - Cultural and Tourism | 89,960 | 89,860 | 0.60 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Boards and Commissions Support - Planning / Historic Landmarks | 130,220 | 135,840 | 0.95 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight - CD | 153,090 | 149,600 | 0.85 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Department Administration - CD | 262,780 | 269,380 | 1.50 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund Community Development | $ 636,050 | $ 644,680 | 3.90 | | | | | | |
| Boards and Commissions Support - Library | 68,680 | 89,570 | 0.67 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight - Library | 21,880 | 25,370 | 0.16 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund Library | $ 90,560 | $ 114,940 | 0.83 | | | | | | |
| Total General Fund | $ 726,610 | $ 759,620 | 4.73 | | | | | | |
| Budget Analysis and Oversight - Building and Safety | 111,150 | 360,660 | 0.20 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Building and Safety Fund | $ 111,150 | $ 360,660 | 0.20 | | | | | | |
| Total Community Development Department | $ 837,760 | $ 1,120,280 | 4.93 | | | | | | |

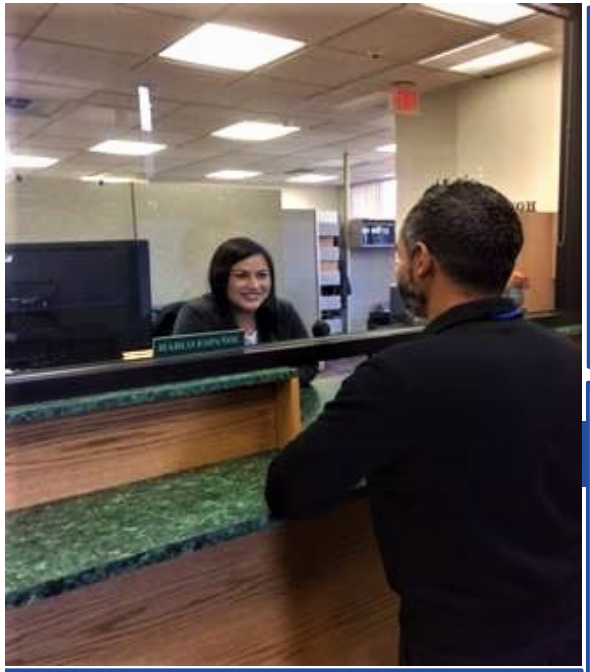
## Public Works Department Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | CC | LC | RC | SS | SP |
|---|---|---|---|---|---|---|---|---|---|
| Operating and Technology Transfers | 50,000 | 50,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| Purchasing and Warehouse - PW | 1,872,630 | 1,755,000 | 0.00 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total City Services Fund | $ 1,922,630 | $ 1,805,000 | 0.00 | | | | | | |
| Budget Analysis and Oversight - PW | 1,231,640 | 1,283,880 | 5.33 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Financial Support Services | 302,110 | 209,850 | 2.10 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Purchasing and Warehouse - PW | 446,590 | 536,960 | 4.00 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Utility Fund | $ 1,980,340 | $ 2,030,690 | 11.43 | | | | | | |
| Total Public Works Department | $ 3,902,970 | $ 3,835,690 | 11.43 | | | | | | |

## Urban Development Department Programs and FTE

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Accounts Payable | 100,950 | 104,120 | 1.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Budget Analysis and Oversight | 184,920 | 187,760 | 1.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Contracts and Purchasing | 125,890 | 130,260 | 1.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Parking Management | 35,740 | 36,450 | 0.20 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund | $ 447,500 | $ 458,590 | 3.20 | | | | | | |
| Total Urban Development Department | $ 447,500 | $ 458,590 | 3.20 | | | | | | |
| Total | $ 5,188,230 | $ 5,414,560 | 19.56 | | | | | | |

# Good Governance
## *At Your Service*



### Tourism Promotion Area

Identified in the Council Policy Agenda in both 2018, and in 2019, in January of 2020, the Tourism Promotion Area (TPA) went into effect. The TPA is a fee that is assessed on nightly stays in Salem hotels/motels and for stays booked by third party intermediaries. The City will retain up to 5 percent of the fee to cover administration with the remainder being distributed to the City's destination marketing organization, Travel Salem.

### Payment Terminal Upgrades, Increased Payment Options

This past year, the Finance Department replaced 25 outdated payment terminals across multiple City departments. The replacement of these terminals was done in bulk, resulting in a savings of $250 per replaced terminal. These new terminals allow for enhanced security and efficiency in the payment process.

Additionally, the Finance Department upgraded the City agreement for credit card processing allowing the City to now accept American Express and Discover cards, allowing for more options to customers.

### LEADing the Way

The Legal Department's prosecution unit has been involved with the Law Enforcement Assisted Diversion (LEAD) program since April, 2018. The program is modeled after a similar program started in Seattle, WA. LEAD is a completely grant-funded program with partnerships involving a wide variety of stakeholders in the Salem area. LEAD attempts to provide needed services to habitual offenders before charges are filed in court. The LEAD program in Salem has been focusing on the areas of particular need such as downtown and the Lancaster Drive area.

Those partnering in the LEAD program include law enforcement, courts, prosecutors and local recovery services. Participants accepted into the LEAD program are given the option to seek treatment instead of being charged with a crime. In 2019, 40 individuals were referred and 29 enrolled in the program.

Liability claims expenses are at a record twenty-year low. The City's litigation team and in-house claims administration have been successful in mitigating the City's losses. City safety and training initiatives have helped reduce the number of incidents as well. The workers' compensation claims count has been on a downward trend for the past five years. The new electronic claims filing process continues to reduce delays in claim processing and increase efficiencies.

# Good Governance
*At Your Service*

## Technology Updates and Services

In 2020, Information Technology (IT) focused on setting up new and improved infrastructure and applications for the City's future technology and business needs. IT also focused on improving operational efficiencies for City departments by implementing new applications, upgrading existing systems for additional functionality, and recommending improved business processes.

The IT Department has been proactive in understanding the City's business and departmental needs through on-site IT support. This initiative has not only resulted in efficient and effective delivery of services to departments, but also helped deliver tools that benefit the City and the community. Some examples include the City's utility billing system upgrade and spatial asset management integration with Water Utilities (IPS), Land Use and Development Public Mapping, Parks Operations, and Parks Field Mobility for Homeless Camps Tracking. The new City Operations Fee was also incorporated into a new design for customer water bills in January 2020.

IT continues to strategically replace and consolidate infrastructure systems to reduce the cost of operations. A new backup system was implemented to ensure data integrity and efficient information transfer between the City and the redundant backup site for an effective disaster recovery and business continuity plan.

IT deployed, or is in the process of deploying, several systems to improve residents' experience and increase operational efficiencies for the City. Through Parks and Recreation online services and the new Center 50+ online portal, patrons can register for events and classes online. An electronic public records request system will be available in May 2020 to improve the flow of information between the City and requesters. Improvements were also made to several application interfaces, such as those between case management systems to improve the accuracy of Court hearings and sentencing conditions. The new Community Development Department online permit portal became available in January 2020 allowing customers to access account information and make payments electronically.

Printer-friendly designs and increased ADA compatibility were implemented on the City's website to increase performance and functionality. An upgrade for the City's document retention system was completed allowing the City to move forward with improving information accessibility and move toward paperless initiatives.

Several public safety enhancements were completed, including a new Police Records Management System with updates for evidence management, in-car computer replacements for all Police vehicles and Fire apparatus', and paper forms / processes conversion to electronic. Several community-focused solutions were also deployed, including the Surveillance Camera Registration and Mapping Program and improvements to the web page for public identification of persons of interest. The IT department is working closely with the Police Department on logistics prior to their move to the new facility in September 2020.

# Good Governance
## *At Your Service*

### Performance Management

How can it be determined if City is doing a good job? As work continues with Priority Based Budgeting, there is a clear need for key performance indicators to show progress toward an outcome that is meaningful to the community. Work is ongoing to create a framework to formalize key performance indicators toward Council and community priorities. On an annual basis, the City commissions a statistically valid survey to sample community perspectives on the City's performance. The annual community report incorporates this information and staff are in the process of developing a structure, annual cycle, and reporting framework for key performance indicators. An update of the Strategic Plan in fall 2020 will also provide an opportunity to speak more directly to desired outcomes or targets that will serve as a foundation to gauge future progress.

### *TOT* Payment Portal

In order to better serve operators of hotels, motels, website intermediaries, and short term rentals in Salem, the Finance Department in collaboration with Information Technology developed an electronic portal for the remittance of transient occupancy taxes (TOT) and the filing of monthly reporting forms. The portal uses the same software that is used for recreation registration and permits. This allows for customers to have a "one-stop-shop" experience and allows for in-house maintenance of the portal.

The TOT payment portal became available for use in August 2019.

### Communications

| Period | Fast Facts | Data |
|---|---|---|
| 2019 | Average number of press releases / month | 8.5 |
| 2019 | Facebook growth in followers | 1,570 |
| Mar. 19- Mar. 20 | People visiting City website | 824,604 |
| Mar. 19- Mar. 20 | Number of times website pages viewed | 2,514,820 |
| Mar. 19- Mar. 20 | Number of times website was visited | 1,329,936 |
| *Top five sources of web traffic from outside the US* | 1. India<br>2. Canada<br>3. United Kingdom<br>4. Philippines | |

### Connect and Engage with Our Community

One of City Council's identified goals is to increase transparency and trust with the community through communications and engagement. The City's website is the City's primary communications tool. The City also connects with the community through the media, social media (Facebook, Twitter, NextDoor, Instagram), video content, a weekly e-newsletter, neighborhood association engagement, outreach to stakeholders and civic organizations about ongoing and Policy Agenda-related projects, programs and initiatives like Our Salem; the new Police Facility and Library renovation; bicycle, pedestrian and vehicle transportation projects to improve safety; parks planning and volunteer opportunities.

# Good Governance
*At Your Service*

## Procurement Processing, Going Electronic and Environmentally Friendly

The Procurement Division of Finance and the Information Technology (IT) Department developed an electronic contract renewal program which will eliminate the paper process for the over 600 contracts renewed processed annually. This electronic portal will reduce administration time as well as the management of and reliance on paper records. The program is currently being used in the IT and Fire departments for initial testing. Citywide use is anticipated next fiscal year for the renewals for fiscal year 2022.



## Revenue to Fund Essential City Services

Realizing the structural imbalance between General Fund revenues and expenditures, the 2018 Budget Committee recommended a work group be created to look at new revenue opportunities for the City in order to continue providing essential City services. The Sustainable Services Revenue Task Force was formed and as a result, two revenue options were selected: a City Operations Fee and an employee-paid payroll tax. Approved by City Council in the fall of 2019, staff from the Budget Office, Information Technology, Public Works and the City Manager's Office collaborated to put the fee in place. Beginning in January 2020, the City Operations Fee is an important first step to aligning resources with the cost of valued City services.

## Employee Performance Management

The City implemented a new employee performance management program during FY 2019 that established core competencies including Accountability, Communication Effectiveness, Customer Service, Leadership - Teamwork - Collaboration, and Problem Solving and Initiative. With all departments and most divisions now using the system, Human Resources has noticed improved timeliness in completed evaluations with less administrative processing while simultaneously fostering communications and feedback between supervisor and employee.

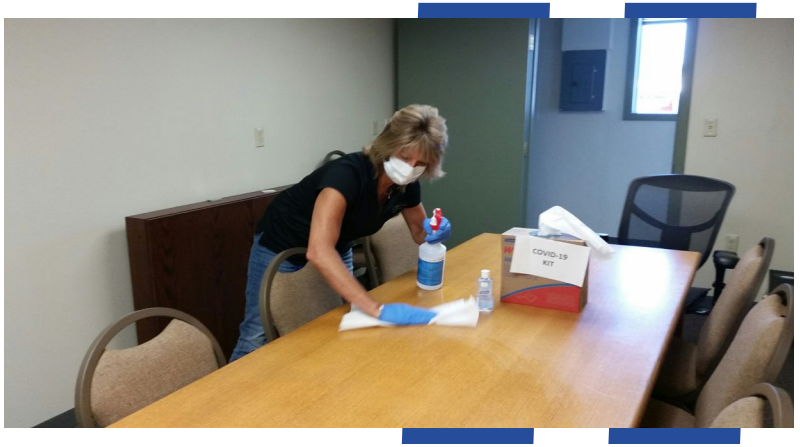
## Revenue Information Sessions

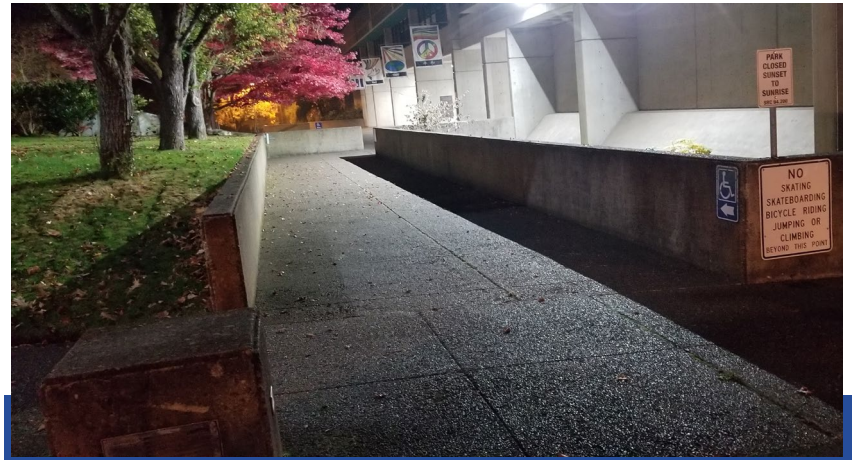
During the fall and winter months of 2019, members of the City's leadership team met with a variety of Salem community groups regarding the financial position of the City. Staff met with various groups including neighborhood associations, civic and interest organizations, the City Club, the Salem Chamber of Commerce and organizations representing Salem's cultural communities. A total of 32 groups and events were visited.

# Good Governance
## *At Your Service*

### Additional Cleaning and Safety Measures

As recommended by the Center for Disease Control, Facilities Services has taken steps to reduce the possibility of COVID-19 exposure in its facilities. The custodial staff implemented a specialized cleaning protocol that includes nightly disinfecting of all frequently-touched surfaces including doors, door knobs, conference room tables, work counters, and breakroom tables – citywide. Disinfecting kits have also been placed in every conference room so staff can disinfect between meetings if needed. (Photo at right)




Lighting improvements around the Civic Center campus have been ongoing. Along the walkway connecting City Hall and Pringle Parkade, lighting was upgraded which resulted in improved visibility under the Liberty Street bridge and in the surrounding area. LED lighting was also added near the walkways around Peace Plaza. (Photo above)

The generator that supports City Hall recently failed. Facilities purchased a new, portable generator to provide power to fire and life safety systems in the event of an emergency. (Photo below)



# 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*

# 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. | 140 | |
| 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<br>19<br>10 | R<br>S<br>WQ |
| Public Works | Flow monitors - wastewater only | 73 | |
| Public Works | Industries inspected for compliance with Categorical Industrial Users (CIUs) and Significant Industrial Users (SIUs) | 52 | CY 2019 |
| Public Works | Sanitary sewer overflows reported to the Oregon Department of Environmental Quality (compliance with NPDES Permit) | 10 | |
| Public Works | Number of Youth Environmental Education Program classroom presentations reaching nearly 15,000 students annually | 486 | |
| Public Works | Pounds of prescription drugs collected for disposal in partnership with the Police Department | 1,236 | CY 2019 |

# Natural Environment Stewardship

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

Reduces the carbon footprint of City operations and conserves energy

Protects and enhances watersheds, natural areas, and natural resources

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

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

Mitigates and abates threats to the environment

## Service Area Statistics

| Service Provider Department | Statistic Description | The Number |
|---|---|---|
| Public Works | Billion gallons of wastewater treated | 13 |
| Public Works | Mechanical and facility preventive maintenance work orders | 6,912 |
| Public Works | Electrical and instrumentation preventive maintenance work orders | 511 |
| Public Works | Dry tons of biosolids products produced | 3,140 |
| Public Works | Laboratory analyses conducted | 55,300 |
| Public Works | Trees and shrubs planted by 702 volunteers to increase streamside shade, reduce stormwater runoff, and reduce erosion | 6,277 |

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 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | **Total** |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| Non Departmental | $ - | $ 150,000 | $ - | $ - | **$ 150,000** |
| General Fund Total | $ - | $ 150,000 | $ - | $ - | **$ 150,000** |
| | | | | | |
| **Utility Fund** | | | | | |
| Public Works | $ 11,577,400 | $ 7,239,750 | $ 132,030 | $ - | **$ 18,949,180** |
| Utility Fund Total | $ 11,577,400 | $ 7,239,750 | $ 132,030 | $ - | **$ 18,949,180** |
| | | | | | |
| **Trust Fund** | | | | | |
| Public Works | $ - | $ - | $ - | $ 5,000 | **$ 5,000** |
| Trust Fund Total | $ - | $ - | $ - | $ 5,000 | **$ 5,000** |
| | | | | | |
| **Result Area Total** | $ 11,577,400 | $ 7,389,750 | $ 132,030 | $ 5,000 | **$ 19,104,180** |

# Natural Environment Stewardship FY 2021 Department Overview

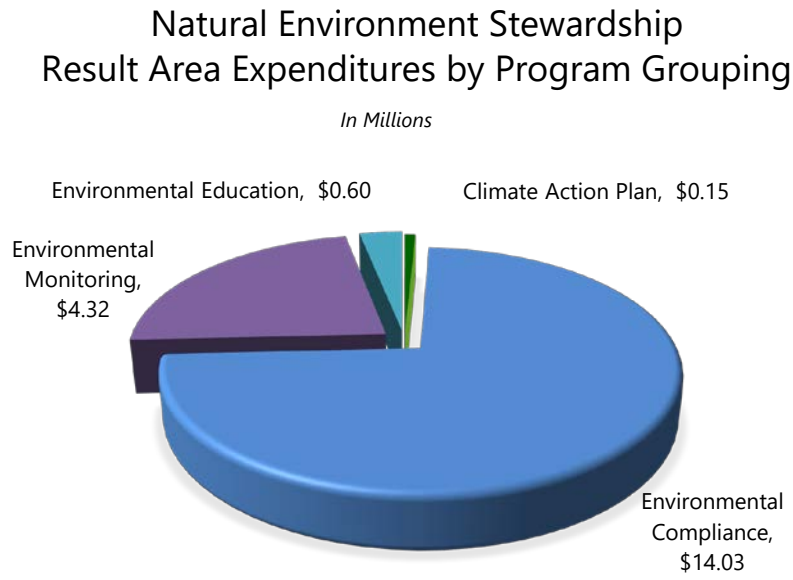
The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Department and account group.

| | Personal Services | Materials and Services | Capital | Interfund Transfers | |
|---|---|---|---|---|---|
| 1. Public Works | $ 11,577,400 | $ 7,239,750 | $ 132,030 | $ 5,000 | **$ 18,954,180** |
| 2. Non Departmental | - | 150,000 | - | - | **150,000** |
| **Result Area Total** | $ 11,577,400 | $ 7,389,750 | $ 132,030 | $ 5,000 | **$ 19,104,180** |

# Natural Environment Stewardship FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Result Area - All Funds | | | | |
| Personal Services | $ 11,577,400 | $ 11,577,400 | $ 11,577,400 | 60.6% |
| Materials and Services | 7,389,750 | 7,389,750 | 7,389,750 | 38.7% |
| Capital Outlay | 132,030 | 132,030 | 132,030 | 0.7% |
| Interfund Transfers | 5,000 | 5,000 | 5,000 | 0.0% |
| Total Expenditures - All Funds | $ 19,104,180 | $ 19,104,180 | $ 19,104,180 | |
| *Total Number of Positions* | *91.95* | *91.95* | *91.95* | |



# 1. Public Works Department Summary of Services and Programs

## Summary of Services

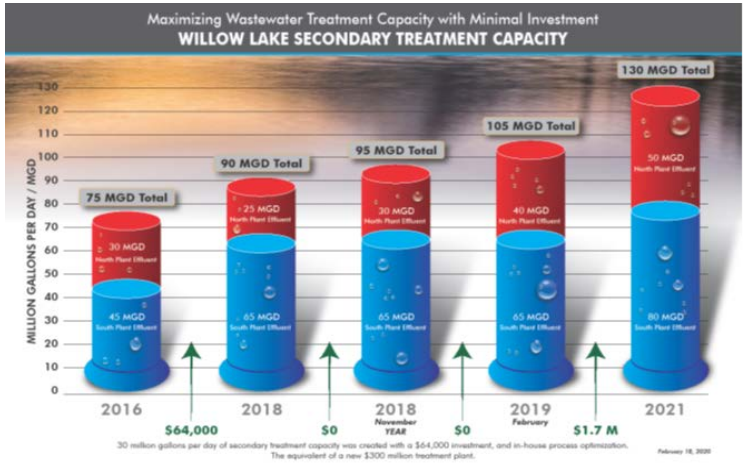
The Public Works Department is dedicated to environmental stewardship and preservation through responsible wastewater treatment, careful natural resource management, and community-wide educational outreach. To protect Salem's natural environment, Public Works staff ensures environmental compliance with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

## Environmental Compliance

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



Beginning in FY 2020-21, Willow Lake Water Pollution Control Facility expects to achieve a 70 percent increase in secondary capacity with less than $2 million investment through a five-year effort, giving the plant an increased capacity of 55 million gallons per day. This is the equivalent of constructing a new $550 million treatment plant. (Graphic at right)



# 1. Public Works Department Summary of Services and Programs

A $11.1 million Cogeneration Facility, planned to be in service by June 2020, will produce 1,200 kilowatts of renewable power by burning the biogas produced as a byproduct of wastewater treatment at the Willow Lake Water Pollution Control Facility. This is enough power to supply half of the plant needs and will result in electricity savings of $300,000 per year. The system will ultimately reduce the City's reliance on non-renewable power sources and will keep 5,000 metric tons per year of pollution-causing gases from being released into the atmosphere. The project is funded with utility rates, grants from Portland General Electric, and state grants from Energy Trust of Oregon and the Oregon Department of Energy. (Photo at right)



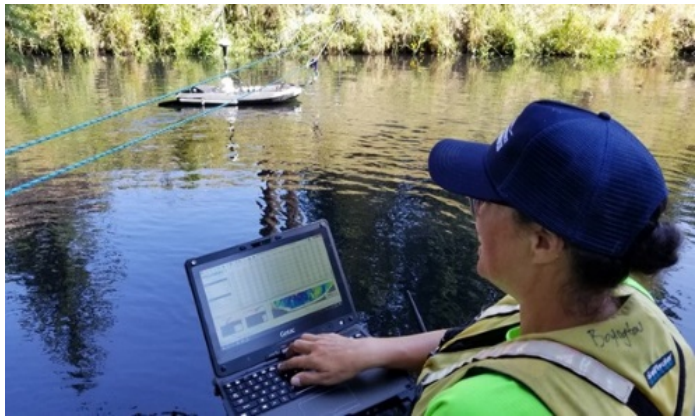
Stormwater Management. The City implements a 1200-Z industrial stormwater permit for its Airport Operations and a Municipal Separate Storm Sewer System (MS4) Phase 1 permit for its municipal stormwater discharges. The Oregon Department of Environmental Quality (DEQ) issues these permits to ensure municipalities 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 gauges 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)



# 1. 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 at left)



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

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 10 continuous monitoring stations, and conduct storm- and dry-weather outfall sampling. (Photo at right)



# 1. Public Works Department Summary of Services and Programs

## Environmental Monitoring, continued



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

## 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. Programs and events under the initiative include the storm drain marking program, the Capital Canine Club, the Watershed Protection and Preservation Grant, the annual Erosion Control and Stormwater Management Summit, and volunteer streamside tree-planting projects with Friends of Trees. In-person outreach and education efforts have reached over 25,000 people. (Photo at right)



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 10,000 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, Water World events, environmental STEM (science, technology, engineering, and math) afterschool program, eSTEM school nights and summer camps. (Photo at left)

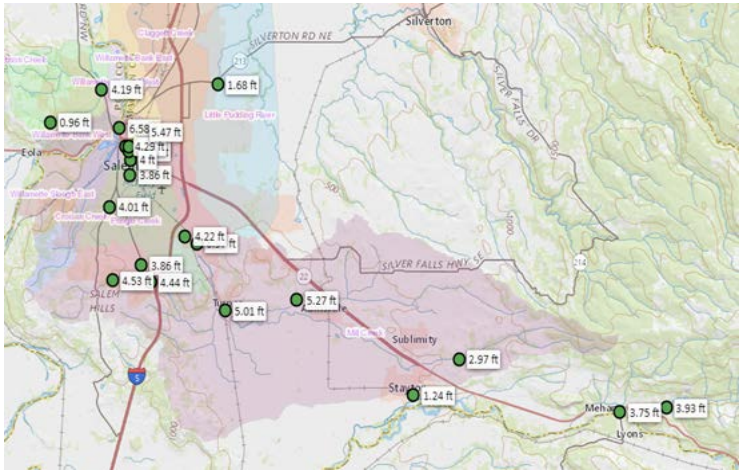
# 1. Public Works Department Summary of Services and Programs

## 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 below)






### Environmental Monitoring

Flood Warning System Expansion. Staff will continue to expand the physical network of rain and stream gauges, 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 reduction in flood insurance rates, data collection to support future structural flood control options, and a better understanding of the impacts of climate change. (Graphic at left)

# 1. Public Works Department Summary of Services and Programs

## Environmental Education

### Mayor's Monarch Pledge.

The City of Salem continues its pledge to increase monarch butterfly and other pollinator habitat on city properties. Three pollinator gardens have been established; two at parks and one at the Civic Center. Each new park master plan includes areas for pollinator habitat and each year a new pollinator garden is planted. (Photo at right)




### Tree Canopy.

Public Works continues to inventory and assess the urban tree canopy and plant more trees along City rights-of-way and on City-owned properties through contracts with Friends of Trees and Treecology. The City has set a new tree canopy goal of 28 percent by 2030. (Photo below)

### Clean Stream Initiative (Environment Outreach Programs).

In the 2021 budget year, the City will be reassessing streamside shade to help refine the community's riparian planting program, including development of a community survey on the value and benefit of trees. (Photo at right)





## Work Force Changes

1.0 FTE Geographic Information System (GIS) Analyst and 1.0 FTE GIS Technician are added to the budget for fiscal year 2021 to assist the Technical Services section of Public Works in asset management.

# 1. Public Works Department Summary of Services and Programs

## Utility Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chemical Handling and Disposal | 103,680 | 100,110 | 0.45 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Environmental Compliance for Outside Departments / Agencies | 337,560 | 226,480 | 1.24 | More | ✓ | ✓ | ✓ | ✓ | |
| Environmental Monitoring | 1,355,680 | 1,401,260 | 6.58 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Flow Monitoring | 939,210 | 999,480 | 4.63 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Green Stormwater Infrastructure Maintenance | 394,280 | 429,580 | 2.40 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Industrial Wastewater Pretreatment | 564,700 | 577,990 | 3.97 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Laboratory Testing and Analysis | 1,375,930 | 1,326,700 | 8.30 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Geographic Information Systems Infrastructure Management | 1,106,410 | 1,485,840 | 10.20 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Natural Areas Management | 404,290 | 379,710 | 1.70 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Natural Resources Education and Outreach | 455,680 | 596,540 | 3.20 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sanitary Sewer Quality Monitoring | 140,990 | 89,020 | 0.59 | More | ✓ | ✓ | ✓ | ✓ | |
| Stormwater Facility Inspections | 220,170 | 167,610 | 1.50 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Stormwater Quality Monitoring | 207,080 | 181,100 | 1.14 | More | ✓ | ✓ | ✓ | ✓ | |
| Technical Systems Analysis and Monitoring | 302,700 | 323,440 | 0.55 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Wastewater Treatment Byproduct Reuse | 1,317,800 | 1,266,370 | 3.20 | Less | ✓ | | ✓ | ✓ | ✓ |
| Wastewater Treatment Plant Maintenance | 3,781,440 | 4,057,190 | 16.60 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Wastewater Treatment Plant Operations | 5,340,800 | 5,320,760 | 25.70 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers | 19,330 | 20,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| Total Utility Fund | $ 18,367,730 | $ 18,949,180 | 91.95 | | | | | | |

## Trust Fund Programs and FTE

| | | | | |
|---|---|---|---|---|
| Environmental Program Donations | 5,000 | 5,000 | 0.00 | Trust funds not scored |
| Total Trust Fund | $ 5,000 | $ 5,000 | 0.00 | |
| Total Public Works Department | $ 18,372,730 | $ 18,954,180 | 91.95 | |

# 2. Non Departmental Summary of Services and Programs

## Summary of Services

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



## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Climate Action Plan | - | 150,000 | 0.00 | Less | ✓ | ✓ | ✓ | | ✓ |
| Implement Environmental Best Practices | 35,570 | - | 0.00 | Less | | | | | |
| Total General Fund | $ 35,570 | $ 150,000 | 0.00 | | | | | | |

# Natural Environment Stewardship

*At Your Service*

## Environmental Compliance

Willow Lake Water Pollution Control Facility (WLWPCF) Improvements. Residual biosolids generated by the wastewater treatment process can be used in dry "cake" form or applied in liquid form to farmland as fertilizer or as a soil amendment for non-food-chain crops. Currently, these biosolids are transported to Eastern Oregon for use, but due to cost of storage and transportation, the City is looking for farmland locally in the Willamette Valley to apply the biosolids. Staff anticipate a decrease of transportation costs of 40 percent in FY 2021 and elimination altogether by summer of FY 2022. This will offer a savings of approximately $97,000 in FY 2021 and $242,000 in FY 2022. Willow Lake started housing the dry biosolids in a pole barn at the treatment plant two years ago, generating an average savings of $75,000 per year. Staff are looking to expand to a second pole barn in FY 2021 to allow for additional storage during the wet weather season. (Photo below)



The Laboratory at WLWPCF is the second lab in Oregon to be fully accredited for microcystin analysis at both the state and federal levels. In 2019, Willow Lake's laboratory performed 1,952 microcystin and 1,151 cylindrospermopsin analyses. The lab achieves same-day results for cyanotoxin testing, enabling timely changes to be made to drinking water treatment, when required, and ensures that Salem's drinking water complies with state safety regulations. Willow Lake's laboratory is currently working to achieve cylindrospermopsin accreditation with the State of Oregon. (Photo at right)



Stormwater Management.
Natural Areas staff in the Stormwater Quality Section 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. (Photo at center)

# Natural Environment Stewardship
## *At Your Service*

### Environmental Compliance, continued

Stormwater Management, continued. Stormwater Quality Inspection staff inspected 1,183 public and private stormwater treatment facilities and flow control structures during 2019, enabling prioritization of maintenance for the growing number of these facilities. As development increases, so do the number of stormwater treatment facilities requiring inspection and maintenance and more staff is needed to keep up with this permit requirement. (Photo at right)





Processing Facility. The total cost to construct the Waste Processing Facility was $8 million, including $1.2 million for the installation of the septic hauler station. Since its operation beginning in August, 2017, the facility has had gross revenues of $3.2 million from the septic and leachate waste. Additional savings are also realized when street sweeping waste is dewatered and transported dry to disposal sites. (Photo at left)

Pringle Creek Rehabilitation. The Pringle Creek Restoration Project, bordered by the BNSF railroad to the west and the Commercial St SE Bridge to the east, removed the last remnants of the Boise Cascade Mill and a concrete fish ladder from Pringle Creek. The improved stream was reshaped and restored with riffles and pools to provide resting areas for migrating fish including Chinook salmon and steelhead, and to support a future path connection between City Hall, Riverfront Park and the Minto Island Pedestrian Bridge. (Photo at right)

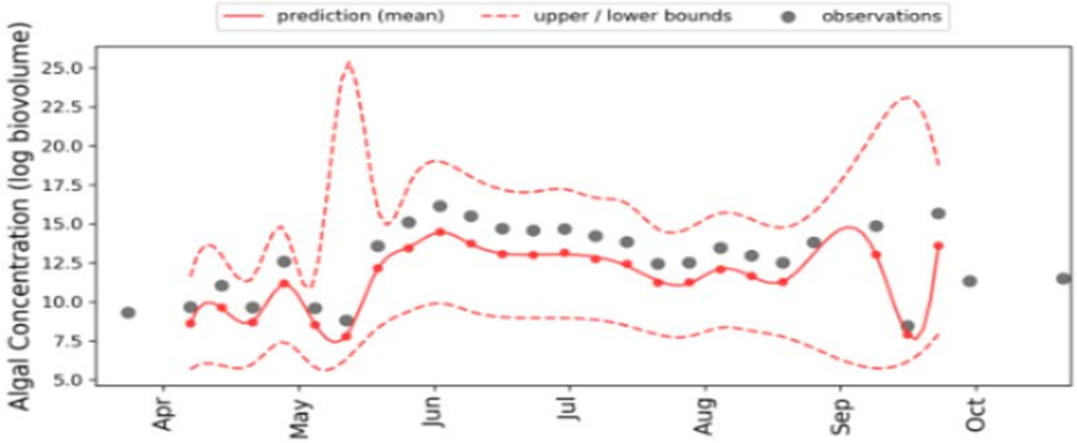


# Natural Environment Stewardship

*At Your Service*

## Environmental Monitoring

Real-Time Analytics Program for Environmental Monitoring. Public Works Technical Services continues to employ cutting edge techniques and technology to monitor the North Santiam Watershed. In addition to advancing a Harmful Algae Bloom prediction system for Detroit Lake, the group will use the work as a foundation to help understand environmental issues related to a changing watershed such as climate change, land use, forestry practices, and forest fire impacts. (Display at right)

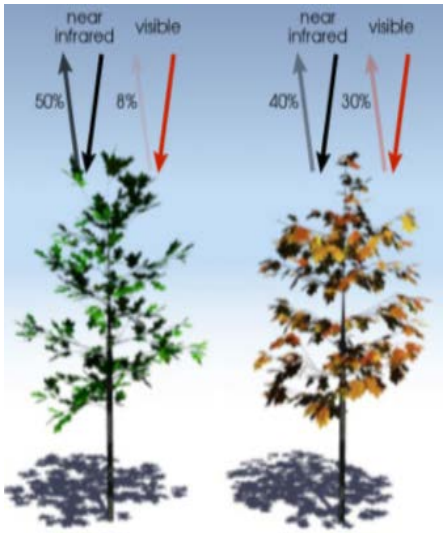






Sewer Flow Monitoring Network Upgrades. Staff have almost finished converting the City's network of flow meters and rain gauges to either solar or direct power, saving money on battery costs over time. 2020 will also see a new and easier-to-use software platform to monitor the network in real time. (Graphic at left)

Unmanned Aircraft System (UAS) Drone Inspection Program. Technical Services continues to refine the UAS program. More advanced camera systems that can capture a wider spectrum of visible light will be applied to remote sensing scenarios. As examples, tree canopy and wetland health can be quantitatively assessed and monitored using this new technology. (Graphic at right)



# Natural Environment Stewardship

## *At Your Service*

### Environmental Education

Youth Environmental Education Program (YEEP). The Youth Environmental Education Program reached 11,728 students through 486 presentations and discovery hikes. Staff provided environmental science, technology, engineering, and mathematics (STEM) after-school activities to four schools monthly, provided the Adopt-A-Stream Program to six schools and one Girl Scout troop, partnered with the Park Ranger to provide Junior Ranger Summer Camps, and led one Salem Wild Summer Camp. (Photo at right)



Clean Streams Initiative (Environmental Outreach Programs). Programing and marketing efforts for the Clean Streams Initiative have expanded to different mediums. In January 2020, staff launched a monthly newsletter called Stream Currents. Thirty-seven outreach events were attended, reaching an audience of 25,825; and 140 business and agency members attended the annual Erosion Control and Stormwater Summit. Approximately 340 feet of streambank on the north / northwest side of Pringle Creek at Judson Middle school were planted with 150 native trees and 1,250 native shrubs. Preparation work for additional plantings is underway. (Graphic to left)

# 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*



# Safe Community

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

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

## Service Area Statistics

| Service Provider Department | Statistic Description | | The Number | |
|---|---|---|---|---|
| City Manager / Municipal Court | Court filings by type for a total of 47,052 in 2019 | Violations | 13,045 | |
| | | Misdemeanors | 1,439 | |
| | | Parking Citations | 32,568 | |
| Community Development | Number of single family (single family, duplex, and multifamily) housing units | | 864 | FY 2019 |
| Community Development | Number of structural, mechanical, electrical, and plumbing inspections performed | | 28,165 | FY 2019 |
| Community Development | Number of structural, mechanical, electrical, and plumbing permits issued | | 9,117 | FY 2019 |
| Community Development | Number of structural, mechanical, electrical, and plumbing plans reviewed | | 2,356 | FY 2019 |
| Fire Department | Respond to priority emergencies within 5.5 minutes, 85% of the time | | 69.8% / 1.1% decrease | |
| Fire Department | Response unit en route within 60 seconds from receipt of alarm, 85% of the time | | 92.8% / 1.2% decrease | |
| Fire Department | Deliver effective response force to structure fire within 10 minutes, 85% of the time | | 74.5% / 1.7% decrease | |
| Fire Department | Cardiac save rate of 71%, based on CARES / Utstein bystander data | | 55.8% / 22.5% increase | |
| Fire Department | Calls for service (annual, total number and comparison to 2018) | | 26,351 / 2.9% increase | |



# Safe Community

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

| | | | | |
|---|---|---|---|---|
| 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, 38 sec |
| Police Department | Crashes - Fatal / Injury / Property | 7 / 440 / 1,251 |
| Police Department | Number of calls responded to by Salem police officers, average per day and month | 312 / 9,515 |
| Police Department | 9-1-1 calls answered for Salem Police by WVCC, average per day and month | 203 / 6,191 |
| Police Department | Non-emergency calls answered for Salem Police by WVCC, average per day and month | 233 / 7,088 |
| Police Department | 9-1-1 calls answered for 29 agencies by WVCC, average per day and month | 597 / 18,182 |
| Police Department | Non-emergency calls for 29 agencies answered by WVCC, average per day and month | 425 / 12,943 |
| Police Department | Reported Part I person crimes, average per month | 741 / 1.4% 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 | 514 / 6.0% increase |
| | Robberies (annual), total number and comparison to prior year | 56 / 8.2% decrease |



# Safe Community

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

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

## Service Area Statistics

| Service Provider Department | Statistic Description | The Number |
|---|---|---|
| Police Department | Reported Part I property crimes, average per month | 7,336 / 0.2% decrease |
| | The following are components and included in the Reported Part I property crime total: | |
| | Burglaries (annual), total number and comparison to prior year | 747 / 17.2% decrease |
| | Motor vehicle thefts (annual), total number and comparison to prior year | 978 / 9.9% increase |
| Police Department | Graffiti abatements, annual | 1,472 |
| Police Department | Domestic Violence Response Team aid to victims (number of victims served) | 446 |

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 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Contingencies | **Total** |
|---|---|---|---|---|---|---|
| **General Fund** | | | | | | |
| Municipal Court | $ 1,610,530 | $ 570,510 | $ - | $ - | $ - | **$ 2,181,040** |
| Police | 39,911,470 | 8,784,460 | 197,580 | - | - | **48,893,510** |
| Fire | 32,153,740 | 4,949,190 | 50,000 | - | - | **37,152,930** |
| General Fund Total | $ 73,675,740 | $ 14,304,160 | $ 247,580 | $ - | $ - | **$ 88,227,480** |
| **Building and Safety Fund** | | | | | | |
| Community Development | $ 3,717,970 | $ 1,314,850 | $ - | $ 500,000 | $ 300,000 | **$ 5,832,820** |
| Building and Safety Fund Total | $ 3,717,970 | $ 1,314,850 | $ - | $ 500,000 | $ 300,000 | **$ 5,832,820** |
| **Traffic Safety Fund** | | | | | | |
| Non Departmental | $ - | $ 850,340 | $ - | $ 318,610 | $ - | **$ 1,168,950** |
| Traffic Safety Fund Total | $ - | $ 850,340 | $ - | $ 318,610 | $ - | **$ 1,168,950** |
| **Emergency Medical Services Fund** | | | | | | |
| Fire | $ 399,700 | $ 401,470 | $ 50,000 | $ 150,000 | $ 60,000 | **$ 1,061,170** |
| Emergency Medical Services Fund Total | $ 399,700 | $ 401,470 | $ 50,000 | $ 150,000 | $ 60,000 | **$ 1,061,170** |
| **WVCC Fund** | | | | | | |
| Police | $ 10,070,360 | $ 1,751,520 | $ 70,000 | $ 1,000,000 | $ 500,000 | **$ 13,391,880** |
| WVCC Fund Total | $ 10,070,360 | $ 1,751,520 | $ 70,000 | $ 1,000,000 | $ 500,000 | **$ 13,391,880** |
| **Regional Records System Fund** | | | | | | |
| Police | $ - | $ 479,140 | $ - | $ - | $ 71,870 | **$ 551,010** |
| Regional Records System Fund Total | $ - | $ 479,140 | $ - | $ - | $ 71,870 | **$ 551,010** |
| **City Services Fund** | | | | | | |
| Police | $ 464,150 | $ 962,580 | $ 100,000 | $ - | $ - | **$ 1,526,730** |
| City Services Fund Total | $ 464,150 | $ 962,580 | $ 100,000 | $ - | $ - | **$ 1,526,730** |

# Safe Community FY 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Contingencies | **Total** |
|---|---|---|---|---|---|---|
| **Equipment Reserve Fund** | | | | | | |
| Equipment Replacement | $ - | $ 126,820 | $ 2,928,150 | $ - | $ - | **$ 3,054,970** |
| Equipment Reserve Fund Total | $ - | $ 126,820 | $ 2,928,150 | $ - | $ - | **$ 3,054,970** |
| **Trust Fund** | | | | | | |
| Police | $ - | $ 1,520,450 | $ - | $ 25,000 | $ - | **$ 1,545,450** |
| Fire | - | 100,000 | - | - | - | **100,000** |
| Trust Fund Total | $ - | $ 1,620,450 | $ - | $ 25,000 | $ - | **$ 1,645,450** |
| **Result Area Total** | $ 88,327,920 | $ 21,811,330 | $ 3,395,730 | $ 1,993,610 | $ 931,870 | **$ 116,460,460** |

# Safe Community FY 2021 Department Overview

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

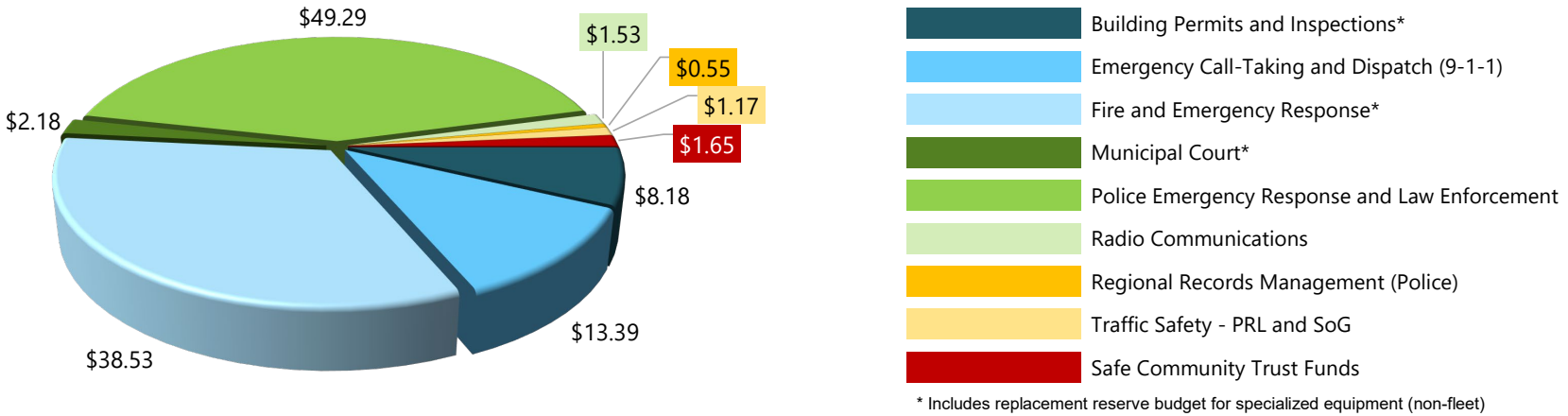
| Section | | Personal Services | Materials and Services | Capital | Interfund Transfers | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|
| 1. | Municipal Court | $ 1,610,530 | $ 570,510 | $ - | $ - | $ - | **$ 2,181,040** |
| 2. | Community Development | 3,717,970 | 1,314,850 | - | 500,000 | 300,000 | **5,832,820** |
| 3. | Equipment Replacement | - | 126,820 | 2,928,150 | - | - | **3,054,970** |
| 4. | Fire | 32,553,440 | 5,350,660 | 100,000 | 150,000 | 60,000 | **38,214,100** |
| 5. | Non Departmental | - | 850,340 | - | 318,610 | - | **1,168,950** |
| 6. | Police | 50,445,980 | 11,977,700 | 367,580 | 1,000,000 | 571,870 | **64,363,130** |
| 7. | Trust - Fire | - | 100,000 | - | - | - | **100,000** |
| 8. | Trust - Police | - | 1,520,450 | - | 25,000 | - | **1,545,450** |
| | **Result Area Total** | $ 88,327,920 | $ 21,811,330 | $ 3,395,730 | $ 1,968,610 | $ 931,870 | **$ 116,460,460** |

# Safe Community FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table below will be populated with numbers when each phase of the budget process is completed.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Result Area - All Funds | | | | |
| Personal Services | $ 88,327,920 | $ 88,327,920 | $ 88,327,920 | 75.8% |
| Materials and Services | 21,606,960 | 21,499,660 | 21,811,330 | 18.7% |
| Capital Outlay | 3,280,730 | 3,280,730 | 3,395,730 | 2.9% |
| Contingencies | 931,870 | 931,870 | 931,870 | 0.8% |
| Transfers | 1,993,610 | 1,993,610 | 1,993,610 | 1.7% |
| Total Expenditures - All Funds | $ 116,141,090 | $ 116,033,790 | $ 116,460,460 | |
| *Total Number of Positions* | *542.02* | *542.02* | *542.02* | |

## Safe Community
## Result Area Expenditures by Program / Department




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

# 1. City Manager / Municipal Court Department Summary of Services and Programs

## Summary of Services

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

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

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Community Service Monitoring | 124,800 | 125,160 | 0.92 | Less | ✓ | ✓ | | | ✓ |
| Court Customer Service | 234,660 | 230,860 | 2.47 | Least | | ✓ | | | ✓ |
| Court Proceedings - Criminal | 781,840 | 834,340 | 3.52 | Less | | ✓ | | ✓ | ✓ |
| Court Proceedings - Violations | 312,820 | 295,120 | 2.12 | Less | | ✓ | | | ✓ |
| Court Security | 86,740 | 87,640 | 0.22 | Least | | ✓ | | | |
| Criminal Court Jury Coordination | 62,890 | 63,270 | 0.42 | Least | | ✓ | | | |
| Probation / DUII Diversion Monitoring | 141,260 | 135,610 | 1.02 | Less | | ✓ | | | ✓ |
| Records Management - Court | 173,990 | 171,210 | 1.62 | Least | | ✓ | | | |
| Violations Bureau | 236,500 | 237,830 | 2.67 | Least | | ✓ | | | ✓ |
| Total General Fund | $ 2,155,500 | $ 2,181,040 | 15.00 | | | | | | |
| Total City Manager / Municipal Court Department | $ 2,155,500 | $ 2,181,040 | 15.00 | | | | | | |

# 2. 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 FY 2020-21 budget remains mostly unchanged for the Building and Safety Division of Community Development. A new 1.0 FTE position for an Office Assistant is added to support operations, take care of daily adminitrative tasks, and maintan records.

# 2. Community Development Department Summary of Services and Programs

| Building and Safety Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 500,000 | - | 0.00 | Capital improvement transfers not scored | | | | | |
| Commercial Building Permitting and Inspection | 1,444,070 | 1,647,130 | 10.13 | More | ✓ | ✓ | | ✓ | ✓ |
| Contingencies | 300,000 | 300,000 | 0.00 | Contingencies not scored | | | | | |
| Electrical Permitting and Inspection | 346,250 | 330,290 | 1.88 | More | ✓ | ✓ | | ✓ | ✓ |
| Mechanical Permitting and Inspection | 312,170 | 319,870 | 1.74 | More | ✓ | ✓ | | ✓ | ✓ |
| Operational and Technology Transfers | 912,130 | 1,245,830 | 0.00 | Operating / technology transfers not scored | | | | | |
| Permit Application Center | 780,700 | 780,960 | 5.58 | More | | ✓ | ✓ | ✓ | ✓ |
| Plumbing and Permitting Inspection | 300,090 | 298,530 | 1.59 | More | ✓ | ✓ | | ✓ | ✓ |
| Residential Building Permitting and Inspection | 834,750 | 910,210 | 6.11 | More | ✓ | ✓ | | ✓ | ✓ |
| Total Building and Safety Fund | $ 5,730,160 | $ 5,832,820 | 27.03 | | | | | | |
| Total Community Development Department | $ 5,730,160 | $ 5,832,820 | 27.03 | | | | | | |

# 3. 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 Program Budget | FY 2021 Program Budget | Staff |
|---|---|---|---|
| Fire and EMS Equipment Reserve | 160,210 | 313,810 | 0.00 |
| Permitting System Replacement Reserve | 1,809,010 | 2,348,740 | 0.00 |
| Police Equipment Reserve | - | 358,420 | 0.00 |
| Police Technology Reserve | - | 34,000 | 0.00 |
| Municipal Court Info System Replacement Reserve | 250,000 | - | 0.00 |
| Total Equipment Replacement Reserve | $ 2,219,220 | $ 3,054,970 | 0.00 |

# 4. Fire Department Summary of Services and Programs

## Summary of Services

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




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

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

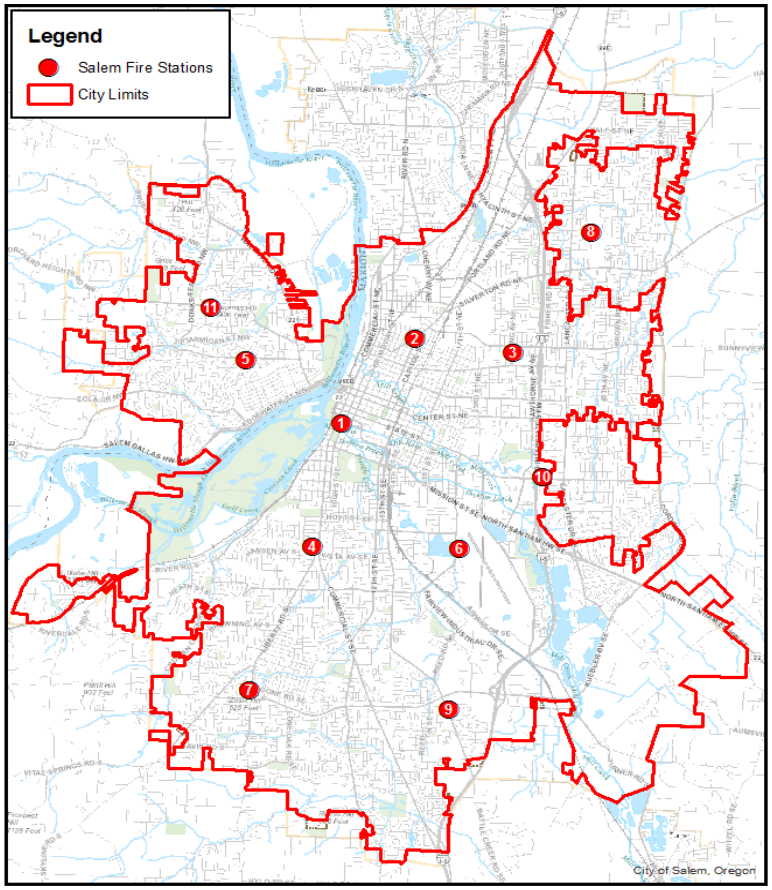
Ambulance transport services, supporting pre-hospital advanced life (ALS) operations, are provided through a public / private partnership with Falck Ambulance while additional backup ambulance transport services are provided by Salem Fire. The Emergency Medical Services and Training Division provides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

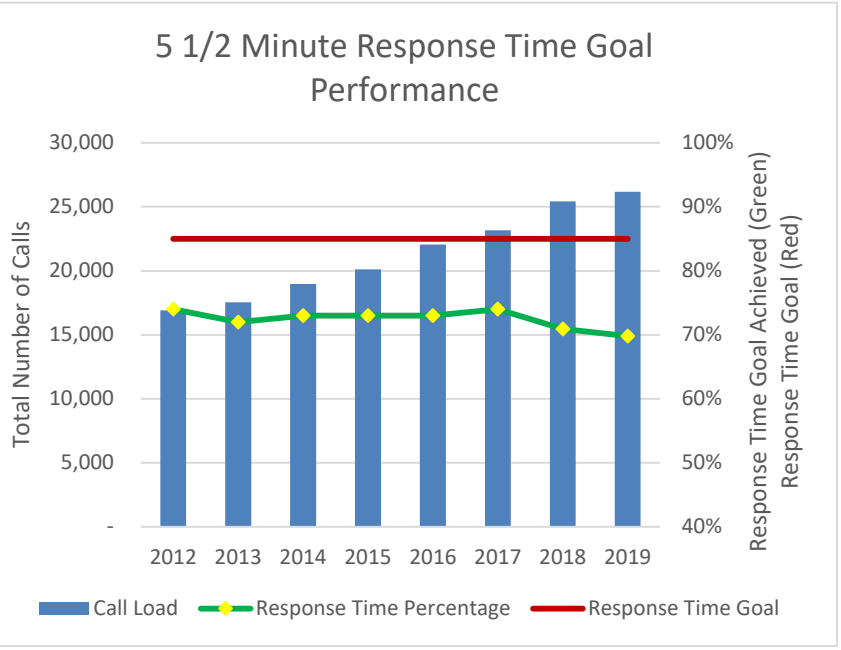
# 4. Fire Department Summary of Services and Programs

## What's New In This Budget

### Technology Investment, Gained Efficiency

In the FY 2020-21 budget, the department continues to invest in technology to gain efficiency and increase the accuracy of data collection. National Fire Incident Reporting System (NFIRS) is a reporting standard used by fire departments to uniformly report on the full range of their activities, from fire to Emergency Medical Services (EMS) to severe weather and natural disasters. The department will be implementing a fire-based incident management software to improve current data collection and reporting.




### Response Time Update (chart to left)

The department experienced a 2.9% increase in calls for service in 2019. With the re-opening of Station 11 in January 2019, the department was able to address the additional calls without a larger decline in the ability to meet the Council's response time goal. The response time goal of 5.5 minutes to 85% of all priority emergencies was achieved 69.8% in 2019, a decline of 1.1% from the previous year.

# 4. Fire Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Aircraft Firefighting and Rescue Response | 92,640 | 78,620 | 0.21 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Ambulance Transport and On-Scene Patient Treatment Administration | 45,970 | 148,800 | 0.65 | Less | | ✓ | | ✓ | ✓ |
| Career Development and Promotional Processes | 320,870 | 279,890 | 0.94 | Less | ✓ | ✓ | | | ✓ |
| Community Emergency Response Team (CERT) | 34,240 | 36,600 | 0.20 | Less | ✓ | ✓ | | ✓ | ✓ |
| Confined Space / Trench Rescue Emergency Response | 121,530 | 118,880 | 0.52 | More | | ✓ | ✓ | ✓ | ✓ |
| CPR in Schools | 46,240 | 45,850 | 0.25 | Least | | ✓ | | | ✓ |
| Data Analysis, Reporting, and Records Management | 166,220 | 171,380 | 0.97 | Less | | ✓ | | | ✓ |
| Disaster Planning | 35,700 | 31,250 | 0.20 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Emergency Management Performance Grant Administration | 15,890 | 15,980 | 0.10 | Less | | ✓ | | | ✓ |
| Emergency Operations Center (EOC) | 59,110 | 62,760 | 0.17 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Emergency Preparedness Training and Exercises | 25,680 | 25,660 | 0.15 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Exempt Justification Compliance and Reporting | 200,470 | 188,980 | 0.81 | Less | | ✓ | ✓ | ✓ | ✓ |
| Fire Investigations | 181,260 | 203,820 | 1.00 | Less | | ✓ | | ✓ | ✓ |
| Fire Safety Systems Inspections and Code Enforcement | 319,590 | 441,990 | 2.19 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fire Safety Systems New Construction Plan Review | 317,090 | 421,390 | 2.07 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fire, Emergency Medical, and Rescue Incident Response | 29,780,520 | 30,769,100 | 155.95 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fire, Emergency Medical, and Rescue Incident Response - Mutual Aid Agencies | 345,640 | 270,160 | 1.43 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Fire, Emergency Medical, and Rescue Incident Response - Salem Suburban Rural Fire Protection District | 1,016,270 | 1,032,260 | 5.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Hazardous Materials Emergency Response | 212,540 | 179,790 | 0.87 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Intergovernmental Agreements and Other Agency Coordination | 17,600 | 13,570 | 0.08 | Less | ✓ | ✓ | | ✓ | ✓ |
| National Incident Management System (NIMS) Compliance and Training | 15,880 | 15,870 | 0.10 | Least | | ✓ | | | |
| Operational and Technology Transfers | 1,684,070 | 1,809,180 | 0.00 | Operating / technology transfers not scored | | | | | |

# 4. Fire Department Summary of Services and Programs

## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Public Education and Outreach | 151,400 | 130,730 | 0.68 | Least | ✓ | ✓ | | | ✓ |
| Public Information Coordination and Outreach | 40,430 | 24,720 | 0.10 | Less | ✓ | ✓ | | ✓ | ✓ |
| Special Use Permits and Inspections | 120,910 | 128,640 | 0.70 | More | ✓ | ✓ | ✓ | ✓ | |
| Special Weapons and Tactics Medics | 102,050 | 102,100 | 0.46 | Less | | ✓ | | ✓ | ✓ |
| State Conflagration Incident Response | 156,150 | - | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Technical Rescue Emergency Response | 79,400 | 73,890 | 0.27 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Training and Certifications | 300,190 | 288,280 | 0.75 | Less | ✓ | ✓ | | | ✓ |
| Youth Fire Prevention and Intervention | 38,500 | 42,790 | 0.20 | Least | ✓ | ✓ | | | ✓ |
| Total General Fund | $ 36,044,050 | $ 37,152,930 | 177.00 | | | | | | |

## Emergency Services (EMS) Fund Programs and FTE

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Ambulance Transport and On-Scene Patient Treatment Administration | 623,160 | 813,410 | 2.00 | Less | | ✓ | | ✓ | ✓ |
| Career Development and Promotional Processes | 63,980 | - | 0.00 | Less | ✓ | ✓ | | | ✓ |
| Contingencies | 60,000 | 60,000 | 0.00 | Contingencies not scored | | | | | |
| Data Analysis, Reporting, and Records Management | 62,040 | - | 0.00 | Less | | ✓ | | | ✓ |
| Operational and Technology Transfers | 112,250 | 182,760 | 0.00 | Operating / technology transfers not scored | | | | | |
| Special Weapons and Tactics Medics | 5,000 | 5,000 | 0.00 | Less | | ✓ | | ✓ | ✓ |
| Training and Certifications | 221,370 | - | 0.00 | Less | ✓ | ✓ | | | ✓ |
| Total Emergency Services Fund | $ 1,147,800 | $ 1,061,170 | 2.00 | | | | | | |

| | | | |
|---|---|---|---|
| Total Fire Department | $ 37,191,850 | $ 38,214,100 | 179.00 |

# 5. Non Departmental Summary of Services and Programs

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

In FY 2020, the City created a new fund to segregate the revenues and program costs associated with current photo red light efforts. As part of a planned expansion to improve traffic safety, speed-on-green photo enforcement was deployed at one location during FY 2020. Plans to add photo red light and speed-on-green to three new locations in FY 2021 are underway. These features may be added at more intersections as resources allow.

The increased level of enforcement will correspond to an increased volume of citations. To respond to this capacity need, the Traffic Safety Fund supports a position in Municipal Court. The expense from additional hours of reserve officer services for reviewing the digital files also will be supported by this new fund.

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 Program Budget | FY 2021 Program Budget | Staff |
|---|---|---|---|
| Contingencies | 200,000 | - | 0.00 |
| Digital Photo Enforcement | 571,120 | 420,000 | 0.00 |
| Operational and Technology Transfers | 1,136,840 | 748,950 | 0.00 |
| Total Traffic Safety Fund | $ 1,907,960 | $ 1,168,950 | 0.00 |

# 6. Police Department Summary of Services and Programs

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

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

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

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

## What's New In This Budget and Work Force Changes

The FY 2020-21 budget adds two Police dispatcher positions to WVCC to provide additional dispatch coverage to Salem Police during their highest call volume times. It also adds a sworn officer to the Behavioral Health teams. This position is funded through an intergovernmental agreement with Marion County. Aside from these positions, there are no new requested positions or service area expansions.

In addition to these additional positions, the Chief has identified areas in the department where additional staff are needed to meet the current demands for service should funding be available.

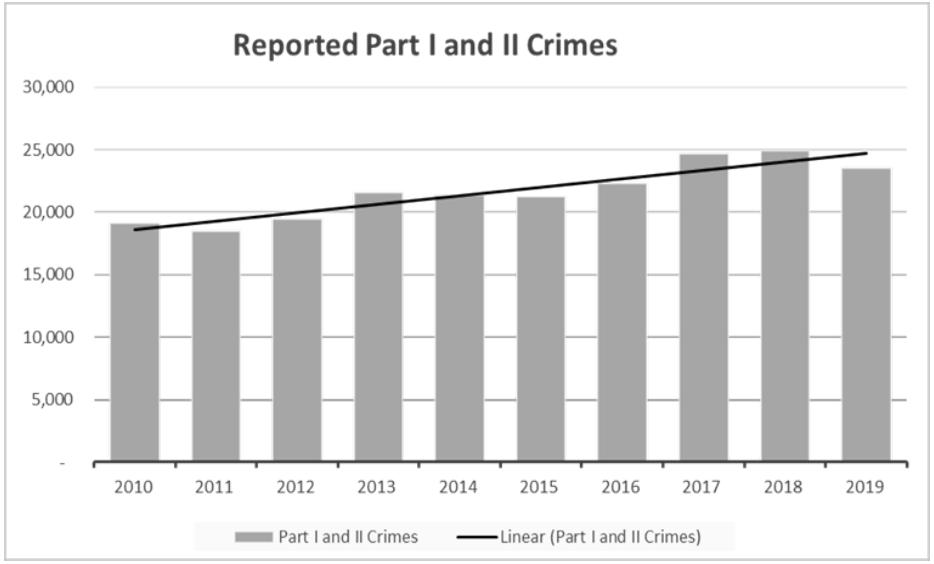
# 6. Police Department Summary of Services and Programs

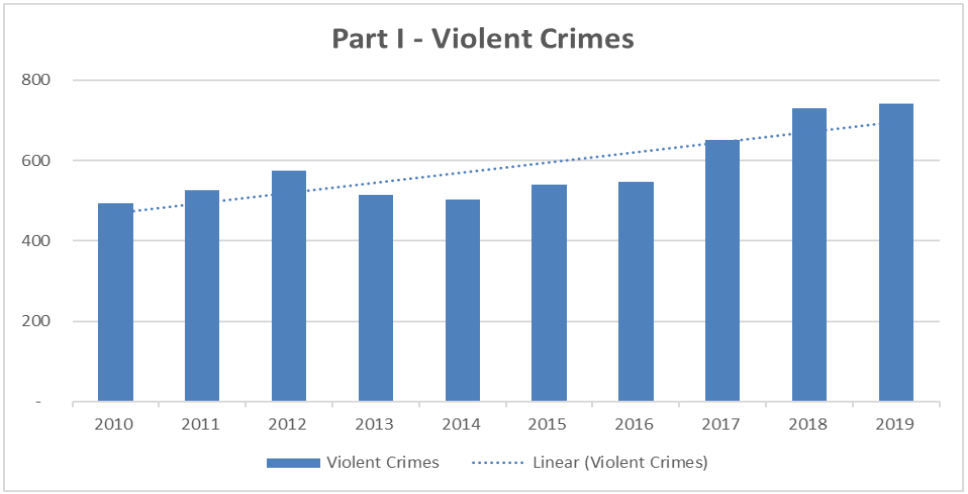
## Challenges

While the role of the Police Department in our community remains the same, the demands placed upon officers continues to evolve. Challenges related to protecting the City's growing homeless population are now balanced with the many challenges of responding to calls involving persons in various forms of crisis. The unknowns surrounding the emergency global COVID-19 pandemic are changing our traditional response to calls for service as well as our proactive activities.

After several years of increasing crime rates, we saw a 2.8 percent decrease in reported Part I and Part II crime for 2019. The decrease was seen in Part II crimes and primarily from a significant decrease in vandalism. Part I crimes, which include crimes against persons, saw a 0 percent change from 2018.

The Salem Police Department's officers per 1,000 resident population ratio continues to lag those of the larger cities west of the Cascades and fell short in the International City / County Management Association's Center for Public Safety Management recommendation that 40 percent of a patrol officer's time should be unobligated. This allows the officer to engage in proactive activities which improve the overall safety of a community and deter crime before it happens. A Salem officer's average unobligated patrol time is currently 20 percent.



# 6. Police Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Accreditation | 124,380 | 114,000 | 0.55 | Less | | ✓ | | ✓ | ✓ |
| Behavioral Health Team | 652,060 | 781,080 | 4.25 | More | | ✓ | | ✓ | ✓ |
| Community Service Officers | 195,570 | 304,290 | 4.80 | More | ✓ | ✓ | | ✓ | ✓ |
| Computer Forensics Lab | 355,650 | 461,490 | 2.00 | Less | | ✓ | | ✓ | ✓ |
| Crime Analysis | 292,700 | 318,500 | 2.10 | Less | | ✓ | | ✓ | ✓ |
| Crime Lab | 460,550 | 445,550 | 2.50 | Less | | ✓ | | ✓ | ✓ |
| Custody and Transport | 79,460 | 71,230 | 0.00 | Least | | ✓ | | | ✓ |
| Domestic Violence Response | 163,870 | 174,360 | 1.60 | Less | | ✓ | | | ✓ |
| Downtown Enforcement | 1,295,020 | 1,391,370 | 7.25 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Drug Enforcement Unit | 786,310 | 873,360 | 3.75 | More | ✓ | ✓ | | ✓ | ✓ |
| Fleet Management | 218,500 | 252,560 | 1.65 | Less | | ✓ | | | ✓ |
| Graffiti Removal | 123,850 | 144,570 | 2.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Internal Affairs | 317,170 | 319,340 | 1.30 | Less | | ✓ | | | ✓ |
| Operational and Technology Transfers | 3,361,330 | 3,674,910 | 0.00 | Operating / technology transfers not scored | | | | | |
| Patrol | 24,923,720 | 23,784,920 | 120.85 | More | | ✓ | | ✓ | ✓ |
| Person Crime Investigations | 2,314,900 | 2,432,480 | 11.45 | More | | ✓ | | ✓ | ✓ |
| Photo Redlight | 172,370 | 260,400 | 0.00 | Less | | ✓ | ✓ | | ✓ |
| Police K9 | 1,173,200 | 1,270,310 | 6.00 | Less | | ✓ | | ✓ | ✓ |
| Police Reception and Customer Service | 774,860 | 2,140,590 | 19.00 | Less | | ✓ | | ✓ | ✓ |
| Problem Oriented Policing | 814,920 | 583,880 | 3.00 | More | ✓ | ✓ | | ✓ | ✓ |
| Property and Evidence | 712,900 | 773,630 | 5.60 | Less | ✓ | ✓ | | | ✓ |
| Property Crime Investigations | 1,750,530 | 1,851,340 | 9.05 | More | | ✓ | | ✓ | ✓ |
| Public Relations and Crime Prevention | 552,330 | 519,460 | 2.70 | Less | | ✓ | | ✓ | ✓ |
| Special Teams | 267,080 | 283,160 | 0.00 | Less | | ✓ | | ✓ | ✓ |
| Street Crimes Unit | 1,408,710 | 1,906,550 | 9.35 | Less | | ✓ | | ✓ | ✓ |

# 6. Police Department Summary of Services and Programs

## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Telephone Reporting - Non-Emergency Crimes | 272,870 | 280,130 | 3.00 | Least | | ✓ | | ✓ | ✓ |
| Traffic Enforcement | 1,567,970 | 1,643,060 | 7.25 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Volunteer Coordination - Police | 146,670 | 149,170 | 1.00 | Less | | ✓ | | ✓ | ✓ |
| Youth Services | 1,664,690 | 1,687,820 | 9.40 | Less | | ✓ | | ✓ | ✓ |
| Total General Fund | $ 46,944,140 | $ 48,893,510 | 241.40 | | | | | | |

## City Services Fund Programs and FTE

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Operational and Technology Transfers | 216,790 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Radio Communications | 1,282,510 | 1,526,730 | 4.00 | More | | ✓ | ✓ | ✓ | ✓ |
| Total Radio Communications, City Services Fund | $ 1,499,300 | $ 1,526,730 | 4.00 | | | | | | |

## Regional Records System Fund Programs

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingencies | 113,900 | 71,870 | 0.00 | Contingencies not scored | | | | | |
| Operational and Technology Transfers | 139,900 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Police Regional Records Management System | 1,002,130 | 479,140 | 0.00 | More | | ✓ | ✓ | | ✓ |
| Total Regional Records System | $ 1,255,930 | $ 551,010 | 0.00 | | | | | | |

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

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 900,000 | 1,000,000 | 0.00 | Capital improvement transfers not scored | | | | | |
| Contingencies | 500,000 | 500,000 | 0.00 | Contingencies not scored | | | | | |
| Operational and Technology Transfers | 698,450 | 100,610 | 0.00 | Operating / technology transfers not scored | | | | | |
| Public Safety Call Taking and Dispatch | 10,684,030 | 11,791,270 | 75.60 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total WVCC Fund | $ 12,782,480 | $ 13,391,880 | 75.60 | | | | | | |

| | | | |
|---|---|---|---|
| Total Police Department | $ 62,481,850 | $ 64,363,130 | 321.00 |

# 7. Trust Funds Summary

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

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

| Fire Department | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Fire - Prevention/Education/Trauma | 100,010 | 100,000 |
| Total Fire | $ 100,010 | $ 100,000 |

| Police Department | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Police Property Income | 311,700 | 300,000 |
| K-9 Trust | 2,500 | 2,000 |
| Police - Other Income | 344,580 | 350,000 |
| Police - Misc. Donations | 50,000 | 123,000 |
| Police - Other Income | 40,220 | 40,000 |
| D.A.R.E. Program | 23,180 | - |
| Neighborhood Watch | 4,120 | 5,000 |
| Federal and State Forfeitures | 1,166,680 | 700,400 |
| Kingwood Tower | 19,610 | 25,050 |
| Total Police | $ 1,962,590 | $ 1,545,450 |

# Safe Community
*At Your Service*

## High-quality CPR without Interruption

In FY 2019-20, the department implemented the AutoPulse Resuscitation System. AutoPulse 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%. The AutoPulse is made for resuscitation on the move without compromising the safety of the first responders while the ambulance is moving.



## CPR in Schools

The Salem Fire Department continues to provide in class instruction to 8th grade student for hands-only CPR and AED use. In FY 2019-20, the department provided this training to over 2,600 students, who in turn trained 747 family members with take home kits.

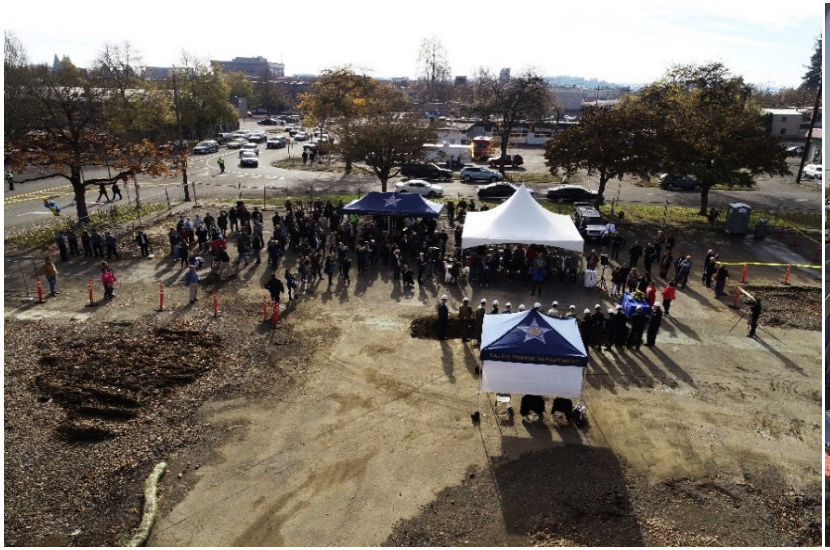



## Community Engagement

The Salem Fire Department implemented PulsePoint in 2014. PulsePoint is a mobile application that alerts community users to the need for CPR intervention. The application also displays other types of incidents to which the department is responding. Currently the department has nearly 18,000 followers with over 9,000 subscribers electing to receive CPR alerts. PulsePoint interfaces with the Salem Fire's dispatch center and will send notifications of sudden cardiac arrest victims in public places to users who are in the immediate vicinity of the emergency. The goal is to increase the possibility that a victim in cardiac arrest will receive cardiopulmonary resuscitation quickly.

# 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 is in the home stretch (photo above right) and is on target to be ready in the fall of 2020. The Police Department looks forward to sharing the new station with the public through a series of open houses.




Rendering of Salem's New Police Station

# Safe Community
*At Your Service*

## Keeping the Community Safe

### Halloween Dress Rehearsal

2019 was the 14th year for the department's Halloween safety event. Attendance exceeded 1,500, setting a new record. (Photos at right)








### "Treats Please!"

The Halloween Dress Rehearsal was so popular this past October, the line stretched down to Mirror Pond!



Recruitment Efforts

As the Salem Police Department balances staffing challenges such as officer-injuries, military deployment of active reservists and retirements, recruitment efforts are continual.

In response, the department has implemented new recruitment strategies to expand the search for qualified applicants. For example, the Personnel & Training Unit hosted an informational meeting to share details about the department and the officer hiring process. Officers also attended public safety job fairs specifically highlighting women in law enforcement. (Photos at right)





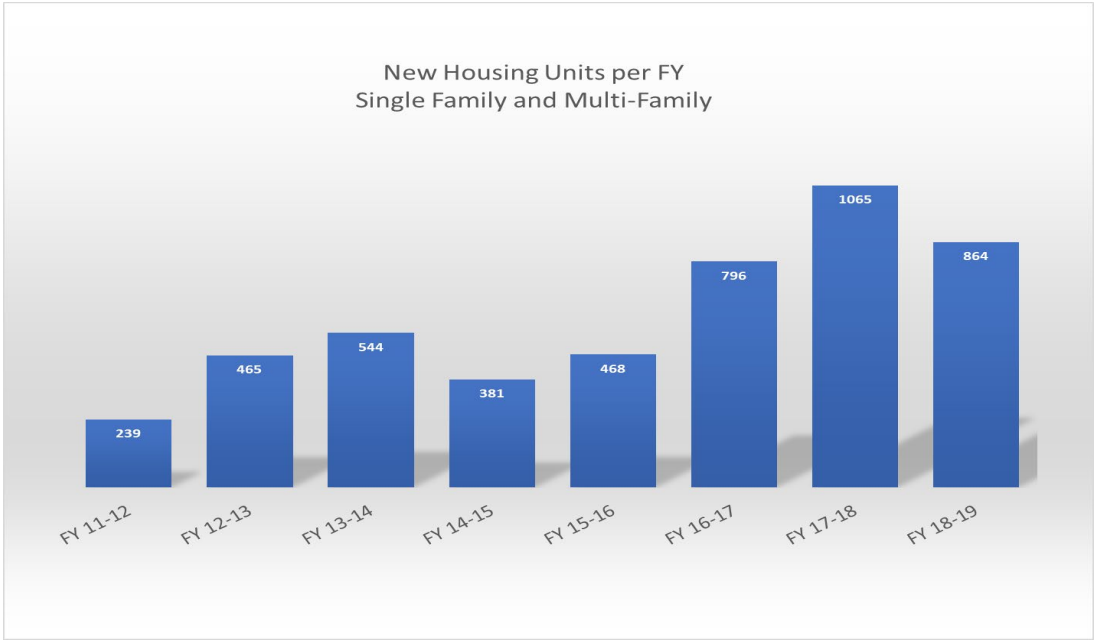

# Safe Community
## *At Your Service*

- 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 2019.

- City of Salem maintains an Insurance Services Organization (ISO) rating of 2 for both residential and commercial property code enforcement.




CITY OF Salem
AT YOUR SERVICE

# 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*



# Safe, Reliable, and Efficient Infrastructure

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

Optimizes the use of City assets

Manages water, stormwater, and wastewater safely and responsibly

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

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

Plans, operates, and maintains infrastructure networks

## Service Area Statistics

| Service Provider Department | Statistic Description | The Number |
|---|---|---|
| Public Works | Curb miles of street sweeping annually | 12,330 |
| Public Works | Miles of street surfaces maintained | 640 |
| Public Works | Street signs in our system | 31,200 |
| Public Works | Lane miles of line painted and striping maintained annually | 480 |
| Public Works | Total square feet of sidewalk repaired | 54,762 |
| Public Works | Miles of sidewalk inspected | 37 |
| Public Works | Utility bills issued annually | 667,086 |



# Safe, Reliable, and Efficient Infrastructure

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

Optimizes the use of City assets

Manages water, stormwater, and wastewater safely and responsibly

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

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

Plans, operates, and maintains infrastructure networks

## Service Area Statistics

| Service Provider Department | Statistic Description | The Number |
|---|---|---|
| Public Works | Willow Lake Water Pollution Control Facility flow in gallons | 13,013,140,000 |
| Public Works | Miles of water mains | 765 |
| Public Works | Tons of scrap metal sold (by Warehouse Services) | 43 |

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

# Safe, Reliable, and Efficient Infrastructure FY 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | |
| Non Departmental | $ - | $ 247,370 | $ - | $ 850,000 | $ - | $ - | **$ 1,097,370** |
| Parks and Recreation | 36,640 | - | - | - | - | - | **36,640** |
| General Fund Total | $ 36,640 | $ 247,370 | $ - | $ 850,000 | $ - | $ - | **$ 1,134,010** |
| **Transportation Services Fund** | | | | | | | |
| Public Works | $ 6,921,610 | $ 8,947,720 | $ 275,000 | $ 812,070 | $ - | $ 500,000 | **$ 17,456,400** |
| Transportation Services Fund Total | $ 6,921,610 | $ 8,947,720 | $ 275,000 | $ 812,070 | $ - | $ 500,000 | **$ 17,456,400** |
| **Streetlight Fund** | | | | | | | |
| Public Works | $ - | $ 1,181,930 | $ - | $ 500,000 | $ 240,430 | $ 200,000 | **$ 2,122,360** |
| Streetlight Fund Total | $ - | $ 1,181,930 | $ - | $ 500,000 | $ 240,430 | $ 200,000 | **$ 2,122,360** |
| **Debt Service Fund** | | | | | | | |
| Non Departmental | $ - | $ - | $ - | $ - | $ 16,331,030 | $ - | **$ 16,331,030** |
| Debt Service Fund Total | $ - | $ - | $ - | $ - | $ 16,331,030 | $ - | **$ 16,331,030** |
| **Utility Fund** | | | | | | | |
| Public Works | $ 27,716,970 | $ 29,807,740 | $ 1,626,990 | $ 23,248,440 | $ 19,023,240 | $ 3,000,000 | **$ 104,423,380** |
| Utility Fund Total | $ 27,716,970 | $ 29,807,740 | $ 1,626,990 | $ 23,248,440 | $ 19,023,240 | $ 3,000,000 | **$ 104,423,380** |
| **Trust Fund** | | | | | | | |
| Public Works | $ - | $ 373,300 | $ - | $ - | $ - | $ - | **$ 373,300** |
| Trust Fund Total | $ - | $ 373,300 | $ - | $ - | $ - | $ - | **$ 373,300** |
| **Result Area Total** | $ 34,675,220 | $ 40,558,060 | $ 1,901,990 | $ 25,410,510 | $ 19,263,670 | $ 3,700,000 | **$ 141,840,480** |

# Safe, Reliable, and Efficient Infrastructure FY 2021 Department Overview

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

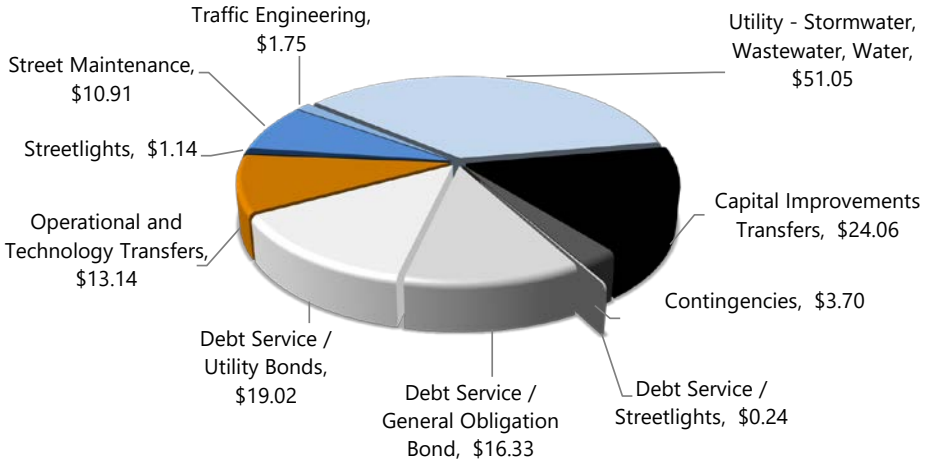
| | | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|---|
| 1. | Non Departmental | $ 36,640 | $ 247,370 | $ - | $ 850,000 | $ 16,331,030 | $ - | **$ 17,465,040** |
| 2. | Public Works - Transportation | 6,921,610 | 10,129,650 | 275,000 | 1,312,070 | 240,430 | 700,000 | **19,578,760** |
| 3. | Public Works - Utility | 27,716,970 | 29,807,740 | 1,626,990 | 23,248,440 | 19,023,240 | 3,000,000 | **104,423,380** |
| 4. | Trust Funds | - | 373,300 | - | - | - | - | **373,300** |
| | **Result Area Total** | $ 34,675,220 | $ 40,558,060 | $ 1,901,990 | $ 25,410,510 | $ 35,594,700 | $ 3,700,000 | **$ 141,840,480** |

# Safe, Reliable, and Efficient Infrastructure FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Service Area - All Funds | | | | |
| Personal Services | $ 34,675,220 | $ 34,675,220 | $ 34,675,220 | 24.4% |
| Materials and Services | 40,162,500 | 40,162,500 | 40,558,060 | 28.6% |
| Capital Outlay | 1,714,960 | 1,714,960 | 1,901,990 | 1.3% |
| Debt Service | 35,594,700 | 35,594,700 | 35,594,700 | 25.1% |
| Contingencies | 3,700,000 | 3,700,000 | 3,700,000 | 2.6% |
| Interfund Transfers | 25,410,510 | 25,410,510 | 25,410,510 | 17.9% |
| Total Expenditures - All Funds | $ 141,257,890 | $141,257,890 | $141,840,480 | |
| *Total Number of Positions* | *283.70* | *283.70* | *283.70* | |

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



# 1. Non Departmental Summary of Services and Programs

## Summary of Services

Payment of debt in this service area accounts for general obligation (GO) bonds, which must be approved by voters. The bonds are repaid with property tax levies, which cover annual debt service payments. Infrastructure projects funded through GO bonds include 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 transfers noted in the General Fund support engineering services provided by Public Works for projects with a General Fund nexus. An example of the type of project work from the recent past would be the initial planning for the new police station. Also included are transfers for information technology and facilities capital improvement projects.

## Debt Service Fund Programs

| | FY 2020 Program Cost | FY 2021 Program Cost |
|---|---|---|
| Debt Service - General Obligation | 15,765,610 | 16,331,030 |
| Total Debt Service | $ 15,765,610 | $ 16,331,030 |

## General Fund Programs

| | | |
|---|---|---|
| Operational and Technology Transfers | 313,160 | 1,097,370 |
| Storm Sewer Pipe Cleaning | - | 36,640 |
| Total General Fund | $ 313,160 | $ 1,134,010 |

| | | |
|---|---|---|
| Total Non Departmental | $ 16,078,770 | $ 17,465,040 |

# 2. Public Works Department Summary of Services and Programs

## Summary of Services

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

## 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, 268 traffic signals, 223 school speed zone flashers, and approximately 11,500 streetlights to ensure safety of all users of the City's transportation systems. The section budget includes transfers of state highway revenue for transportation system improvement projects and reimbursements to the General Fund and Utility Fund for services provided.

## Transportation – Streets

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 929 miles of sidewalks in the City. The section removes over 2,700 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 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.

## Work Force Changes

Two laborer positions will be converted from seasonal to full-time to add capacity to the concrete crew. One new maintenance operator funded by stormwater rate revenue has been added to Streets Maintenance to support daytime street sweeping activities.

## What's New In This Budget

### Pedestrian Safety

- Pedestrian island and crossing safety improvements on State Street, Lancaster Drive, and River Road
- Flashing beacon at the intersection of Doaks Ferry Road at Eola Drive

### Intersection Improvements

- Widening of Hawthorne Avenue and Sunnyview Road

### Street Improvements

- Hollywood Drive roadway improvements (Photo below)



Improvements at the 3300 block of Hollywood Drive include installing missing sidewalk and curb as well as asphalt pavement overlay.

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

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Transportation Services Fund Programs and FTE** | | | | | | | | | |
| Alley Maintenance | 202,970 | 122,990 | 0.68 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Capital Improvements Transfer | 448,070 | 806,670 | 0.00 | Capital improvement transfers not scored | | | | | |
| Contingencies | 500,000 | 500,000 | 0.00 | Contingencies not scored | | | | | |
| Infrastructure Planning | 347,000 | 441,910 | 2.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers | 3,576,090 | 3,786,840 | 0.00 | Operating / technology transfers not scored | | | | | |
| Right-of-Way Maintenance | 570,860 | 502,290 | 2.14 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Road Surface Maintenance | 2,740,090 | 3,022,760 | 9.29 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sidewalk Maintenance | 1,687,580 | 1,544,420 | 9.52 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sign and Post Maintenance and Installations | 812,890 | 808,340 | 5.49 | More | | ✓ | ✓ | ✓ | ✓ |
| Street Sweeping | 750,510 | 909,740 | 6.52 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Traffic Control Center | 532,940 | 579,050 | 2.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Traffic Engineering and Permitting | 751,300 | 725,500 | 4.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Traffic Markings | 706,190 | 614,400 | 2.27 | More | | ✓ | ✓ | ✓ | ✓ |
| Traffic Signal Maintenance | 1,799,740 | 1,978,600 | 5.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Utility Trench Patching | 839,660 | 1,112,890 | 11.09 | Less | | | ✓ | ✓ | ✓ |
| Total Transportation Services Fund | $ 16,265,890 | $ 17,456,400 | 60.00 | | | | | | |

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

## Streetlight Fund Program

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 700,000 | 500,000 | 0.00 | Capital improvement transfers not scored | | | | | |
| Contingencies | 200,000 | 200,000 | 0.00 | Contingencies not scored | | | | | |
| Debt Service - Streetlights | 240,400 | 240,430 | 0.00 | Debt Service not scored | | | | | |
| Operational and Technology Transfers | 45,580 | 37,080 | 0.00 | Operating / technology transfers not scored | | | | | |
| Streetlight Maintenance and Installation | 1,347,290 | 1,144,850 | 0.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Streetlight Fund | $ 2,533,270 | $ 2,122,360 | 0.00 | | | | | | |
| Total Public Works Department | $18,799,160 | $19,578,760 | 60.00 | | | | | | |

# 3. Public Works Department Summary of Services and Programs

## Summary of Services

The Public Works Department provides safe, reliable, and efficient infrastructure to Salem residents through operation, maintenance, and improvement of the 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.

## What's New In This Budget

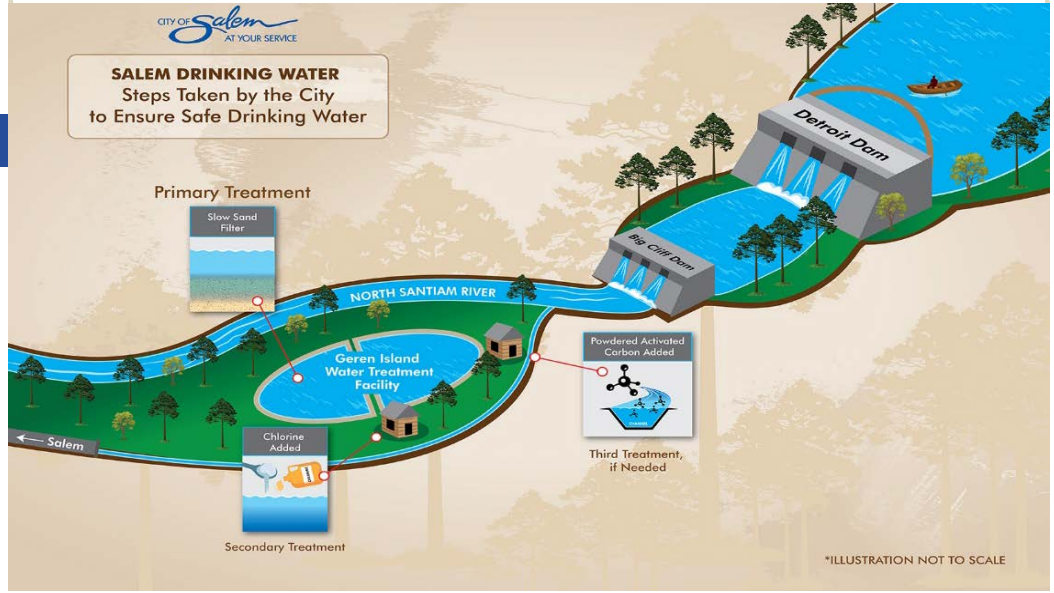
This budget includes debt service for $60 million in revenue bonds issued to fund construction of an ozone treatment facility, treatment filter improvements, and ground water wells at Geren Island. Bond funds will also support improvements to the Aquifer Storage and Recovery (ASR) system, a new wastewater pump station, and rehabilitation or replacement of aging water or wastewater pipes and facilities.

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

The budget includes the addition of a 1.0 FTE program manager II position to enhance public information services in the Public Works Department.

*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.*



# 3. 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.

## Work Force Changes

During FY 2020, an engineer 4 was reclassified to a program manager 3 to provide the equivalent level of service for coordination of construction and development permits at a lower overall cost. For FY 2021, a supervisor was added to manage field survey work on capital improvement projects.

## What's New In This Budget

Fees related to the new Systems Development Charge (SDC) methodology update will complete full implementation July 1, 2020. All five of Salem's system development charge methodologies--parks, transportation, water, sewer, and stormwater--were updated in February 2019 with a two-year phased implementation process. The update included ordinance changes and a new administrative rule that now provides an integrated approach to collection and expenditure of SDCs.



# 3. Public Works Department Summary of Services and Programs

## Summary of Services

### Utility Operations

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

## Work Force Changes

Four additional water treatment plant operators are added to the FY 2021 budget to facilitate ozone treatment operations at Geren Island beginning spring of 2021. One instrument technician position is added to meet operational needs of the new ozone treatment facility and to enhance instrument maintenance for the water and wastewater systems.

Planned for FY 2021, new scales at the Waste Processing Facility to measure tipping weight of incoming haulers, street sweepers, and dump trucks will make tracking and billing more efficient.



## What's New In This Budget

### Water Construction Projects

- Waterline upsizing near Crestview Apartments
- Seismic valve upgrades at Fairmont Reservoir
- Geren Island groundwater wells

### Wastewater Construction Projects

- Sanitary sewer capacity improvements near Madrona Avenue
- Fourth headworks bar screen at Willow Lake Pollution Control Facility
- North secondary clarifier improvements at Willow Lake Pollution Control Facility

### Waste Processing Facility Project

- Installation of new scales to measure tipping weight



Rehabilitation and upgrade of the north secondary clarifier at Willow Lake Pollution Control Facility (pictured above) is included in the FY 2021 budget.

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

| Utility Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 14,650,000 | 23,248,440 | 0.00 | Capital improvement transfers not scored | | | | | |
| Capital Planning | 389,840 | 349,260 | 1.85 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Code Compliance - PW | 120,820 | 123,890 | 1.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Construction Project Delivery | 6,792,230 | 7,440,140 | 41.21 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Contingencies | 3,000,000 | 3,000,000 | 0.00 | Contingencies not scored | | | | | |
| Debt Service - Utility | 21,189,470 | 19,023,240 | 0.00 | Debt Service not scored | | | | | |
| Desktop Publishing - PW | 181,630 | 155,510 | 2.00 | Least | ✓ | ✓ | | ✓ | ✓ |
| Fire Hydrant Installation | 676,860 | 569,430 | 3.30 | Most | | ✓ | ✓ | ✓ | ✓ |
| Floodplain Management and Regulatory Compliance | 406,150 | 410,840 | 1.10 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Infrastructure Planning | 2,506,450 | 2,580,100 | 6.90 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Leak Detection Program | 334,550 | 292,820 | 2.15 | Less | ✓ | ✓ | ✓ | ✓ | |
| Operational and Technology Transfers | 7,588,390 | 8,214,530 | 0.00 | Operating / technology transfers not scored | | | | | |
| Private Infrastructure Plan Review and Permitting | 1,217,660 | 1,249,210 | 9.20 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Public Information Coordination and Outreach - PW | 184,690 | 164,020 | 1.00 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Public Works Dispatch | 870,750 | 887,380 | 8.05 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Public Works Emergency Operations Management | 75,110 | 107,740 | 0.65 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Reservoir and Well Maintenance | 508,060 | 418,350 | 1.93 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Road Surface Maintenance | 377,460 | 444,200 | 2.63 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sanitary Sewer Pipe Cleaning and Maintenance | 1,458,950 | 1,600,170 | 7.77 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sewer Collection System Maintenance | 2,598,470 | 2,669,910 | 9.96 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sewer Construction Permit Services | 547,290 | 302,230 | 2.92 | More | ✓ | ✓ | ✓ | ✓ | |
| Sewer Pipe Grouting | 596,120 | 431,980 | 3.14 | Least | ✓ | | ✓ | ✓ | |
| Sewer Pipe Inspection | 787,820 | 577,230 | 4.27 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Storm Sewer Pipe Cleaning | 674,650 | 666,190 | 4.53 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Stormwater Open Channel System Maintenance | 2,132,540 | 2,304,440 | 7.36 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Stormwater Pipe Inspection | 697,610 | 678,820 | 4.33 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Stormwater Pipe Maintenance | 1,155,180 | 1,457,550 | 4.64 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |

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

| Utility Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 14,650,000 | 23,248,440 | 0.00 | Capital improvement transfers not scored | | | | | |
| Street Sweeping | - | 270,000 | 0.00 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Survey Plat / Infrastructure Plan Review and Inspection | 2,208,020 | 1,957,710 | 8.99 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Traffic Engineering and Permitting | 22,230 | 23,710 | 0.10 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Utility Billing and Customer Service | 2,484,080 | 2,470,240 | 7.35 | Less | | | ✓ | ✓ | |
| Utility Billing Field Support | 540,430 | 634,690 | 4.90 | Less | | | ✓ | ✓ | |
| Utility Franchise Fee Payment | 3,681,540 | 3,811,270 | 0.00 | Operating / technology transfers not scored | | | | | |
| Utility Locate | 523,210 | 618,080 | 4.95 | More | ✓ | ✓ | ✓ | ✓ | |
| Waste Processing Facility Operation | 351,460 | 370,200 | 1.46 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Wastewater Lift Station Maintenance | 838,710 | 1,248,420 | 3.01 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water and Wastewater System Controls | 288,670 | 578,070 | 1.51 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water Aquifer Storage and Recovery Operations | 140,090 | 254,790 | 0.49 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water Distribution System Maintenance and Improvements | 4,322,910 | 3,994,280 | 20.29 | More | | ✓ | ✓ | ✓ | ✓ |
| Water Meter Reading | 596,340 | 631,310 | 5.35 | Less | ✓ | | ✓ | ✓ | |
| Water Meter Replacement | 891,610 | 1,047,590 | 5.10 | Less | | | ✓ | ✓ | |
| Water Pump Station Maintenance | 1,309,920 | 1,122,310 | 2.31 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water Quality Backflow Prevention | 395,820 | 397,950 | 2.53 | Less | | ✓ | ✓ | | |
| Water Quality Monitoring | 322,950 | 436,620 | 2.71 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water Reservoir Operations | 551,540 | 257,560 | 1.42 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water System New Service Installation | 1,091,350 | 1,095,440 | 6.15 | Most | | ✓ | ✓ | ✓ | ✓ |
| Water Treatment Facility Maintenance | 129,450 | 193,340 | 0.95 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Water Treatment Operations | 2,603,010 | 3,107,710 | 9.47 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Watershed Monitoring | 540,380 | 534,470 | 2.26 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Public Works Utility | $ 95,552,470 | $ 104,423,380 | 223.20 | | | | | | |

# 4. Trust Funds Summary

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

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

| Public Works | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Street Right-of-Way | 283,000 | 292,500 |
| Future Public Works Projects | 81,500 | 80,800 |
| Total Public Works | $ 364,500 | $ 373,300 |

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

### Geren Island Improvements

The Geren Island Ozone Treatment Facility project will help to keep Salem's drinking water safe today and into the future. Ozone water treatment of toxic algae was chosen as the most effective tool to ensure the City continues to provide safe water for the community. 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 design of this long-term improvement is 90-percent complete. Construction will begin in April 2020, with treatment online by May 2021. The State of Oregon is providing $20 million for this vital project. In addition, utility rates and a revenue bond complete the funding for this critical investment. Prior to project completion, staff continues to monitor and sample water in Detroit Reservoir and the North Santiam River and are ready to respond if algal toxins are detected.

Significant progress has been made on the treatment process of algae at the Geren Island drinking water treatment facility. 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. Powder activated carbon and a modified chlorination process are used as needed to treat algal toxins during the summer months.

Contractors installed two new flow meters on the 69-inch transmission mains at Geren Island, which is one component of the Ozone Treatment Plant improvements.




Rendering of the Ozone Treatment Facility





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



## Fisher Road NE Street Extension Improvements

Extending Fisher Road to connect at Market Street with 700 feet of new roadway including sidewalks, bike lanes, streetlights, landscaping and an upgraded traffic signal at the intersection. The project was funded by Transportation System Development Charges. (Photo at left)

## FEMA Community Rating System (CRS)

During FY 2019, City staff along with an engineering consultant created a watershed management plan and performed a levee and dam breach inundation analysis and a Base Flood Elevation analysis for unnumbered A zones to satisfy the Class 4 prerequisites of the FEMA CRS. These efforts along with other floodplain management program improvements will likely increase Salem's CRS rating to Class 3 by the end of 2021. The result is a savings of 35 percent on all FEMA flood insurance premiums for Salem residents.




## Water Quality Sampling

A vertical profiler deployed at the log boom on Detroit Reservoir automatically lowers water quality sensors deep into the reservoir water column and updates online water quality data multiple times daily. Near real-time data improves staff's ability to populate a prediction model and interpret water quality conditions. (Photo at left)

## Commercial Street SE Safety Crossing

The Commercial Street at Royvonne Avenue safety crossing project was recommended through the Pedestrian Safety Crossing Program, which annually identifies intersections that have crossing safety issues or opportunity partnerships. This intersection was selected and prioritized with extensive advocacy from the family and the surrounding community after a fatality occurred. Improvements included a new pedestrian island, sidewalk ramps, signing, striping, and the installation of a rectangular rapid flashing beacon. A ribbon cutting ceremony and installation of a memorial occurred in October 2019. (Photo at right)




CITY OF Salem
AT YOUR SERVICE

# 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*



# 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 | 229 | FY 2019 |
| Community Development | Parking permits issued | 2,432 | FY 2019 |
| Community Development | Transient occupancy tax receipts - the highest ever for the fund | $4,088,110 | FY 2019 |
| Community Development | Grants for cultural / tourism facility and special event operators | 41 | FY 2019 |
| Urban Development | Parking spaces managed with new meter technology | 2,699 | |
| Urban Development | Grant funds committed to help businesses locate and expand | $4,850,00 | |
| Urban Development | Businesses provided microenterprise training / technical assistance | 42 | |
| Urban Development | Annual airport operations (take-offs and landings) | 40,500 | |

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 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | |
| Urban Development | $ 3,157,700 | $ 1,088,170 | $ - | $ 139,250 | $ - | $ - | **$ 4,385,120** |
| General Fund Total | $ 3,157,700 | $ 1,088,170 | $ - | $ 139,250 | $ - | $ - | **$ 4,385,120** |
| **Airport Fund** | | | | | | | |
| Urban Development | $ 513,920 | $ 923,860 | $ - | $ 300,000 | $ 44,450 | $ 597,050 | **$ 2,379,280** |
| Airport Fund Total | $ 513,920 | $ 923,860 | $ - | $ 300,000 | $ 44,450 | $ 597,050 | **$ 2,379,280** |
| **Downtown Parking Fund** | | | | | | | |
| Urban Development | $ - | $ 1,086,270 | $ - | $ - | $ - | $ 48,920 | **$ 1,135,190** |
| Downtown Parking Fund Total | $ - | $ 1,086,270 | $ - | $ - | $ - | $ 48,920 | **$ 1,135,190** |
| **Cultural Tourism Fund** | | | | | | | |
| Non Departmental | $ - | $ 1,301,340 | $ - | $ 1,385,080 | $ - | $ 64,500 | **$ 2,750,920** |
| Cultural Tourism Fund Total | $ - | $ 1,301,340 | $ - | $ 1,385,080 | $ - | $ 64,500 | **$ 2,750,920** |
| **Parking Leasehold Fund** | | | | | | | |
| Urban Development | $ - | $ 493,180 | $ - | $ 215,000 | $ - | $ 197,690 | **$ 905,870** |
| Parking Leasehold Fund Total | $ - | $ 493,180 | $ - | $ 215,000 | $ - | $ 197,690 | **$ 905,870** |
| **Building and Safety Fund** | | | | | | | |
| Community Development | $ 186,730 | $ 17,610 | $ - | $ - | $ - | $ - | **$ 204,340** |
| Building and Safety Fund Total | $ 186,730 | $ 17,610 | $ - | $ - | $ - | $ - | **$ 204,340** |
| **Equipment Replacement Fund** | | | | | | | |
| Equipment Replacement | $ - | $ 300 | $ 758,560 | $ - | $ - | $ - | **$ 758,860** |
| Equipment Replacement Fund Total | $ - | $ 300 | $ 758,560 | $ - | $ - | $ - | **$ 758,860** |
| **Trust Fund** | | | | | | | |
| Urban Development | $ - | $ 73,450 | $ - | $ - | $ - | $ - | **$ 73,450** |
| Trust Fund Total | $ - | $ 73,450 | $ - | $ - | $ - | $ - | **$ 73,450** |
| **Result Area Total** | $ 3,858,350 | $ 4,984,180 | $ 758,560 | $ 2,039,330 | $ 44,450 | $ 908,160 | **$ 12,593,030** |

# Strong Economy FY 2021 Department Overview

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

| | | Personal Services | Materials and Services | Capital | Interfund Transfers | Debt Service | Contingencies | **Total** |
|---|---|---|---|---|---|---|---|---|
| 1. | Community Development - Building and Safety | $ 186,730 | $ 17,610 | $ - | $ - | $ - | $ - | **$ 204,340** |
| 2. | Community Development - Cultural / Tourism Fund | - | 1,301,340 | - | 1,385,080 | - | 64,500 | **2,750,920** |
| 3. | Urban Development - General Fund | 3,157,700 | 1,088,170 | - | 139,250 | - | - | **4,385,120** |
| 4. | Urban Development - Other Funds | 513,920 | 2,577,060 | 758,560 | 515,000 | 44,450 | 843,660 | **5,252,650** |
| | **Result Area Total** | $ 3,858,350 | $ 4,984,180 | $ 758,560 | $ 2,039,330 | $ 44,450 | $ 908,160 | **$ 12,593,030** |

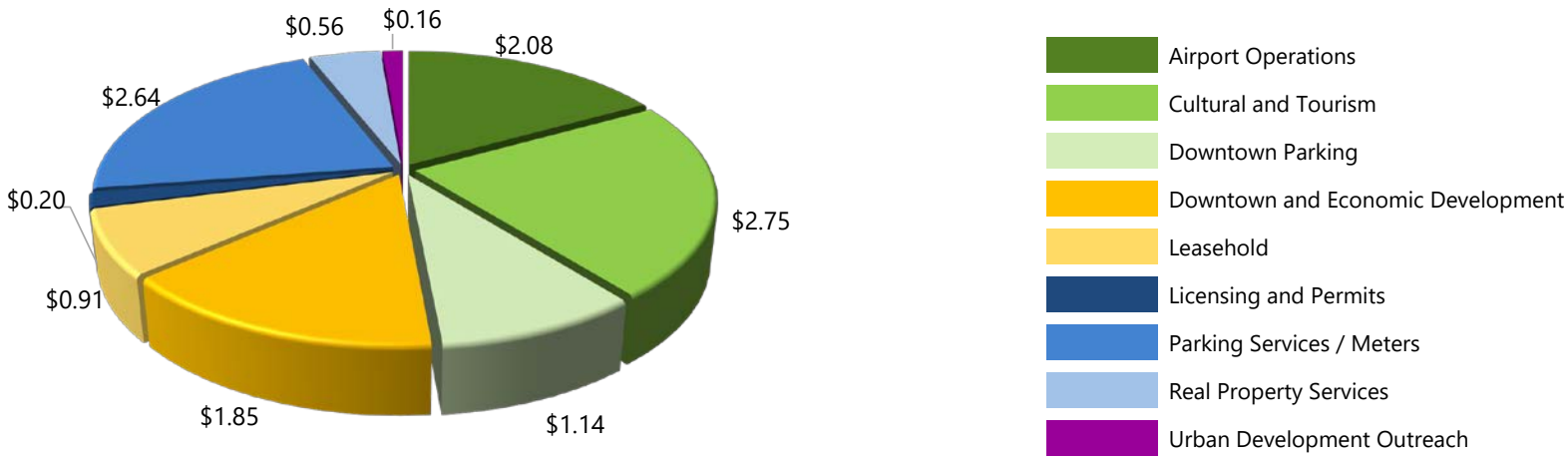
# Strong and Diverse Economy FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below left) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Service Area - All Funds | | | | |
| Personal Services | $ 3,858,350 | $ 3,858,350 | $ 3,858,350 | 30.6% |
| Materials and Services | 5,132,110 | 5,132,110 | 4,984,180 | 39.6% |
| Capital Outlay | 758,560 | 758,560 | 758,560 | 6.0% |
| Debt Service | 44,450 | 44,450 | 44,450 | 0.4% |
| Contingencies | 1,263,660 | 963,660 | 908,160 | 7.2% |
| Interfund Transfers | 1,744,330 | 2,044,330 | 2,039,330 | 16.2% |
| Total Expenditures - All Funds | $ 12,801,460 | $ 12,801,460 | $ 12,593,030 | |
| *Total Number of Positions* | *31.55* | *31.55* | *31.55* | |

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

*In Millions*



# 1. Community Development Department Summary of Services and Programs

## Summary of Services

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

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

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

## Building and Safety Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Business and Vocational Licenses | 49,480 | 60,230 | 0.53 | Less | | ✓ | | ✓ | ✓ |
| Parking Permit Issuance | 128,420 | 144,110 | 1.25 | Less | | ✓ | ✓ | ✓ | ✓ |
| Total Building and Safety Fund | $ 177,900 | $ 204,340 | 1.78 | | | | | | |

# 2. Community Development Department Summary of Services and Programs

## Summary of Services

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

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

## Cultural and Tourism Fund Programs

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 134,000 | - | 0.00 | Capital improvement transfers not scored | | | | | |
| City Owned Historic Building Maintenance | 91,760 | 169,410 | 0.00 | Least | | | | ✓ | ✓ |
| City Programs | 74,300 | 35,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| City Tourism Promotion | 1,030,720 | 795,090 | 0.00 | Least | | | | ✓ | ✓ |
| Contingencies | 120,000 | 64,500 | 0.00 | Contingencies not scored | | | | | |
| Convention Center Support | 300,090 | 309,090 | 0.00 | Operating / technology transfers not scored | | | | | |
| Operational and Technology Transfers | 1,777,190 | 1,377,830 | 0.00 | Operating / technology transfers not scored | | | | | |
| Total Cultural and Tourism Fund | $ 3,528,060 | $ 2,750,920 | 0.00 | | | | | | |

# 3. Urban Development Department Summary of Services and Programs

## Summary of Services

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

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



The 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;

Completing 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

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

# 3. Urban Development Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Business Retention and Recruitment / City | 303,730 | 562,820 | 1.60 | Less | ✓ | ✓ | | ✓ | ✓ |
| Business Retention and Recruitment / SEDCOR | 200,000 | - | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Capital Improvements Transfer | 139,250 | - | 0.00 | Capital improvement transfers not scored | | | | | |
| Increase Developable Land Supply | 263,960 | 271,290 | 1.62 | Less | ✓ | ✓ | | ✓ | ✓ |
| Infrastructure Expansion and Public Improvements | 814,530 | 836,540 | 5.41 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Manage City and Agency Owned Assets | 100,190 | 101,010 | 0.57 | Less | | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers | 88,710 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Parking Enforcement | 1,149,410 | 1,104,660 | 10.30 | More | | ✓ | ✓ | ✓ | ✓ |
| Parking Meters | 326,950 | 704,360 | 1.70 | Less | | ✓ | ✓ | ✓ | ✓ |
| Parking Permit Administration | - | 74,240 | 0.00 | Least | | ✓ | | ✓ | ✓ |
| Property Acquisition | 411,890 | 423,100 | 2.74 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Public Information and Outreach | 161,800 | 164,470 | 1.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Revitalize Downtown | 99,230 | 101,810 | 0.61 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Surplus Property | 104,060 | 40,820 | 0.24 | Less | ✓ | ✓ | | | ✓ |
| Total General Fund | $ 4,163,710 | $ 4,385,120 | 25.78 | | | | | | |

# 4. Urban Development Department Summary of Services and Programs

## Summary of Services

### Airport Fund

Salem's municipal airport - McNary Field - is owned and operated by the City of Salem. 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.

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



Approaching McNary 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

# 4. Urban Development Department Summary of Services and Programs

## Airport Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Airport Operations | 1,157,450 | 2,079,280 | 4.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Contingencies | 738,210 | - | 0.00 | Contingencies not scored | | | | | |
| Debt Service - Airport | 45,400 | - | 0.00 | Debt Service not scored | | | | | |
| Operational and Technology Transfers | 260,140 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Capital Improvements Transfers | - | 300,000 | 0.00 | Debt Service not scored | | | | | |
| Total Airport Fund | $ 2,201,200 | $ 2,379,280 | 4.00 | | | | | | |

## Downtown Parking Fund Programs

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingencies | 105,550 | 48,920 | 0.00 | Contingencies not scored | | | | | |
| Downtown Clean Team | 69,070 | 75,000 | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Downtown Promotion | - | 3,500 | 0.00 | Least | | | | ✓ | ✓ |
| Operational and Technology Transfers | 745,850 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Parking Structure Operations | 330,660 | 774,140 | 0.00 | More | | ✓ | ✓ | ✓ | ✓ |
| Police Services | - | 200,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| Refuse Management | 32,000 | 33,630 | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Total Downtown Parking Fund | $ 1,283,130 | $ 1,135,190 | 0.00 | | | | | | |

## Parking / Leasehold Fund Programs

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Capital Improvements Transfer | 400,000 | - | 0.00 | Capital improvement transfers not scored | | | | | |
| Contingencies | 211,200 | - | 0.00 | Contingencies not scored | | | | | |
| Leasehold Operations | 358,980 | 905,870 | 0.00 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers | 141,340 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Total Parking / Leasehold Fund | $ 1,111,520 | $ 905,870 | 0.00 | | | | | | |

# 4. Urban Development Department Summary of Services and Programs

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment |
|---|---|---|---|---|
| **Equipment Replacement Fund Programs** | | | | |
| Parking Meter Replacement Reserve | 606,090 | 758,860 | 0.00 | Equipment Replacement not scored |
| Total Equipment Replacement Fund | $ 606,090 | $ 758,860 | 0.00 | |
| **Trust Fund Program - Enterprise Zone** | | | | |
| Enterprise Zone | 72,700 | 73,450 | 0.00 | Trust Funds not scored |
| Total Trust Fund - Enterprise Zone | $ 72,700 | $ 73,450 | 0.00 | |
| Total Urban Development Department | $ 5,274,640 | $ 5,252,650 | 4.00 | |

# Strong and Diverse Economy
## *At Your Service*

### Downtown Revitalization

In May 2019, The Court Yard opened its doors- the new 43,000 square foot mixed-use building consists of 40 for rent residential units on upper levels and 2,180 square feet of ground floor commercial space. The Riverfront Downtown Urban Renewal Area contributed a $740,000 grant to this project, leveraging over $8 million in private investment. Prior to its redevelopment, the site consisted of a surface parking lot, and a long vacant, non-historic building.

To learn more about the Riverfront Downtown Urban Renewal Area, visit its webpage at: https://www.cityofsalem.net/Pages/riverfront-downtown-urban-renewal-area.aspx




### Urban Renewal Grant Programs and Leveraging Private Investment

Three of Salem's Urban Renewal Areas (Riverfront Downtown, West Salem and North Gateway) have grant programs aimed at assisting property owners with new construction, building renovation, and capital equipment purchases. Our URA grant program encourages private investment in development and redevelopment for the benefit of the community as a whole.

### Creative Salem

Several new businesses have been introduced to Salem that capitalize the creative and artistic side to our community. These include: All Around Project (a video production company), Tailwind Visuals (a graphic design company), Sackcloth and Ashes (blanket seller, donating one blanket to local homeless shelters for every blanket purchased) and Ponderosa and Thyme (floral workshops).

# Strong and Diverse Economy
*At Your Service*

## Economic Development Progress

- Two companies in Marion County claimed their first year of the Enterprise Zone benefit for manufacturing equipment and facility upgrades, totaling an estimated $20 million in private investment.
- Continued to engage local business retention and expansion program and made 57 retention visits to local businesses.
- Responded to 48 inquiries from site selectors with information about locating businesses in Salem and the region.
- Assisted 42 low- to moderate-income entrepreneurs seeking to start or expand a microenterprise business in Salem, created 14 jobs.
- Re-certified 115 acres of the Mill Creek Corporate Center as state certified, shovel-ready parcels.



### Grant-Funded Support

Over $220,000 in West Salem Urban Renewal grants have been matched by $1 million in private investment to install new computer automated mills and overhead cranes at West Salem Machinery to increase their operational efficiencies and market competitiveness. West Salem Machinery has over 60 years of heavy machines manufacturing history. They build large soil and mulch preparation equipment, among other things, at their West Salem location, and ship them around the world. The company continues to add high wage jobs and benefit the community.

# Strong and Diverse Economy
## *At Your Service*

### Promoting Salem for Tourism


Riverfront Park pathways


Dancers at World Beat Festival



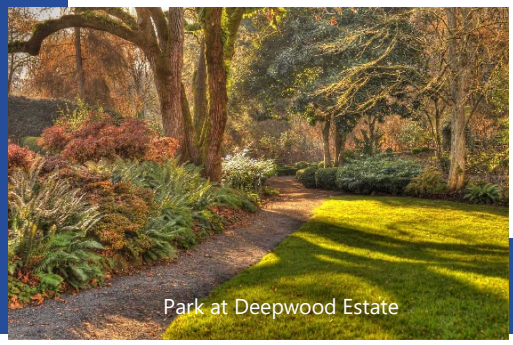
Hallie Ford Museum of Art

In FY 2019, more than $4 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 2018 was $603 million.


Bush House Museum


Salem Art Fair at Bush Park


Park at Deepwood Estate

# Strong and Diverse Economy
*At Your Service*

## Affordable Housing - Cornerstone Apartments

In August 2018, Community Resource Trust opened a new, 180-unit affordable housing development within the North Gateway Urban Renewal Area. The project serves those earning 60 percent or less of Salem's median income (equivalent to $33,900 or less per year). The City and Urban Renewal Agency provided a total of $1.7M to support this project including $749,000 in North Gateway URA grant funding for construction, $650,000 in URA funding for construction of Rose Garden Street and Portland Road sidewalk improvements, and $300,000 in City HOME federal funding. Other partners on the project included Mountain West Investments and Oregon Housing and Community Services.



## Social Services

The City has assisted 239 households to retain or obtain housing through the security deposit and tenant-based rental assistance programs. Additionally, the City has provided funding to create or renovate over 200 affordable housing units while also providing funding for emergency food services. The food service funding has helped over 32,000 low income residents in Salem.

The crisis hotline assistance program with Northwest Human Services has reached 22,000 persons in need of general reassurance, service referrals, crisis intervention, suicide assessment, and support.


CITY OF Salem
AT YOUR SERVICE

# 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*

## 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*



# 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 | 2,088 | FY 2019 |
| Community Development | Annual planning information desk inquiries | 5,291 | FY 2019 |
| Community Development | Number of dangerous / derelict buildings within the city limits | 5 / 15 | As of Jan. 2020 |
| Community Development | Visitors at the Salem Public Library annually | 497,155 | |
| Community Development | Programs available at the Library annually | 2,411 | |
| Community Development | eBooks accessed by community members annually | 192,459 | |
| Non-Departmental | Homeless individuals assisted by the Homeless Rental Assistance Program | 239 | |
| Public Works | Number of registered recreation participant including softball/kickball and sport/neighborhood programs | 9,679 | |
| Public Works | Miles of walkways and trails in parks and open spaces | 66.0 | |
| Public Works | Acres of park land | 2,319 | |



# 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 |
|---|---|---|
| Public Works | Pieces of playground equipment | 231 |
| Public Works | Average daily attendance at Center 50+ | 1,000 |
| Public Works | Street trees in the medians and right-of-way (2019 Street Tree Sample Inventory Report) | 42,892 |
| Urban Development | Individuals helped through crisis intervention and support | 22,874 |
| Urban Development | Emergency food baskets provided to low-income families | 32,325 |
| Urban Development | Pounds of food donated to the UGM from Salem Convention Center | 60,000 |

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

# Welcoming and Livable Community FY 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | **Total** |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| Non Departmental | $ - | $ 1,570,000 | $ - | $ - | **$ 1,570,000** |
| Community Development | 3,863,120 | 795,410 | 50,000 | 10,960 | **4,719,490** |
| Library | 4,316,550 | 836,930 | - | - | **5,153,480** |
| Parks and Recreation | 5,561,860 | 3,993,170 | 32,000 | 57,500 | **9,644,530** |
| Urban Development | 269,830 | 417,670 | - | - | **687,500** |
| General Fund Total | $ 14,011,360 | $ 7,613,180 | $ 82,000 | $ 68,460 | **$ 21,775,000** |
| **Community Renewal Fund** | | | | | |
| Urban Development | $ - | $ 7,607,910 | $ - | $ - | **$ 7,607,910** |
| Community Renewal Fund Total | $ - | $ 7,607,910 | $ - | $ - | **$ 7,607,910** |
| **Cultural Tourism Fund** | | | | | |
| Non Departmental | $ - | $ 573,530 | $ - | $ - | **$ 573,530** |
| Cultural Tourism Fund Total | $ - | $ 573,530 | $ - | $ - | **$ 573,530** |
| **Public Art Fund** | | | | | |
| Non Departmental | $ - | $ 67,910 | $ - | $ - | **$ 67,910** |
| Public Art Fund Total | $ - | $ 67,910 | $ - | $ - | **$ 67,910** |
| **Utility Fund** | | | | | |
| Public Works | $ 495,760 | $ 26,960 | $ - | $ - | **$ 522,720** |
| Utility Fund Total | $ 495,760 | $ 26,960 | $ - | $ - | **$ 522,720** |

# Welcoming and Livable Community FY 2021 Fund Overview

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

| | Personal Services | Materials and Services | Capital | Interfund Transfers | **Total** |
|---|---|---|---|---|---|
| **Trust Fund** | | | | | |
| Community Development | $ - | $ 245,420 | $ - | $ 215,770 | **$ 461,190** |
| Parks and Recreation | - | 30,000 | - | - | **30,000** |
| Library | - | 145,500 | - | - | **145,500** |
| Fire | - | 30,000 | - | - | **30,000** |
| Public Works | - | 86,600 | - | 50,000 | **136,600** |
| Urban Development | - | 50,500 | - | - | **50,500** |
| Trust Fund Total | $ - | $ 588,020 | $ - | $ 265,770 | **$ 853,790** |
| **Result Area Total** | $ 14,507,120 | $ 16,477,510 | $ 82,000 | $ 334,230 | **$ 31,400,860** |

# Welcoming and Livable Community FY 2021 Department Overview

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

| | | Personal Services | Materials and Services | Capital | Interfund Transfers | **Total** |
|---|---|---|---|---|---|---|
| 1. | Community Development | $ 8,179,670 | $ 1,632,340 | $ 50,000 | $ 10,960 | **$ 9,872,970** |
| 2. | Non Departmental | - | 2,211,440 | - | - | **2,211,440** |
| 3. | Public Works | 6,057,620 | 4,020,130 | 32,000 | 57,500 | **10,167,250** |
| 4. | Urban Development | 269,830 | 8,025,580 | - | - | **8,295,410** |
| 5. | Trusts | - | 588,020 | - | 265,770 | **853,790** |
| | **Result Area Total** | $ 14,507,120 | $ 16,477,510 | $ 82,000 | $ 334,230 | **$ 31,400,860** |

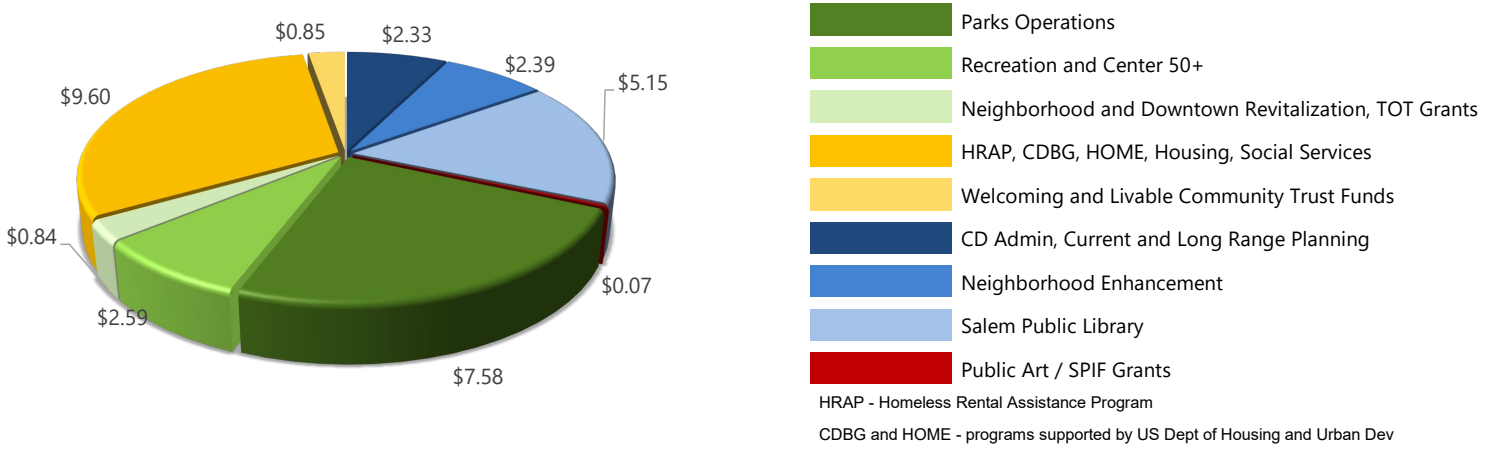
# Welcoming and Livable Community FY 2021 Budget Overview

The City is required to display all phases of the FY 2021 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table below will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

| Expenditures | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | % of Total |
|---|---|---|---|---|
| Result Area - All Funds | | | | |
| Personal Services | $ 14,507,120 | $ 14,507,120 | $ 14,507,120 | 46.2% |
| Materials and Services | 15,584,590 | 15,691,890 | 16,477,510 | 52.5% |
| Capital Outlay | 82,000 | 82,000 | 82,000 | 0.3% |
| Transfers | 334,230 | 334,230 | 334,230 | 1.1% |
| Total Expenditures - All Funds | $ 30,507,940 | $ 30,507,940 | $ 31,400,860 | |
| *Total Number of Positions* | *133.02* | *133.02* | *133.02* | |

## Welcoming and Livable Community Expenditures by Program / Department Grouping

*In Millions*




HRAP - Homeless Rental Assistance Program

CDBG and HOME - programs supported by US Dept of Housing and Urban Dev

# 1. 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 FY 2021 budget includes the addition of 3.0 FTE in the Planning division. The manager position will oversee the current planning section. The sign inspector will re-start sign enforcement efforts compliant with Salem Revised Code requirements. And the zoning inspector will be a dedicated staff member for zoning inspections. These costs for these positions as well as the existing planning staff, will be fully funded by planning fee increases.



Construction at the Main Library is currently underway to make it safer in an earthquake and improve accessibility inside and outside of the building. A rendering of the new look and feel is displayed above.

# 1. Community Development Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Abandoned and Junk Vehicle Enforcement | 108,620 | 104,760 | 1.10 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Abandoned Consignments | 23,660 | 30,220 | 0.25 | Least | | ✓ | | ✓ | |
| Application and Permit Review | 1,008,710 | 1,531,680 | 9.70 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Area / Corridor / Neighborhood Plans | 166,100 | 97,990 | 0.55 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Code Compliance Enforcement Priority 1 / B2B | 144,730 | 180,420 | 1.18 | More | ✓ | ✓ | | ✓ | ✓ |
| Code Compliance Enforcement Priority 2 | 567,950 | 593,940 | 4.75 | More | ✓ | ✓ | | ✓ | ✓ |
| Code Compliance Enforcement Priority 3 | 187,850 | 201,020 | 1.50 | Less | ✓ | ✓ | | ✓ | ✓ |
| Code Compliance Outreach | 26,670 | 38,480 | 0.32 | Least | ✓ | ✓ | | | ✓ |
| Historic Preservation | 208,430 | 278,340 | 1.85 | Less | ✓ | ✓ | | ✓ | ✓ |
| Maintain Comprehensive Plan | 370,110 | 227,970 | 0.70 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Maintain Zoning Code | 117,260 | 290,560 | 1.80 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Multi-Unit Inspection | 244,380 | 266,510 | 2.20 | More | ✓ | ✓ | | ✓ | ✓ |
| Multi-Unit Licensing | 97,990 | 91,020 | 0.65 | Less | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Association Outreach | 29,390 | 54,350 | 0.23 | Least | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Association Support | 156,200 | 132,580 | 1.22 | Less | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Partnership P1 | 61,070 | - | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Partnership P2 | 62,200 | - | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Partnership Special Outreach | 80,490 | - | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Operational and Technology Transfers | 5,000 | - | 0.00 | Operating / technology transfers not scored | | | | | |
| Park Ranger Patrol | 84,220 | 127,740 | 1.19 | Less | ✓ | ✓ | | ✓ | ✓ |
| Park Ranger Special Outreach | 4,780 | 16,550 | 0.16 | Less | ✓ | ✓ | | | ✓ |
| Planner Information Desk | 137,120 | 177,030 | 1.40 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| State Reporting | 27,290 | 14,170 | 0.10 | Least | | | | | |
| Youth Development Out of School Support | 42,280 | 69,940 | 0.30 | Least | | ✓ | | ✓ | ✓ |
| Youth Development Special Outreach | 23,200 | 46,220 | 0.20 | Least | | ✓ | | ✓ | ✓ |

# 1. Community Development Department Summary of Services and Programs

| General Fund Programs and FTE | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Youth Development Teen Action Team | 117,400 | 148,000 | 0.95 | Least | | ✓ | | ✓ | ✓ |
| Total General Fund | $ 4,103,100 | $ 4,719,490 | 32.30 | | | | | | |
| **Salem Public Library** | | | | | | | | | |
| Collection Management | 370,700 | 791,160 | 2.61 | Less | ✓ | ✓ | | ✓ | ✓ |
| Collection Movement and Fulfillment | 624,880 | 674,140 | 6.86 | Less | ✓ | ✓ | | ✓ | ✓ |
| Collection Processing | 783,580 | 345,530 | 3.73 | Least | ✓ | | | ✓ | ✓ |
| Customer Assistance | 1,372,800 | 1,309,620 | 13.89 | Less | ✓ | ✓ | | ✓ | ✓ |
| Engagement and Outreach | 420,860 | 458,180 | 3.94 | Less | ✓ | ✓ | | ✓ | ✓ |
| Learning and Exploration | 274,020 | 264,940 | 2.64 | Least | ✓ | ✓ | | ✓ | ✓ |
| Strategic and Innovative Planning | 282,370 | 369,060 | 1.88 | Least | | ✓ | | ✓ | ✓ |
| Strengthen Community through Local Arts and Culture | 132,820 | 160,490 | 1.36 | Least | ✓ | ✓ | | ✓ | ✓ |
| Technology Access | 316,480 | 333,270 | 2.87 | Less | ✓ | ✓ | | ✓ | ✓ |
| Volunteer Coordination - Library | 103,810 | 133,600 | 1.42 | Less | ✓ | ✓ | | ✓ | ✓ |
| Welcoming Library Spaces | 290,600 | 313,490 | 2.53 | Less | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total General Fund | $ 4,972,920 | $ 5,153,480 | 43.73 | | | | | | |
| Total Community Development Department | $ 9,076,020 | $ 9,872,970 | 76.03 | | | | | | |

# 2. 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 2021 budget proposal increases the allocation for this program from $700,000 to $1.1 million to provide housing and support services to approximately fifty chronically homeless individuals in Salem. Assistance under the program will continue to include up to 12 months of rental assistance and funding for security deposits, utilities, basic personal care items, and medical services. The FY 2021 budget shifts funding for the homeless coordinator position in partnership with the Mid-Willamette Valley Council of Governments to a grant to the new Regional Continuum of Care.

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.



# 2. Non Departmental Summary of Services and Programs

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **General Fund Program** | | | | | | | | | |
| Homeless Rental Assistance Program | 1,508,420 | 1,570,000 | 0.00 | Less | ✓ | ✓ | | ✓ | ✓ |
| Total General Fund | $ 1,508,420 | $ 1,570,000 | 0.00 | | | | | | |
| **Cultural / Tourism Fund Program** | | | | | | | | | |
| Cultural and Tourism Grants | 618,000 | 573,530 | 0.00 | Least | | | | ✓ | ✓ |
| Total Cultural / Tourism Art Fund | $ 618,000 | $ 573,530 | 0.00 | | | | | | |
| **Public Art Fund Program** | | | | | | | | | |
| Public Art Collection | 58,210 | 67,910 | 0.00 | Least | | | ✓ | | ✓ |
| Total Public Art Fund | $ 58,210 | $ 67,910 | 0.00 | | | | | | |
| Total Non-Departmental | $ 2,184,630 | $ 2,211,440 | 0.00 | | | | | | |

# 3. Public Works Department Summary of Services and Programs

## Summary of Services

As part of the Public Works Department, Parks and Recreation provides people opportunities to participate in sports and outdoor activities, enjoy the beauty of nature in public green spaces, attend classes that teach arts or craftsmanship, and connect 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 Phase 2 Master Plan Update
  - Secor Park Phase 1 Park Development
  - Bush's Pasture Park and Deepwood Cultural Landscape Plan
- Acquisitions
  - North Campus property, approximately 5.77 acres
- Parks Development and Construction Projects
  - Minto Brown Island Park restoration projects
  - Riverfront Park amphitheater site work
  - Riverfront Park north restroom facility
  - Bill Riegel Park projects
  - Salem Park Improvement Fund (SPIF) projects:
    - Brown Road Park bike racks

Salem Park Improvement Fund (SPIF) projects, continued

- 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



Rendering of Gerry Frank Salem Rotary Amphitheater which will be constructed at Riverfront Park (Photo at left)

# 3. Public Works Department Summary of Services and Programs

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **General Fund Programs and FTE** | | | | | | | | | |
| **Parks** | | | | | | | | | |
| City Tree Maintenance | 1,057,190 | 808,240 | 5.56 | More | ✓ | ✓ | ✓ | ✓ | ✓ |
| Community Event Coordination and Support | 857,820 | 854,790 | 4.59 | Less | | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers | 607,290 | 424,500 | 0.00 | Operating / technology transfers not scored | | | | | |
| Parks Landscape and Facilities Maintenance | 4,664,770 | 5,223,250 | 28.23 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total Parks | $ 7,187,070 | $ 7,310,780 | 38.38 | | | | | | |
| **Recreation Services** | | | | | | | | | |
| Center 50+ Facility Rentals and Maintenance | 183,580 | 189,490 | 1.15 | Least | | ✓ | ✓ | ✓ | ✓ |
| Center 50+ Programs and Classes | 585,310 | 522,560 | 3.21 | Least | | ✓ | | ✓ | ✓ |
| Center 50+ Wellness | 351,560 | 435,390 | 2.25 | Less | | ✓ | | ✓ | ✓ |
| Softball / Kickball Leagues and Tournaments | 606,030 | 622,140 | 2.00 | Least | | ✓ | | ✓ | ✓ |
| Volunteer Coordination - PW | 267,610 | 294,240 | 2.06 | Less | ✓ | ✓ | ✓ | | ✓ |
| Youth Sports and Recreation | 272,010 | 269,930 | 1.00 | Least | | ✓ | | ✓ | ✓ |
| Total Recreation Services | $ 2,266,100 | $ 2,333,750 | 11.67 | | | | | | |
| Total General Fund | $ 9,453,170 | $ 9,644,530 | 50.05 | | | | | | |

# 3. Public Works Department Summary of Services and Programs

## Utility Fund - Parks and Recreation Support

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Center 50+ Programs and Classes | 25,940 | 30,870 | 0.18 | Least | | ✓ | | ✓ | ✓ |
| Community Event Coordination and Support | 109,290 | 82,000 | 0.88 | Less | | ✓ | ✓ | ✓ | ✓ |
| Parks Landscape and Facilities Maintenance | 246,980 | 267,330 | 2.27 | Most | ✓ | ✓ | ✓ | ✓ | ✓ |
| Softball / Kickball Leagues and Tournaments | 78,070 | 71,240 | 0.80 | Least | | ✓ | | ✓ | ✓ |
| Youth Sports and Recreation | 54,680 | 71,280 | 0.80 | Least | | ✓ | | ✓ | ✓ |
| Total Parks and Recreation Support | $ 514,960 | $ 522,720 | 4.93 | | | | | | |
| Total Utility Fund | $ 514,960 | $ 522,720 | 4.93 | | | | | | |
| Total Public Works | $ 9,968,130 | $ 10,167,250 | 54.98 | | | | | | |

# 4. Urban Development Department Summary of Services and Programs

## Summary of Services

To accommodate the wide variety of services provided by the Urban Development Department, programs are shown in multiple City funds and service areas.

Programs managed in the General Fund provide assistance to low-income individuals and families. Funding, for social service and other aid programs serving low-income individuals, help with emergency food baskets, homeless education and case management services, services for homeless youth, and utility support.

Activities in the downtown such as grants for building improvements, historic asset rehabilitation, circulation of vehicles and multimodal transportation options, and marketing of the Salem Convention Center are also supported by staff in the General Fund.

### Community Development Block Grant

Federal grants support small business creation and expansion; fund social service agencies that provide services to homeless, near-homeless, and low-income families; and help stabilize affordable housing units.

### HOME Investment Partnership

Federal grants provide rental assistance to low-income individuals and families, support rehabilitation of affordable housing units, and help fund local organizations to create more affordable housing.

## What's New In This Budget

During early April, the City learned it will receive an additional $775,840 in Community Development Block Grant (CDBG) funding as a result of the federal CARES (Coronavirus Aid, Relief and Economic Security) Act. The additional funding will go towards the mission of funding small business in Salem along with social service aid.

# 4. Urban Development Department Summary of Services and Programs

## General Fund Programs and FTE

| | FY 2020 Program Budget | FY 2021 Program Budget | Staff | Alignment | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Affordable Housing | 223,540 | 234,810 | 1.68 | More | ✓ | ✓ | | ✓ | ✓ |
| Economic Development | 19,060 | 19,600 | 0.14 | Less | | | | ✓ | ✓ |
| Social Services | 428,360 | 433,090 | 0.20 | Less | ✓ | ✓ | | ✓ | ✓ |
| Total General Fund | $ 670,960 | $ 687,500 | 2.02 | | | | | | |

## Community Renewal Fund Programs

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Community Development Block Grant | 2,121,720 | 4,262,480 | 0.00 | More | ✓ | ✓ | | ✓ | ✓ |
| Home Program | 2,439,910 | 3,004,160 | 0.00 | More | ✓ | ✓ | | ✓ | ✓ |
| Neighborhood Stabilization Program | 250,000 | 250,000 | 0.00 | Operating / technology transfers not scored | | | | | |
| Operational and Technology Transfers | 357,760 | 91,270 | 0.00 | Operating / technology transfers not scored | | | | | |
| Total Community Renewal Fund | $ 5,169,390 | $ 7,607,910 | 0.00 | | | | | | |

| | | | |
|---|---|---|---|
| Total Urban Development Department | $ 5,840,350 | $ 8,295,410 | 2.02 |

# 5. 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 | FY 2021 Budget |
|---|---|---|
| Seismic Response | 30,150 | 31,200 |
| SESNA Neighborhood Response | 1,510 | 1,610 |
| Blight to Bright | 200,020 | 390,900 |
| Neighborhood Enhancements | 27,650 | 37,480 |
| Memorial Book Fund | 41,270 | 32,500 |
| LAB Controlled Donations | 50,000 | 25,000 |
| Library Gifts | 65,000 | 28,000 |
| Lost and Damaged Books | 40,000 | 25,000 |
| R2R Early Literacy | 45,000 | 30,000 |
| Nora Anderson Estate | 10 | - |
| Dr. Helen Pearce Music | 1,000 | 1,000 |
| Rise Estate | 4,020 | 4,000 |
| Rutter Bond Donation | 10 | - |
| J. Wesley Sullivan Trust | 510 | - |
| Total Community Development | $ 506,150 | $ 606,690 |

| Fire | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Antique Fire Apparatus | 30,100 | 30,000 |
| Total Fire | $ 30,100 | $ 30,000 |

| Public Works | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Pioneer Cemetery | 15,000 | 15,000 |
| Parks Facilities Reserves | 77,600 | 71,600 |
| Woodmansee Park | - | 50,000 |
| Senior Center | 30,000 | 30,000 |
| Total Public Works | $ 122,600 | $ 166,600 |

| Urban Development | FY 2020 Budget | FY 2021 Budget |
|---|---|---|
| Railroad Bridge Maintenance | 50,500 | 50,500 |
| Total Urban Development | $ 50,500 | $ 50,500 |

# Welcoming and Livable Community
*At Your Service*

## Softball Program

This past summer, the City of Salem hosted the USA Girl's Fastpitch Western National Championship Tournament on the fields of Wallace Marine Park. More than five hundred athletes from twenty-nine teams from across the United States participated in the events, continuing the long tradition of softball in Salem.



## Our Salem

The Community Development Department is continuing the visioning phase of the Our Salem project this year. Visioning has involved 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 November of 2017, the City of Salem community passed an $18.6 million bond to fund seismic, safety, accessibility and system improvements to the Main Salem Public Library and parking structure. The construction phase for the retrofit began in earnest this spring with the closure of Library operations at the 585 Liberty St SE location and the move to the temporary location at 1400 Broadway St NE. The Main Library renovation is a City of Salem capital project which currently includes architecture and design services by Hacker Architects, general contractor Howard S. Wright and owner's representative project manager Day CPM.

The Salem Public Library team is optimistic that the Main Library branch renovation will reinvent the facility, reconnect the Library to the City, and transform library services. There is excitement as the project continues and anticipation for opening day when the community can visit an inviting, dynamic, and modern space that is responsive and strongly connected to the City.

# Welcoming and Livable Community

## *At Your Service*

### Library Services

The Salem Public Library serves over 497,155 visitors annually and hosts approximately 1,900 programs for children, teens and adults every year. The Salem Public Library also makes multiple meeting rooms and an auditorium broadly available for the community's use. A rendering of a service desk at the Main Library after the retrofit is shown on the right.



### Cross-Departmental Collaboration

Alley Plaza
Riverfront Park
Pringle Park and Hall
Downtown Transit Mall
Farmer's Market

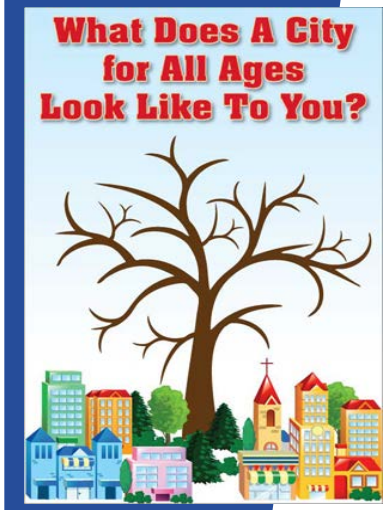
61 Pop Up Classes
16 Instructors

778 People served
Ages 2-86
Average age 51

10 Volunteers
130 Volunteers Hours

14 People took a bus ride for the first time to downtown.
Offered 2 classes on Transit 101

In coordination with the Urban Development Department, Center 50+ received a $17,300 grant from the American Association of Retired Persons (AARP) this past fiscal year to increase programming in the downtown core area. The grant provided for the expansion of lifelong learning classes. Attendance statistics, including class location, number of classes and the demographics of attendees are displayed to the left.




To complete Salem's Age Friendly Assessment process, more than 45 different community partners and local seniors convened to see how Salem compared to other communities in areas like access to transportation, affordable housing, and quality of outdoor spaces. (Flyer at left)

# Welcoming and Livable Community
*At Your Service*

## Environmental Best Practices

The Urban Development Department completed four phase I and phase II environmental site assessment projects to help facilitate the sale, purchase and / or re-use of underutilized properties in Salem.

Additionally, the Salem Convention Center disposed on average of over 19,000 pounds of material per month. Approximately 75 percent of those materials are diverted for recycling and other secondary uses. The Salem Convention Center is photographed to the right.



## McKay Park Playground Equipment

Located in northeast Salem, McKay Park is 24 acres and offers amenities like soccer fields, basketball courts, walking paths, and playground equipment. As part of the recently completed McKay Park Master Plan, long awaited playground improvements finished with a groundbreaking in July 2019. This project was made possible by community fundraising and donations received from the Salem Parks Foundation. Individual donations ranged from pennies in a donation jar at a soccer festival to a $10,000 check.

Improvements include new path connections and a new playground facility in the northeast section of the park. The new improvements provide a welcoming and safe environment for neighbors of all ages in the community. Photo of the groundbreaking is displayed to the right.



# Welcoming and Livable Community
## *At Your Service*



### Volunteering in Parks and at Center 50+

Community members provided 81,140 volunteer hours to the City, the same hours as 39 full-time equivalent (FTE) employees, this past year through service opportunities in the parks. Supplemental labor crews for the same year equals approximately 125,200 hours, or the equivalent of 60 FTE. (Photo at left)

An additional 577 volunteers gave 77,500 hours of service to support the direct programs, services and operations at Center 50+ as well as offered a hand of support to other local non-profits and agency partners on behalf of Center 50+. (Photo below)



### Recreation Programs - A Variety of Choices

The Recreation program included over 6,000 youth participants this past year. The City continues to partner with organizations such as Kidz Love Soccer, Skyhawks Sports Camps, and Coyle Outside Camps to offer new programming. Recreation also added pickleball club, Park Ranger camps, a kids' running club, outdoor skills courses, LEGO STEM classes and Tai Chi to the list of program offerings. (Photo at right)




CITY OF Salem
AT YOUR SERVICE

# Capital Project Expenditure Summary

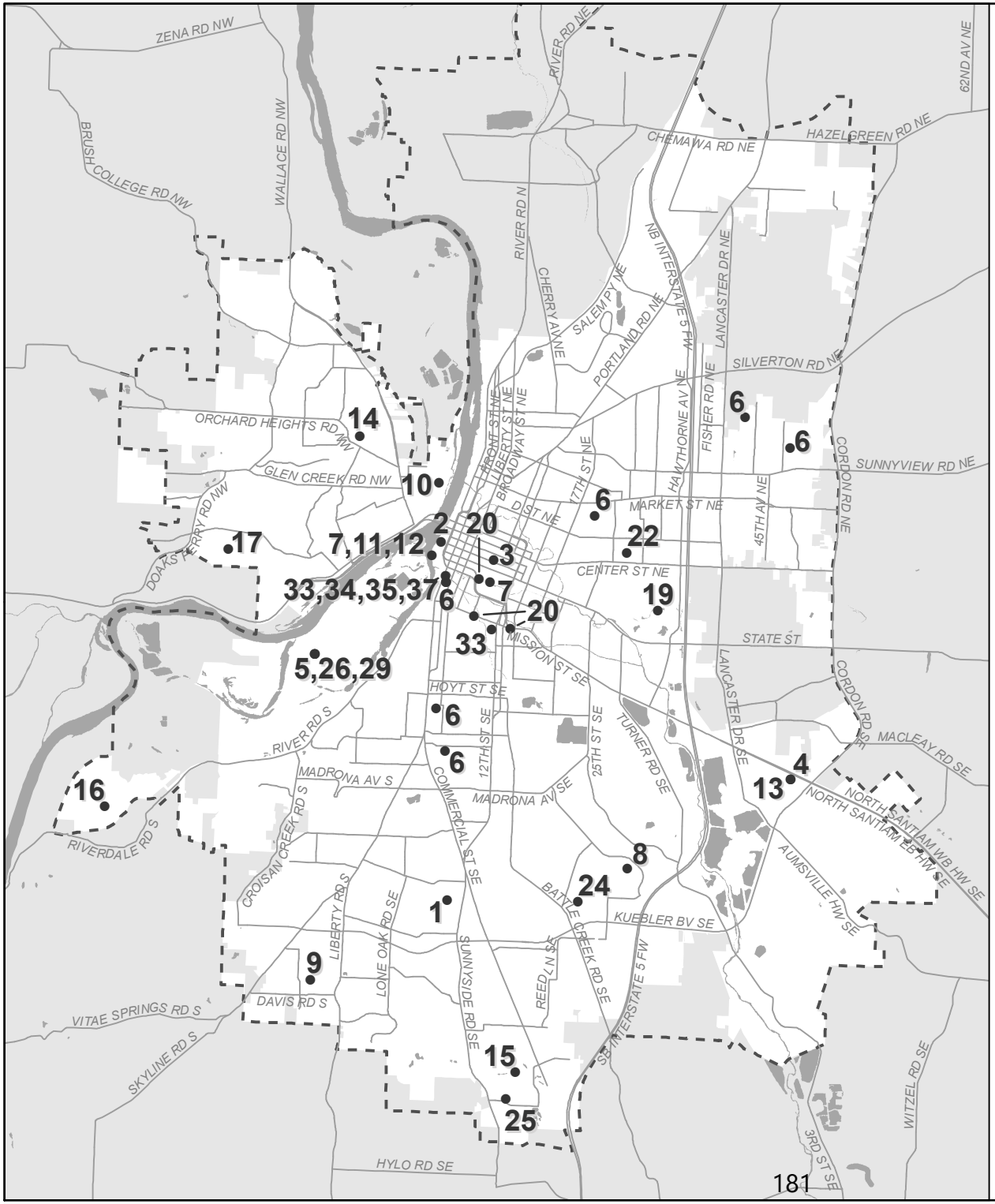
## FY 2021

| FY 2018 Actual | FY 2019 Actual | Description | FY 2020 Budget | FY 2021 Adopted |
|---|---|---|---|---|
| | | **Capital Improvements Fund** | | |
| | | **Community Facilities** | | |
| $ 2,187 | $ 183,940 | Historic City-Owned Structures (TOT) | $ 59,000 | $ 15,000 |
| 1,539,364 | 1,261,834 | Parks | 2,112,760 | 2,236,080 |
| 1,037,648 | 721,733 | Salem Public Library | 20,959,000 | 19,530,750 |
| | | **Municipal Facilities** | | |
| 51,200 | 3,179,480 | Airport | 3,633,330 | 2,583,570 |
| 9,964 | 368,113 | Civic Center | 1,198,870 | 4,967,070 |
| 8,378,114 | 12,049,651 | Police Station | 48,523,970 | 28,297,050 |
| 1,209,194 | 328,164 | Information Systems | 367,650 | 350,000 |
| 80,836 | 228,220 | Parking Structures | 1,688,880 | 1,861,230 |
| 234 | 30,491 | Pringle Creek | 701,740 | 591,920 |
| 2,656,763 | 1,994,206 | Safe Community Technology | 5,528,190 | 3,728,110 |
| 544 | 22,647 | Salem Business Campus | 1,965,540 | 4,154,620 |
| - | - | Shops Complex | 1,153,000 | 4,608,960 |
| 1,491,880 | - | Other Construction | - | - |
| | | **Transportation** | | |
| 17,376,254 | 1,145,506 | Streets and Bridges | 14,064,860 | 10,634,630 |
| 944,450 | 49,811 | Streetlight | 1,448,290 | 1,423,360 |
| 1,697,912 | 1,206,103 | Transportation | 9,203,180 | 12,272,280 |
| 1,461,330 | 2,138,598 | **Utilities - Stormwater** | 5,575,840 | 4,915,770 |
| 4,823,113 | 8,467,939 | **Utilities - Wastewater** | 25,781,200 | 19,321,630 |
| 2,030,489 | 8,721,854 | **Utilities - Water** | 32,643,900 | 64,016,400 |
| $ 44,791,476 | $ 42,098,290 | *Total Capital Improvements Fund* | $ 176,609,200 | $ 185,508,430 |

# Capital Project Expenditure Summary

## FY 2021

| FY 2018 Actual | FY 2019 Actual | Description | FY 2020 Budget | FY 2021 Adopted |
|---|---|---|---|---|
| | | **Extra Capacity Facilities Fund** | | |
| | | **Community Facilities** | | |
| $ 3,472,996 | $ 2,008,209 | Parks - System Development Charge | $ 12,035,600 | $ 17,700,700 |
| | | *Included in Community Facilities - Parks project descriptions* | | |
| | | **Transportation** | | |
| 2,499,735 | 3,695,367 | Streets - System Development Charge | 8,918,630 | 9,617,460 |
| | | *Included in Transportation project descriptions* | | |
| | | **Utilities - Stormwater** | | |
| 129,949 | 116,414 | Stormwater - System Development Charge | 1,582,830 | 2,051,540 |
| | | *Included in Utilities - Stormwater project descriptions* | | |
| | | **Utilities - Wastewater** | | |
| 895,422 | 1,959,358 | Wastewater - System Development Charge | 6,732,380 | 8,072,570 |
| | | *Included in Utilities - Wastewater project descriptions* | | |
| | | **Utilities - Water** | | |
| 184,315 | 675,106 | Water - System Development Charge | 6,507,500 | 8,080,200 |
| | | *Included in Utilities - Water project descriptions* | | |
| $ 7,182,416 | $ 8,454,454 | *Total Extra Capacity Facilities Fund* | $ 35,776,940 | $ 45,522,470 |
| | | **Development District Fund** | | |
| $ 302,808 | $ 447,539 | Mill Creek | $ 4,197,890 | $ 4,781,460 |
| 27,353 | 21,492 | Sustainable Fairview | 500,000 | 1,000,000 |
| $ 330,161 | $ 469,031 | *Total Development District Fund* | $ 4,697,890 | $ 5,781,460 |
| $ 52,304,054 | $ 51,021,775 | Total All Capital Funds | $217,084,030 | $236,812,360 |




# COMMUNITY FACILITIES AND PARKS

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

### LEGEND

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

N

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# Parks Capital Improvements

The City of Salem operates and maintains a diverse system of parks for Salem residents and visitors that includes 88 park properties and 2,319 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.

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | SDC Fees | Transient Occupancy Tax | Other Revenues | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | | | |
| 1. | **Woodmansee Park Tennis Court**<br>Design and construction for reconstruction of the tennis facilities at Woodmansee Park. | 720405 | FY 2021 | Faye Wright Ward 3 | $ - | $ - | $ - | $ 50,000 | $ 50,000 | *Trust* |
| 2. | **Riverfront Park Development**<br>Design and construction of improvements per the adopted Riverfront Park Master Plan. Improvements may include pathways and other park enhancements as defined by the adopted master plan. | 720401 | FY 2021 | CAN-DO Ward 1 | - | 300,000 | - | - | 300,000 | |
| 3. | **Neighborhood Park Development**<br>Design and construction of a neighborhood park per adopted park master plan. | 720402 | FY 2021 | Citywide / All Wards | - | 50,000 | - | - | 50,000 | |
| 4. | **Bill Riegel Park Surplus Lot**<br>Property line adjustment at Bill Riegel Park for the disposition of a small unused portion of the park property located west of Campbell Dr SE to the adjacent property owner. This project was created mid-year in FY 2020 and is included in the budget for the first time. | 719411 | FY 2021 | SEMCA Ward 3 | - | - | - | 24,720 | 24,720 | *Interest* |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | SDC Fees | Transient Occupancy Tax | Other Revenues | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|---|
| 5. | Minto Island Conservation Area Restoration, Phase 3<br>Phase 3 restoration activities and plant establishment activities within the Minto Island Conservation Area. Funding is provided by Meyer Memorial Trust and Bonneville Power Administration. This project was created mid-year in FY 2020 and is included in the budget for the first time. | 719412<br>720404 | FY 2020 | Citywide / All Wards | - | - | - | 288,520 | 288,520 | *Meyer Trust*<br>*Bonneville Power* |
| 6. | Salem Park Improvement Funds (SPIF)<br>Local park improvement projects initiated by Salem's neighborhood associations and funded with local donations and City match funds.<br>Current projects are:<br>• Brown Road Park bike racks<br>• McKinley School Park landscape and benches<br>• Englewood Park removal of invasive plants<br>• McKay Park benches and bike racks<br>• CAN-DO park mutt mitt / bike fix-it station<br>• Clark Creek Park basketball court and playground improvements | 998696 | FY 2019 | Citywide / All Wards | 130,330 | - | - | 60,000 | 190,330 | *Donations* |
| | | | | | $ 130,330 | $ 350,000 | $ - | $ 423,240 | $ 903,570 | |
| | **FY 2021 Carryover Projects** | | | | | | | | | |
| | **Park Improvements** | | | | | | | | | |
| 7. | Playground Equipment Replacement | 716409 | FY 2017 | Citywide / All Wards | 133,960 | - | - | - | 133,960 | |
| 8. | Fairview Park Development, Phase I | 717400<br>719405 | FY 2018 | Morningside Ward 3 | - | 1,180,000 | - | 500,000 | 1,680,000 | *Development District* |
| 9. | Secor Park Development | 718401 | FY 2019 | Sunnyslope Ward 4 | - | 771,000 | - | - | 771,000 | |
| 10. | Wallace Marine Park Soccer Area Playground Facilities | 718406 | FY 2019 | Citywide / All Wards | - | - | 173,000 | - | 173,000 | |
| 11. | Riverfront Park Amphitheater | 718412<br>720400 | FY 2019 | CAN-DO Ward 1 | - | 3,773,000 | - | - | 3,773,000 | |
| 12. | Riverfront Park North Restroom Facilities | 719400 | FY 2020 | CAN-DO Ward 1 | - | 270,000 | - | 331,580 | 601,580 | *OPRD* |
| 13. | Bill Riegel Park Development, Phase II | 719402 | FY 2020 | SEMCA Ward 3 | - | 899,000 | - | - | 899,000 | |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | SDC Fees | Transient Occupancy Tax | Other Revenues | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| 14. Orchard Heights Tennis Court Improvements | 718413 | FY 2019 | West Salem Ward 8 | - | - | - | 568,940 | 568,940 | *Interest* |
| | | | | $ 133,960 | $ 6,893,000 | $ 173,000 | $ 1,400,520 | $ 8,600,480 | |
| **Master Plans** | | | | | | | | | |
| 15. Battle Creek Park Master Plan | 711407 | FY 2013 | South Gateway Ward 4 | $ - | $ 50,000 | $ - | $ - | $ 50,000 | |
| 16. Bailey Ridge Park Master Plan | 712409 | FY 2012 | SWAN Ward 7 | - | 45,000 | - | - | 45,000 | |
| 17. Eagles View Park Master Plan | 718400 | FY 2019 | West Salem Ward 8 | - | 10,000 | - | - | 10,000 | |
| 18. Master Plan Updates (Annual Program) | 718402 | FY 2019 | Citywide / All Wards | - | 126,000 | - | - | 126,000 | |
| 19. Geer Park Master Plan Update and Phase 2 Development | 719401 | FY 2020 | NESCA Ward 2 | - | 150,000 | - | - | 150,000 | |
| 20. Bush's Pasture Park Master Plan | 719403 | FY 2020 | SCAN Ward 2 | - | 190,000 | - | - | 190,000 | |
| 21. Future Linear Park / Connector Trail Master Plan | 719404 | FY 2020 | Citywide / All Wards | - | 35,000 | - | - | 35,000 | |
| | | | | $ - | $ 606,000 | $ - | $ - | $ 606,000 | |
| **Land Acquisitions** | | | | | | | | | |
| 22. North Campus Park Land Acquisition and Development | 716410 720403 | FY 2018 | Other Ward 2 | $ - | $ 2,725,000 | $ - | $ - | $ 2,725,000 | |
| 23. Future Park Property Acquisitions | 717404 719406 | FY 2018 | Citywide / All Wards | - | 1,163,000 | - | - | 1,163,000 | |
| 24. Reed Road Property Acquisition | 717409 | FY 2019 | Morningside Ward 3 | - | 649,000 | - | - | 649,000 | |
| 25. Rees Hill Road Park Property Acquisition | 717415 | FY 2019 | Outside City | - | 20,000 | - | - | 20,000 | |
| | | | | $ - | $ 4,557,000 | $ - | $ - | $ 4,557,000 | |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | SDC Fees | Transient Occupancy Tax | Other Revenues | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| **Other** | | | | | | | | | |
| 26. Minto Floodplain Forest Restoration | 715409 | FY 2017 | Citywide / All Wards | $ - | $ - | $ - | $ 15,220 | 15,220 | *OWEB* |
| 27. City Entranceways | 716403 | FY 2017 | Citywide / All Wards | - | - | 149,520 | - | 149,520 | |
| | | | | $ - | $ - | $ 149,520 | $ 15,220 | $ 164,740 | |
| **General** | | | | | | | | | |
| 28. Parks - Unspecified | 998689<br>998694<br>998713 | | Citywide / All Wards | $ - | $ 1,272,000 | $ - | $ 41,870 | $ 1,313,870 | *Interest* |
| 29. Minto Brown Island Park - Unspecified | 998697 | | Citywide / All Wards | - | - | - | 100,000 | 100,000 | *Conservation Services Grant* |
| 30. Parks - SDC Administration | 279505 | | Citywide / All Wards | - | 206,120 | - | - | 206,120 | |
| 31. Opportunity Grant | 998695 | | Citywide / All Wards | - | - | - | 1,500,000 | 1,500,000 | *Various* |
| | | | | $ - | $ 1,478,120 | $ - | $ 1,641,870 | $ 3,119,990 | |
| | | Total Funding by Source | | $ 264,290 | $ 13,884,120 | $ 322,520 | $ 3,480,850 | | |
| | | | | | | | Total Resources | $ 17,951,780 | |
| | | | | | | | Total Project Expenditures | $ 17,951,780 | |
| | | | | | | | 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | Donations | Transient Occupancy Tax | Other Revenues | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | |
| 32. Historic Structure Improvements<br>Completion of projects at City-owned historic properties will continue to preserve the integrity and condition of the structures. Projects in FY 2021 include:<br>Seismic chimney upgrade design at Deepwood House<br>Low slope metal roof restoration at Deepwood House | TBD | FY 2021 | | $ - | $ - | $ 15,000 | $ - | $ 15,000 |
| | | | | $ - | $ - | $ 15,000 | $ - | $ 15,000 |
| Total Funding by Source | | | | $ - | $ - | $ 15,000 | $ - | |
| Total Resources | | | | | | | | $ 15,000 |
| Total Project Expenditures | | | | | | | | $ 15,000 |
| Unappropriated Balance | | | | | | | | $ - |

# Salem Public Library Capital Improvements

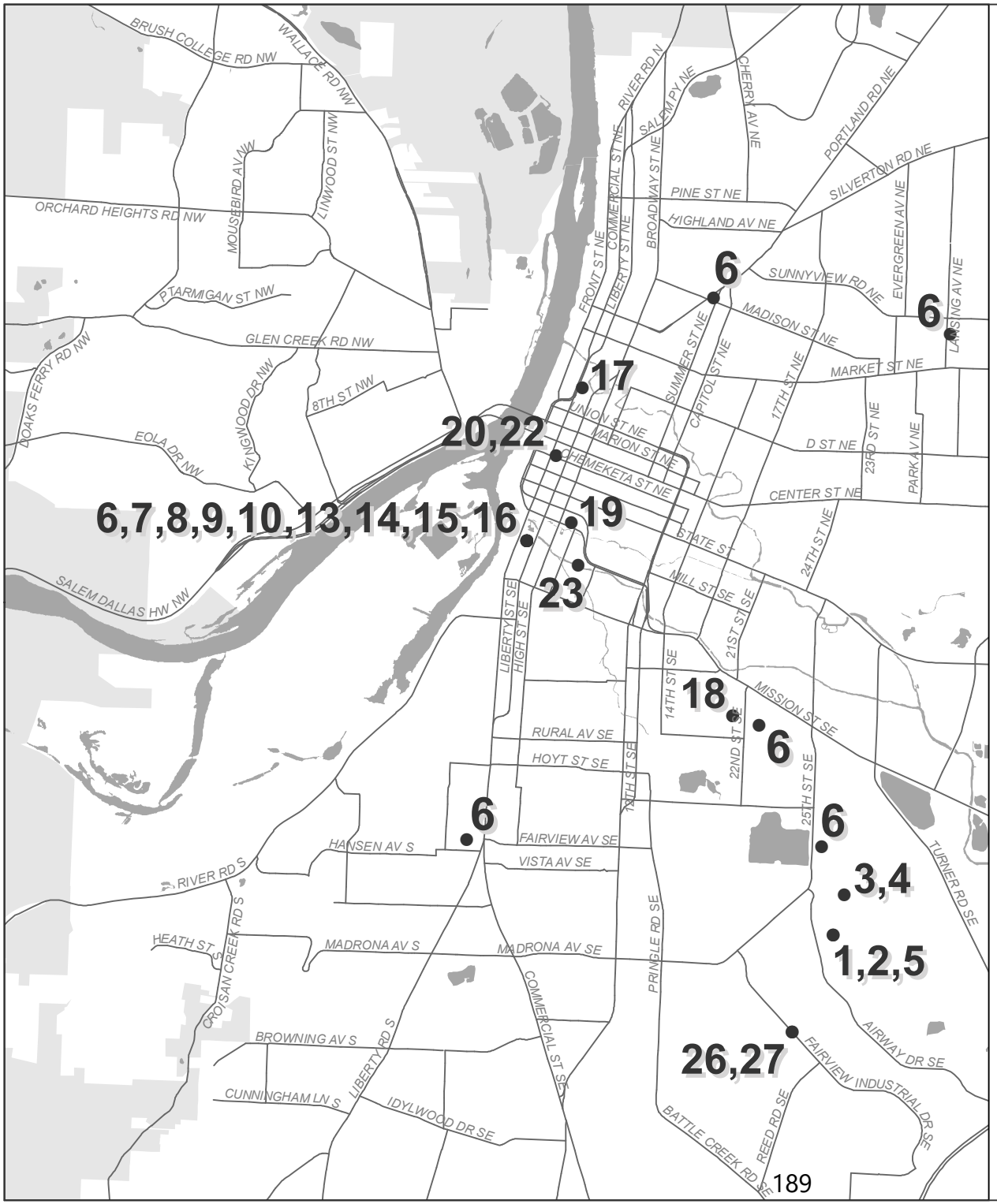


In November of 2017, City of Salem residents passed an $18.6 million bond to fund seismic, safety, accessibility and system improvements to the Salem Public Library building and parking garage to ensure continued use of this community resource for decades to come. The bond premium provides for proceeds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

During the 2020 fiscal year, the Salem Public Library relocated to its temporary location at 1400 Broadway St NE to continue serving the community while the seismic retrofit takes place. The Library is anticipated to return to operations at the 585 Liberty St SE address in the Summer of 2021.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | General Fund | Other Revenue | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | |
| 33. Salem Library Improvements | 720600 | FY 2021 | Citywide / All Wards | $ - | $ - | $ 500,000 | $ 500,000 | *Salem Library Foundation* |
| Companion funding donated by the Salem Library Foundation for enhancing improvements to the Salem Library bond project. | | | | | | | | |
| | | | | $ - | $ - | $ 500,000 | $ 500,000 | |
| **FY 2021 Carryover Projects** | | | | | | | | |
| 34. Library Seismic Upgrades and Improvements | 717601 | FY 2018 | Citywide / All Wards | $ 17,831,430 | $ - | $ - | $ 17,831,430 | |
| 35. Library Relocation | 717602 | FY 2018 | Citywide / All Wards | - | 380,000 | - | 380,000 | |
| | | | | $ 17,831,430 | $ 380,000 | $ - | $ 18,211,430 | |
| **General** | | | | | | | | |
| 36. Unspecified | 998716 | FY 2018 | Citywide / All Wards | $ - | $ 819,320 | $ - | $ 819,320 | |
| | | | | $ - | $ 819,320 | $ - | $ 819,320 | |
| | | Total Funding by Source | | $ 17,831,430 | $ 1,199,320 | $ 500,000 | $ 19,530,750 | |
| | | | | | | Total Resources | | $ 19,530,750 |
| | | | | | | Total Project Expenditures | | $ 19,530,750 |
| | | | | | | Unappropriated Balance | | $ - |


CITY OF Salem
AT YOUR SERVICE




# MUNICIPAL FACILITIES

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

**LEGEND**

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

N

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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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Federal Grants | Interfund Transfers | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | |
| 1. Terminal Building Improvements<br>Design and construction for renovations to the terminal building including new roofing, parapet wall siding, painting, and siding. Renovations also include new roofing on the modular section of the terminal. | TBD | FY 2021 | SEMCA SESNA Wards 2, 3 | $ - | $ - | $ 108,500 | $ 108,500 |
| 2. Weather Building Improvements<br>Design and construction for new roofing, siding, and painting of the Weather Building at the Salem Municipal Airport. | TBD | FY 2021 | SEMCA SESNA Wards 2, 3 | - | - | 20,000 | 20,000 |
| 3. Taxiway C Resurfacing<br>Design and construction to remove the deteriorated portion of the Airport's primary taxiway and replace it with all new asphalt. | TBD | FY 2021 | SEMCA SESNA Wards 2, 3 | - | 300,000 | - | 300,000 |
| **FY 2021 Carryover / General Projects** | | | | | | | |
| 4. Commercial Parking Ramp Rehabilitation | 649317 | FY 2018 | SEMCA SESNA Wards 2, 3 | 974,420 | - | 73,090 | 1,047,510 |
| 5. Opportunity Funds for Unanticipated Projects | TBD | Ongoing | SEMCA SESNA Wards 2, 3 | 1,000,000 | - | 107,560 | 1,107,560 |
| | | | | $ 1,974,420 | $ 300,000 | $ 309,150 | $ 2,583,570 |
| | | | Total Funding by Source | $ 1,974,420 | $ 300,000 | $ 309,150 | |
| | | | | | | Total Resources | $ 2,583,570 |
| | | | | | | Total Project Expenditures | $ 2,583,570 |
| | | | | | | Unappropriated Balance | $ - |

# Civic Center Capital Improvements

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





The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with these projects. The Civic Center campus is considered part of the City's infrastructure. The Good Governance icon acknowledges the access to government services afforded the community with this centralized location.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund Transfer | State / Federal Grants | Working Capital | Other Revenues | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | |
| 6. **City Hall Lower Parking Lighting Upgrade**<br>Upgrade to the existing lighting in the lower parking garage of City Hall for energy efficency with will decrease the number of fixtures while increasing the number of lumens. This project is eligible for Energy Trust of Oregon incentives. Amount eligible is unknown at this time. | TBD | FY 2021 | Citywide / All Wards | $ 75,000 | $ - | $ - | $ - | $ 75,000 |
| 7. **Municipal Building System Improvements**<br>Multiple municipal buildings require various facility upgrades or replacements. Current projects include:<br>City Hall fire sprinkler dry valve replacement<br>Center 50+ fire alarm panel replacement<br>City Hall generator and removal of fuel tanks<br>Pringle Parkade lighting upgrade (west side)<br>Fire Stations 7 & 10 fire sprinkler air compressor replacements | Multiple | FY 2021 | Citywide / All Wards | 113,000 | - | - | - | 113,000 |
| 8. **City Hall Security Installation**<br>Installation of security gates and glass to controll access areas to protect the Civic Center from loitering, theft, and vandalism when the Police Department relocates to the new Police Facility. | 670016 | FY 2021 | Citywide / All Wards | 600,000 | - | - | - | 600,000 |
| 9. **City Hall First Floor Reconfiguration**<br>Design and construction costs for the first floor of City Hall after the Police Department moves to the new police station. | TBD | FY 2021 | Citywide / All Wards | 958,000 | - | - | - | 958,000 |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | General Fund Transfer | State / Federal Grants | Working Capital | Other Revenues | Total Funding |
|---|---|---|---|---|---|---|---|---|
| 10. City Hall and Central Library Elevator Modernization<br>Upgrades to the elevator systems at City Center and the Salem Library for current safety standards. Current elevator systems are aged, have active leaking and critical component failure. | 670020 | FY 2021 | Citywide / All Wards | 630,000 | - | - | - | 630,000 |
| 11. City Hall and Library Transformer Replacement and Relocation<br>The transformers that provide electricity to the Civic Center Complex are 48 years old and require replacement and relocation. Project will be done in partnership with Portland General Electric (PGE). PGE will run the power to the new transformers, set the new transformers and decommission the old transformers. | 670019 | FY 2021 | Citywide / All Wards | 1,500,000 | - | - | - | 1,500,000 |
| FY 2021 Carryover / General Projects | | | | | | | | |
| 12. City Hall Domestic Water Line Replacement | 670005 | FY 2019 | | - | - | 518,120 | - | 518,120 |
| 13. City Hall Storefront Door and ADA Operator Replacement | 670006 | FY 2019 | | - | - | 165,420 | - | 165,420 |
| 14. Council Chambers Roof and HVAC Upgrades | 670008 | FY 2020 | | - | - | 234,600 | - | 234,600 |
| 15. Council Chambers Doors Replacement | 670017 | FY 2020 | | - | - | 112,930 | - | 112,930 |
| 16. Civic Buildings Unanticipated Improvements<br>Funding available for unidentified future projects. | TBD | | Citywide / All Wards | 60,000 | - | - | - | 60,000 |
| | | | | $ 3,936,000 | $ - | $ 1,031,070 | $ - | $ 4,967,070 |
| | | | Total Funding by Source | $ 3,936,000 | $ - | $ 1,031,070 | $ - | |

| | |
|---|---|
| Total Resources | $ 4,967,070 |
| Total Project Expenditures | $ 4,967,070 |
| 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | Federal / State Grants | Other Revenue | Total Funding | Other Fund Source |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover Project** | | | | | | | | |
| 17. Salem Police Station<br>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. | 717600<br>719601 | FY 2018 | Citywide / All Wards | $ 26,552,050 | $ - | $ 1,745,000 | $ 28,297,050 | *Urban Renewal* |
| | | | Total Funding by Source | $ 26,552,050 | $ - | $ 1,745,000 | $ 28,297,050 | |
| | | | | | | | Total Resources | $ 28,297,050 |
| | | | | | | | Total Project Expenditures | $ 28,297,050 |
| | | | | | | | 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Utility Rates | Other City Funds | Other Revenues | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover Project** | | | | | | | | |
| 18. **Shops Complex Building 2 and 14 Replacement**<br>Evaluation, design, and construction of a new Public Works Administrative Building to replace Operations Building No. 2 and Building No. 14. Construction of the new facility will be consistent with the phased approach for redevelopment recommended in the Shops Complex Master Plan. | TBD | FY 2020 | SESNA Ward 2 | $ 4,608,960 | $ - | $ - | $ - | $ 4,608,960 |
| | | | | $ 4,608,960 | $ - | $ - | $ - | $ 4,608,960 |
| | | | Total Funding by Source | $ 4,608,960 | $ - | $ - | $ - | |

| | |
|---|---|
| Total Resources | $ 4,608,960 |
| Total Project Expenditures | $ 4,608,960 |
| Unappropriated Balance | $ - |

# Information Technology Capital Improvements

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





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

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | Utility Rates | Permit Revenue | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Project** | | | | | | | | |
| 19. Backup System Replacement<br>The backup system and storage array were purchased in 2016. This hardward is used to backup all City data captured within other storage arrays. This equipment will be five years old at the time of the scheduled replacement. As of February 2020, the array was utilizing over 85 percent of the original capcity | TBD | FY 2020 | Citywide / All Wards | $ 350,000 | $ - | $ - | $ - | $ 350,000 |
| | | | | $ 350,000 | $ - | $ - | $ - | $ 350,000 |
| Total Funding by Source | | | | $ 350,000 | $ - | $ - | $ - | |
| Total Resources | | | | | | | | $ 350,000 |
| Total Project Expenditures | | | | | | | | $ 350,000 |
| 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: General Fund | Parking / Leasehold | Working Capital* | Interest | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover / General Projects** | | | | | | | | |
| 20. Chemeketa Parkade Sensor Installation | TBD | FY 2020 | CANDO, Grant Wards 1, 2, 7 | $ - | $ - | $ 55,000 | $ - | $ 55,000 |
| 21. Capital Improvement Reserve | TBD | Ongoing | CANDO, Grant Wards 1, 2, 7 | - | 215,000 | 1,496,230 | 25,000 | 1,736,230 |
| 22. Chemeketa Parkade Sensor Installation | TBD | Ongoing | CANDO, Grant Wards 1, 2, 7 | - | - | 70,000 | - | 70,000 |
| | | | | $ - | $ 215,000 | $ 1,621,230 | $ 25,000 | $ 1,861,230 |
| | | | Total Funding by Source | $ - | $ 215,000 | $ 1,621,230 | $ 25,000 | |

| | |
|---|---|
| Total Resources | $ 1,861,230 |
| Total Project Expenditures | $ 1,861,230 |
| 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.



| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Other Revenues | Loan Proceeds | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover Projects** | | | | | | | |
| 23. Pringle Creek Unspecified Improvements<br>Funding available for future projects. | TBD | FY 2020 | CANDO Ward 1 | $ 5,000 | $ - | $ 586,920 | $ 591,920 |
| | | | | $ 5,000 | $ - | $ 586,920 | $ 591,920 |
| | | | Total Funding by Source | $ 5,000 | $ - | $ 586,920 | |
| | | | | | | Total Resources | $ 591,920 |
| | | | | | | Total Project Expenditures | $ 591,920 |
| | | | | | | 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Loan Proceeds | Sources of Funding: Interfund Transfer | Sources of Funding: Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover Project** | | | | | | | |
| 24. Radio System Replacement<br>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. | 359001 | FY 2015 | Citywide / All Wards | $ - | $ - | $ 1,818,110 | $ 1,818,110 |
| 25. 9-1-1 Computer-Aided Dispatch System<br>The Computer-Aided Dispatch (CAD) and Mobile Data Computer (MDC) systems are used to enable the Public Safety Answering Point (PSAP) to receive 9-1-1 calls, locate and dispatch emergency response assets, and to track all emergency response activity for a multi-jurisdictional area. This upgrade is necessary to convert to modern technology and to retain technical support. | | FY 2020 | Citywide / All Wards | $ - | $ 1,000,000 | $ 910,000 | $ 1,910,000 |
| | | | | $ - | $ 1,000,000 | $ 2,728,110 | $ 3,728,110 |
| Total Funding by Source | | | | | $ 1,000,000 | $ 2,728,110 | |
| Total Resources | | | | | | | $ 3,728,110 |
| Total Project Expenditures | | | | | | | $ 3,728,110 |
| 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.

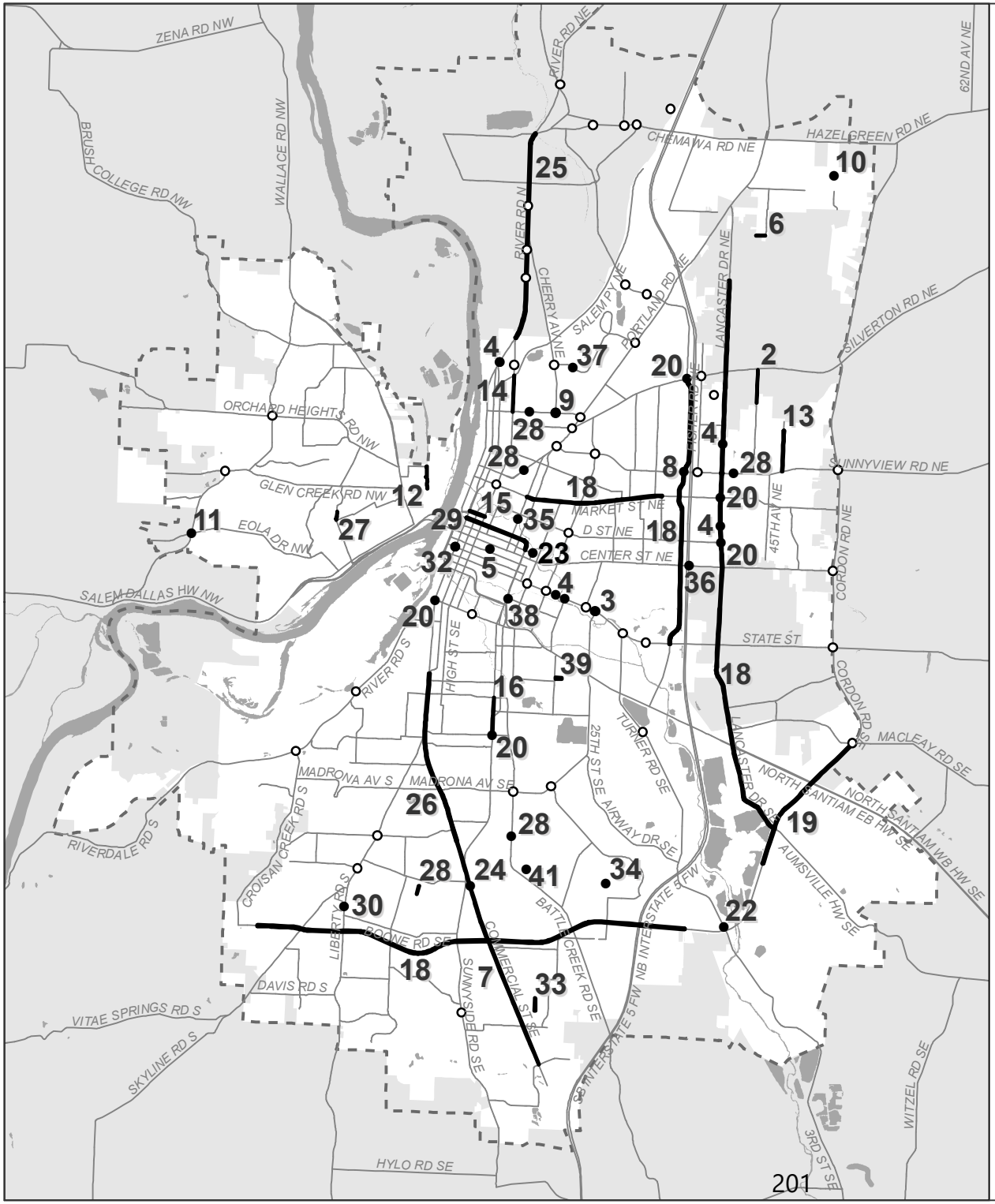




The result areas of Strong and Diverse Economy and Safe, Efficient, and Reliable Infrastructure are both represented with projects at the business campus. The projects funded here reflect infrastructure improvements to support development, while development of the campus is intended to be an economic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

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Land Sale Proceeds | Other Revenues | Working Capital | Loan Proceeds | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover / General Projects** | | | | | | | | |
| 26. Salem Business Campus Reserve for Future Projects | TBD | Ongoing | SEMCA Ward 2 | $ 1,629,150 | $ 7,500 | $ 287,900 | $ 2,200,000 | $ 4,124,550 |
| 27. Salem Business Campus Project Management | 649210 | Ongoing | SEMCA Ward 2 | - | - | 30,070 | - | 30,070 |
| | | | | $ 1,629,150 | $ 7,500 | $ 317,970 | $ 2,200,000 | $ 4,154,620 |
| | | | Total Funding by Source | $ 1,629,150 | $ 7,500 | $ 317,970 | $ 2,200,000 | |
| | | | | | | | Total Resources | $ 4,154,620 |
| | | | | | | | Total Project Expenditures | $ 4,154,620 |
| | | | | | | | Unappropriated Balance | $ - |


CITY OF Salem
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# TRANSPORTATION

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

### LEGEND

- Project
- Project 21
- Project
- Major street
- Urban Growth Boundary
- Water
- City Limit

N

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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.

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | | | |
| 1. | **Pavement Slurry and Crack Seal Program**<br>Design and construction of slurry seal asphalt resurfacing and crack sealing on various City collector and residential streets. | 720500 | FY 2021 | Citywide / All Wards | $ - | $ - | $ 220,000 | $ - | $ 220,000 | |
| 2. | **Hollywood Drive NE Roadway Improvements**<br>Design and construction of roadway improvements to the 3000 block of Hollywood Dr NE in association with adjacent project by Marion County. | 720501 | FY 2021 | NOLA Ward 6 | - | - | 100,000 | - | 100,000 | |
| 3. | **State Street at 25th Street SE Intersection Improvements Package**<br>Design and construction of intersection improvements to increase pedestrian visibility and reduce traffic incidents. | 720502 | FY 2021 | NEN, SESNA Ward 2 | - | - | 20,000 | 137,130 | 157,130 | *FHWA* |
| 4. | **Pedestrian Island and Crossing Safety Improvements Package**<br>Design and construction of crossing improvements on State St at 19th and 21st St SE, Lancaster Dr NE at Weathers St NE and Wolverine St NE, and River Rd N at River Road Park. | 720503 | FY 2021 | ELNA, Highland, NEN, NESCA, NOLA, SESNA Wards 1,2,6 | - | - | 45,000 | 233,300 | 278,300 | *FHWA* |
| 5. | **Downtown Signal Improvements**<br>Design and construction of signalized intersection upgrades to improve traffic flow and vehicle safety at various locations. The upgrades will occur within the downtown area bordered by State St, Capital St NE, Union St NE, and Commercial St NE. | 720504 | FY 2021 | CAN-DO Ward 1 | | - | 30,000 | 237,190 | 267,190 | *FHWA* |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|---|
| 6. | Hayesville Street NE Improvements<br><br>Design and construction of roadway improvements to the 4200-4300 block of Hayesville Dr NE in association with an adjacent project by Marion County. | 720505 | FY 2021 | Northgate Ward 5 | - | - | - | 20,000 | 20,000 | |
| 7. | Commercial Street SE: Madrona Avenue SE to Robins Lane SE Signal Improvements<br>Design and construction of signalized intersection upgrades on Commercial St SE from Madrona Ave SE to Robins Ln SE to improve traffic flow and vehicle safety. | 720506 | FY 2021 | Faye Wright, Morningside, South Gateway Wards 3, 4 | - | - | - | 187,140 | 187,140 | *FHWA* |
| 8. | Hawthorne Avenue NE / Sunnyview Road NE Intersection Widening<br><br>Design and construction of modification to the northwest and southeast quadrants of the intersection of Hawthorne Ave NE at Sunnyview Rd NE to align the northbound and southbound left-turn pockets and add a new northbound right-turn pocket. This project would require minor widening of the southeast quadrant to accommodate the new right-turn lane. The project would also overlay the approaches, restripe the new lane configuration and relocate traffic signal poles in the northwest and southeast quadrants. | 720507 | FY 2021 | Grant Ward 1 | - | 1,075,000 | - | - | 1,075,000 | |
| 9. | Cherry Street NE and Pine Street NE - Intersection Improvements - Developer Reimbursement (Excess of Credits)<br>Anticipated reimbursement in excess of credits to the developer for design and construction of intersection improvements at Cherry St NE and Pine St NE. | 720508 | FY 2021 | Highland Wards 1, 5 | - | 150,000 | - | - | 150,000 | |

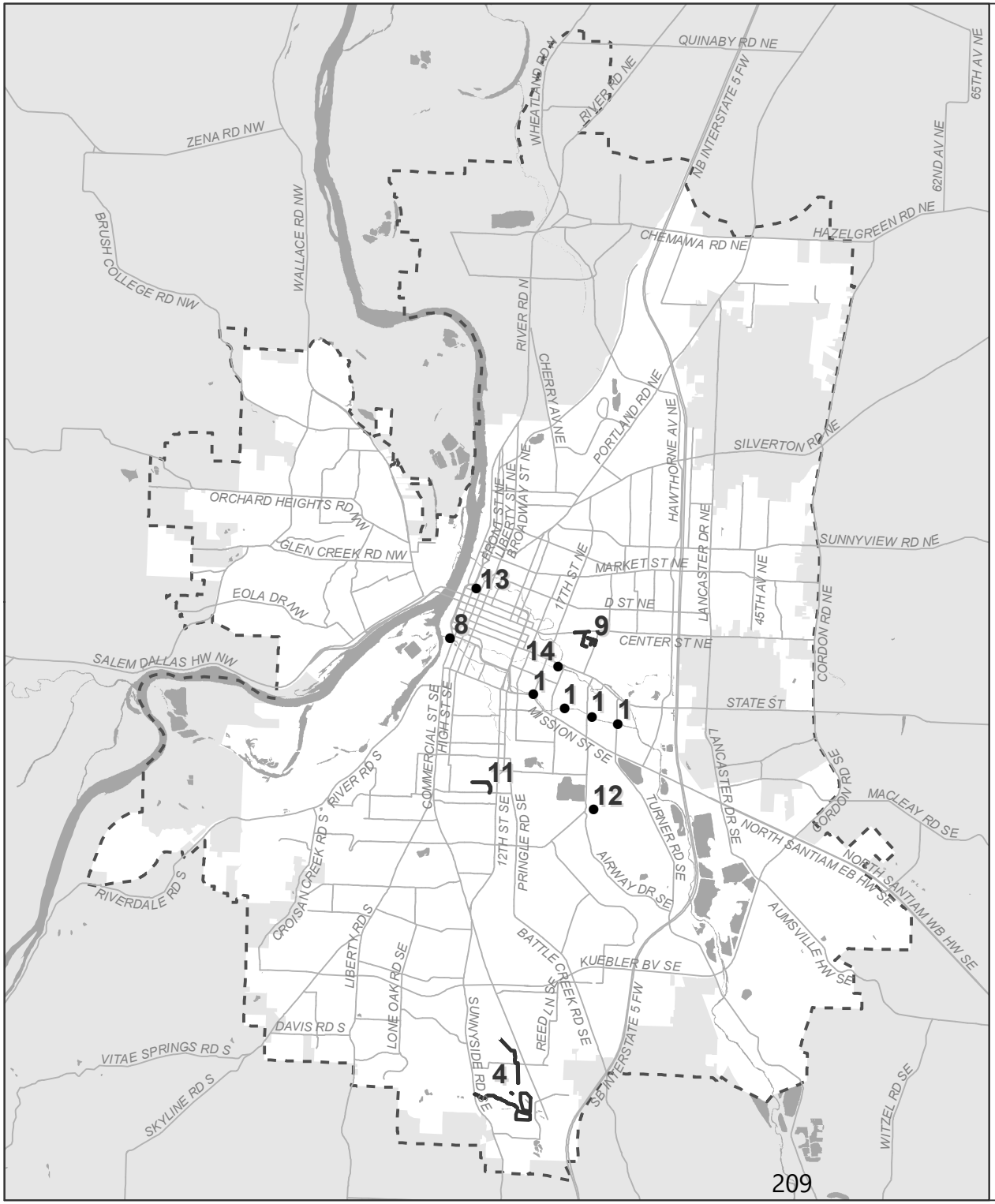
| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|---|
| 10. | Northstar Development - Street Improvements - Developer Reimbursement (Pass-Thru Credits)<br><br>Anticipated reimbursement (pass-through credits) to the developer for design and construction of a 29-foot boundary street improvement along Kale St NE abutting the Northstar development, full street improvements for 49th St NE between Kale St NE and Bonneville Power Association, and intersection improvements at Portland Rd NE and Hazelgreen Rd NE. | 720509 | FY 2021 | Northgate Ward 5 | - | 820,000 | - | - | 820,000 | |
| 11. | Doaks Ferry Road NE at Eola Drive NW - Flashing Beacon<br>Design and construction for the installation of a flashing beacon at the southeast corner of the intersection located at Doaks Ferry Rd NW and Eola Dr NW. | | | West Salem Ward 8 | - | - | 80,000 | - | 80,000 | |
| | | | | | $ - | $ 2,045,000 | $ 495,000 | $ 814,760 | $ 3,354,760 | |
| | FY 2021 Carryover Projects | | | | | | | | | |
| | Street Improvements | | | | | | | | | |
| 12. | Marine Drive NW Initiation (5th Ave NW to Riverbend Rd NW) | 711503 | FY 2021 | West Salem Ward 1 | $ 3,536,000 | $ - | $ - | $ - | $ 3,536,000 | |
| 13. | Brown Rd NE Widening Improvements (San Francisco St to Sunnyview Rd) | 713507 | FY 2015 | NOLA Ward 6 | 167,670 | - | - | - | 167,670 | *FHWA* |
| 14. | Broadway St NE at Pine St Northbound Right-Turn Lane and Bike Lanes (Tryon St to Spruce St) | 717507 | FY 2018 | Highland Wards 1, 5 | 267,850 | 400,000 | - | 1,243,510 | 1,911,360 | *FHWA* |
| 15. | Division St NE Improvements | 719505 | FY 2020 | CAN-DO Ward 1 | 600,000 | - | - | - | 600,000 | |
| | | | | | $ 4,571,520 | $ 400,000 | $ - | $ 1,243,510 | $ 6,215,030 | |
| | Intersection / Signal Improvements | | | | | | | | | |
| 16. | 12th St SE Right-Turn Lane Improvements at Fairview Ave | 713501 | FY 2014 | Morningside Ward 2 | $ - | $ 133,000 | $ - | $ - | $ 133,000 | *FHWA* |
| 17. | Flashing Yellow Signal Upgrades at Various Locations | 714501 | FY 2015 | Citywide / All Wards | - | 21,310 | - | - | 21,310 | |
| 18. | Traffic Signal Improvements along Hawthorne Ave SE, Kuebler Blvd SE, Lancaster Dr, and Market Street NE | 716508 | FY 2018 | Citywide / All Wards | - | 137,300 | - | 142,160 | 279,460 | *ODOT* |

| | | | | Sources of Funding | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Project No. | Budget / CIP Year | Neighborhood and Ward | GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
| 19. Cordon Rd SE and Kuebler Blvd SE Traffic Signal Interconnect | 716509 | FY 2018 | SEMCA Ward 3 | - | 59,300 | - | - | 59,300 | |
| 20. Traffic Signal Enhancements along Lancaster Dr NE, 12th St SE, Silverton Rd NE, and Commercial St SE (Unit 1) | 717502 | FY 2018 | Citywide / All Wards | - | 72,000 | - | 685,000 | 757,000 | *ODOT* |
| 21. Traffic Signal Enhancements at Various Locations (Unit 2) | 717503 | FY 2018 | Citywide / All Wards | - | 124,110 | - | 1,389,630 | 1,513,740 | *FHWA* |
| 22. Turner Rd SE at Kuebler Blvd SE - Right-Turn Lane | 717505 | FY 2018 | SEMCA Wards 2, 3 | 70,000 | - | - | 581,310 | 651,310 | *ODOT* |
| 23. Marion St NE at 12th St NE Traffic Signal and 13th St NE Pedestrian Improvements | 717506 | FY 2018 | CAN-DO, NEN Ward 1 | 37,380 | - | - | 469,870 | 507,250 | *ODOT* |
| 24. Hilfiker Ln SE at Commercial St SE Intersection Improvements | 718500 | FY 2019 | Faye Wright, Morningside Ward 3 | - | 427,140 | - | 466,600 | 893,740 | *FHWA* |
| 25. River Rd N Traffic Signal Interconnect (Shangri-La Ave to Wheatland Rd) | 718506 | FY 2019 | Outside City Ward Other | - | - | - | 1,966,990 | 1,966,990 | *City of Keizer FHWA* |
| | | | | $ 107,380 | $ 974,160 | $ - | $ 5,701,560 | $ 6,783,100 | |
| **Pedestrian / Bikeway Improvements** | | | | | | | | | |
| 26. Commercial St SE Buffered Bike Lanes (Oxford St to Winding Way) | 717504 | FY 2018 | Faye Wright, Morningside, SCAN, SWAN Wards 2, 3, 7 | $ 119,710 | $ - | $ - | $ 1,718,850 | $ 1,838,560 | *FHWA* |
| 27. Rosemont Ave NW Sidewalk Reconstruction (Cascade Dr NW to 8th St NW) | 718501 | FY 2019 | West Salem Wards 1, 8 | 1,300,000 | - | - | - | 1,300,000 | |
| 28. Salem Multi-Modal Safety Crossings at Various Locations | 718505 | FY 2019 | ELNA, Faye Wright, Grant, Highland, Morningside NOLA, Wards 1, 3, 5, 6 | - | - | 305,000 | 543,240 | 848,240 | *ODOT* |
| 29. Central Salem Mobility - Phase IB of Union Street Family Friendly Bikeway | 718509 | FY 2019 | CAN-DO Ward 1 | - | - | - | 2,230,000 | 2,230,000 | *FHWA* |
| 30. Liberty Elementary School Pedestrian Crossing | 719501 | FY 2020 | Sunnyslope Faye Wright Ward 7 | - | - | - | 160,470 | 160,470 | *ODOT* |
| | | | | $ 1,419,710 | $ - | $ 305,000 | $ 4,652,560 | $ 6,377,270 | |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| **Streetlights** | | | | | | | | | |
| 31. New Streetlight Installation at Various Locations | 719502 | FY 2020 | Citywide / All Wards | $ - | $ - | $ - | $ 827,030 | $ 827,030 | *Streetlight Fee* |
| 32. Downtown Decorative Streetlight Replacement | 719503 | FY 2020 | Citywide / All Wards | - | - | - | 200,000 | 200,000 | *Streetlight Fee* |
| 33. Streetlight Pole Rehabilitation | 718502 | FY 2019 | Citywide / All Wards | | | | 187,000 | 187,000 | *Streetlight Fee* |
| | | | | $ - | $ - | $ - | $ 1,214,030 | $ 1,214,030 | |
| **Other** | | | | | | | | | |
| 34. Right-of-Way Purchase for 27th St SE at Strong Rd Intersection | 714508 | FY 2015 | Morningside Ward 3 | $ - | $ - | $ - | $ 10,000 | $ 10,000 | *Interest* |
| 35. Fish Passage Monitoring | 715506 | FY 2018 | Citywide / All Wards | 25,000 | - | - | - | 25,000 | |
| 36. Center St Bridge Seismic Evaluation | 716511 | FY 2018 | CAN-DO Ward 1 | 15,020 | - | - | - | 15,020 | |
| 37. Salem Industrial Dr NE at the Burlington Northern Santa Fe Railroad Crossing Safety Improvements | 717500 | FY 2018 | Northgate Ward 5 | - | - | - | 121,000 | 121,000 | *FHWA* |
| 38. Mill St SE at the Union Pacific Railroad Pedestrian Crossing Improvements | 718504 | FY 2019 | CAN-DO, SESNA Wards 1, 2 | - | - | - | 1,469,750 | 1,469,750 | *FHWA* |
| 39. Building Expansion at City Shops Complex | 718507 | FY 2019 | SESNA Ward 2 | - | - | - | 100,000 | 100,000 | |
| | | | | $ 40,020 | $ - | $ - | $ 1,700,750 | $ 1,740,770 | |
| **Developer Reimbursements** | | | | | | | | | |
| 40. Street Capacity Improvements, Developer Reimbursement, Pass-Through | 998667 | | Citywide / All Wards | $ - | $ 400,000 | $ - | $ - | $ 400,000 | |
| 41. Battle Creek Rd SE - Developer Reimbursement | 716500 | FY 2017 | South Gateway Ward 4 | - | 200,000 | - | - | 200,000 | |
| | | | | $ - | $ 600,000 | $ - | $ - | $ 600,000 | |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: GO Bond | SDC Fees | State Highway Revenue | Other | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| **General** | | | | | | | | | |
| 42. Transportation - Unspecified | 998515, 998523, 998661, 998698 | | Citywide / All Wards | $ 341,460 | $ 1,695,720 | $ - | $ 759,410 | $ 2,796,590 | *Interest* |
| 43. Bikeway / Pedestrian - Unspecified | 998526 | | Citywide / All Wards | - | - | 6,670 | 237,820 | 244,490 | |
| 44. Pedestrian Crossing Program - Unspecified | 718503 | FY 2019 | Citywide / All Wards | - | - | - | 125,000 | 125,000 | |
| 45. Opportunity Grant | 998632 998711 | | Citywide / All Wards | - | | - | 3,500,000 | 3,500,000 | *Other Agencies* |
| 46. Transportation - CIP Management | 998658, 998662, 998699 | | Citywide / All Wards | 141,000 | - | - | 70,430 | 211,430 | *Interest* |
| 47. Transportation - SDC Administration | 998670 | | Citywide / All Wards | - | 155,000 | - | - | 155,000 | |
| 48. Tree Establishment for Transportation Projects | 998679 | | Citywide / All Wards | - | - | - | 16,070 | 16,070 | *Various* |
| 49. Opportunity Right-of-Way Purchase | 998710 | | Citywide / All Wards | - | 135,000 | - | 50,000 | 185,000 | *Interest* |
| 50. Transportation Design and Analysis | 998693, 998709 | | Citywide / All Wards | - | 429,190 | - | - | 429,190 | |
| | | | | $ 482,460 | $ 2,414,910 | $ 6,670 | $ 4,758,730 | $ 7,662,770 | |
| | | Total Funding by Source | | $ 6,621,090 | $ 6,434,070 | $ 806,670 | $ 20,085,900 | | |
| | | | | | | | Total Resources | $ 33,947,730 | |
| | | | | | | | Total Project Expenditures | $ 33,947,730 | |
| | | | | | | | Unappropriated Balance | $ - | |


CITY OF Salem
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# STORMWATER

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

### LEGEND

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

N

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# Stormwater



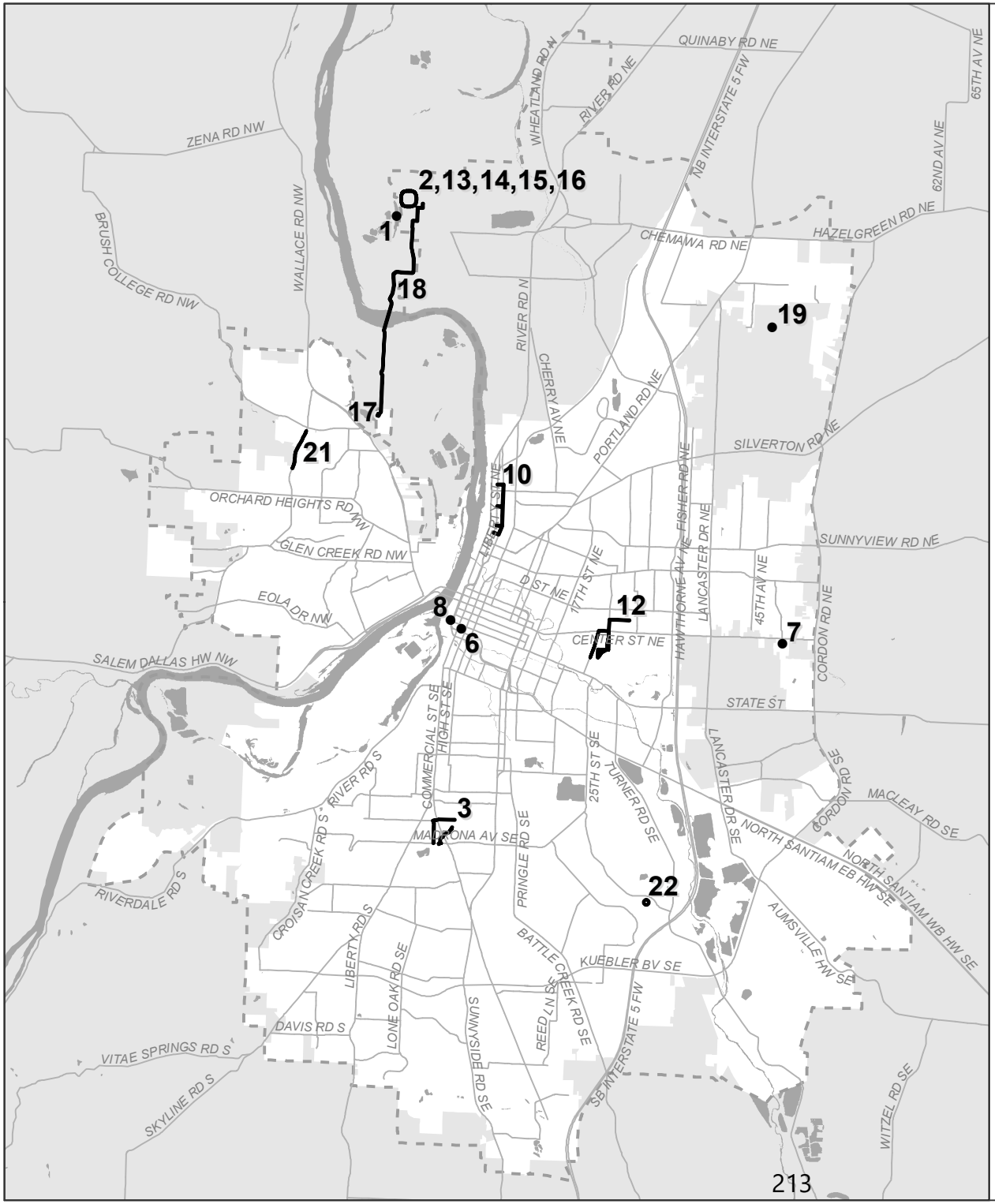
The City of Salem owns and maintains an extensive system of stormwater collection, treatment, and detention systems to control and treat stormwater for 13 urban watersheds that cover more than 48 square miles. Funds in this section are allocated to plan, design, acquire property, and construct projects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

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Stormwater Rates | SDC Fees | Other Agencies | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | | |
| 1. | **Shelton Ditch Improvements**<br>Design and construction of stream bank stabilization and mitigation measures in multiple areas along the Shelton Ditch corridor. | 720200 | FY 2021 | SESNA Ward 2 | $ 1,528,000 | $ - | $ - | $ 1,528,000 | |
| 2. | **Miscellaneous Stormwater System Operations Projects**<br>Design and construction for unplanned or emergency stormwater maintenance projects. | 720201 | FY 2021 | Citywide / All Wards | 150,000 | - | - | 150,000 | |
| 3. | **Miscellaneous Stormwater System Rehabilitation and Replacement Improvements**<br>Design and construction of miscellaneous high-priority repairs to the stormwater system. | 720202 | FY 2021 | Citywide / All Wards | 150,000 | - | - | $ 150,000 | |
| | | | | | $ 1,828,000 | $ - | $ - | $ 1,828,000 | |
| **FY 2021 Carryover Projects** | | | | | | | | | |
| **Water Quality** | | | | | | | | | |
| 4. | Waln Creek / Battle Creek Mitigation Monitoring | 713208 | FY 2015 | South Gateway Ward 4 | $ 24,650 | $ - | $ - | $ 24,650 | |
| 5. | Implementation of DEQ Retrofit Plan - Various Locations | 716200 | FY 2017 | Citywide / All Wards | 198,730 | - | - | 198,730 | |
| 6. | Total Maximum Daily Load (TMDL) Implementation Plan Projects | 716201 | FY 2017 | Citywide / All Wards | 171,220 | - | - | 171,220 | |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Stormwater Rates | SDC Fees | Other Agencies | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|---|
| 7. | Stream Bank Restoration Mitigation for Various Projects | 716202 | FY 2017 | Citywide / All Wards | 259,860 | - | - | 259,860 | |
| 8. | Pringle Creek North Block Slab Demolition | 717204 | FY 2019 | CAN-DO Ward 1 | - | - | 121,190 | 121,190 | *Urban Renewal* |
| 9. | Center Street Pipe Relocation, Phase A | 718200 | FY 2019 | NEN, SEMCA Wards 1, 2 | 45,000 | - | - | 45,000 | |
| 10. | Tree Planting Program | 718203 | FY 2019 | Citywide / All Wards | 236,010 | - | - | 236,010 | |
| | | | | | $ 935,470 | $ - | $ 121,190 | $ 1,056,660 | |
| **Replacement / Rehabilitation / New Facilities** | | | | | | | | | |
| 11. | Cedar Way SE Stormwater Improvements | 717201 | FY 2018 | SCAN Ward 2 | $ 64,850 | $ - | $ - | $ 64,850 | |
| 12. | Airport Stormwater Improvements and Curb Realignment | 717206 | FY 2018 | SEMCA Wards 2 | 197,690 | - | - | 197,690 | |
| 13. | Salem Police Station Stormwater Improvements | 718204 | FY 2019 | CAN-DO Ward 1 | 321,870 | - | - | 321,870 | |
| 14. | Waller Dam Sediment Removal | 717208 | FY 2018 | SESNA Ward 2 | 420,440 | - | - | 420,440 | |
| | | | | | $ 1,004,850 | $ - | $ - | $ 1,004,850 | |
| **Developer Reimbursements** | | | | | | | | | |
| 15. | Storm Capacity Improvements - Developer Reimbursement | 998666 | | Citywide / All Wards | $ - | $ 126,910 | $ - | $ 126,910 | |
| | | | | | $ - | $ 126,910 | $ - | $ 126,910 | |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Stormwater Rates | SDC Fees | Other Agencies | Total Funding | *Funding Notes* |
|---|---|---|---|---|---|---|---|---|
| **General** | | | | | | | | |
| 16. Stormwater - Unspecified | 998654<br>998811 | | Citywide /<br>All Wards | $ 400,110 | $ 1,622,260 | $ - | $ 2,022,370 | |
| 17. Opportunity Grant | 998656 | | Citywide /<br>All Wards | - | - | 500,000 | 500,000 | *Various* |
| 18. Stormwater - CIP Management | 998653 | | Citywide /<br>All Wards | 80,000 | - | - | 80,000 | |
| 19. Stormwater - Design and Analysis | 998655<br>998672 | | Citywide /<br>All Wards | 46,150 | 77,370 | - | 123,520 | |
| 20. Stormwater - SDC Administration | 998671 | | Citywide /<br>All Wards | - | 225,000 | - | 225,000 | |
| | | | | $ 526,260 | $ 1,924,630 | $ 500,000 | $ 2,950,890 | |
| | | Total Funding by Source | | $ 4,294,580 | $ 2,051,540 | $ 621,190 | $ 6,967,310 | |
| | | | | | | Total Resources | $ | 6,967,310 |
| | | | | | | Total Project Expenditures | $ | 6,967,310 |
| | | | | | | Unappropriated Balance | $ | - |




# WASTEWATER

## FISCAL YEAR 2020 - 2021

CITY OF Salem AT YOUR SERVICE

Salem Public Works Department

### LEGEND

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

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# Wastewater



The City of Salem provides wastewater collection and treatment services to an area that comprises more than 60 square miles, including the City of Salem, City of Turner, and City of Keizer. Funds in this section are allocated to plan, design, acquire property, 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.

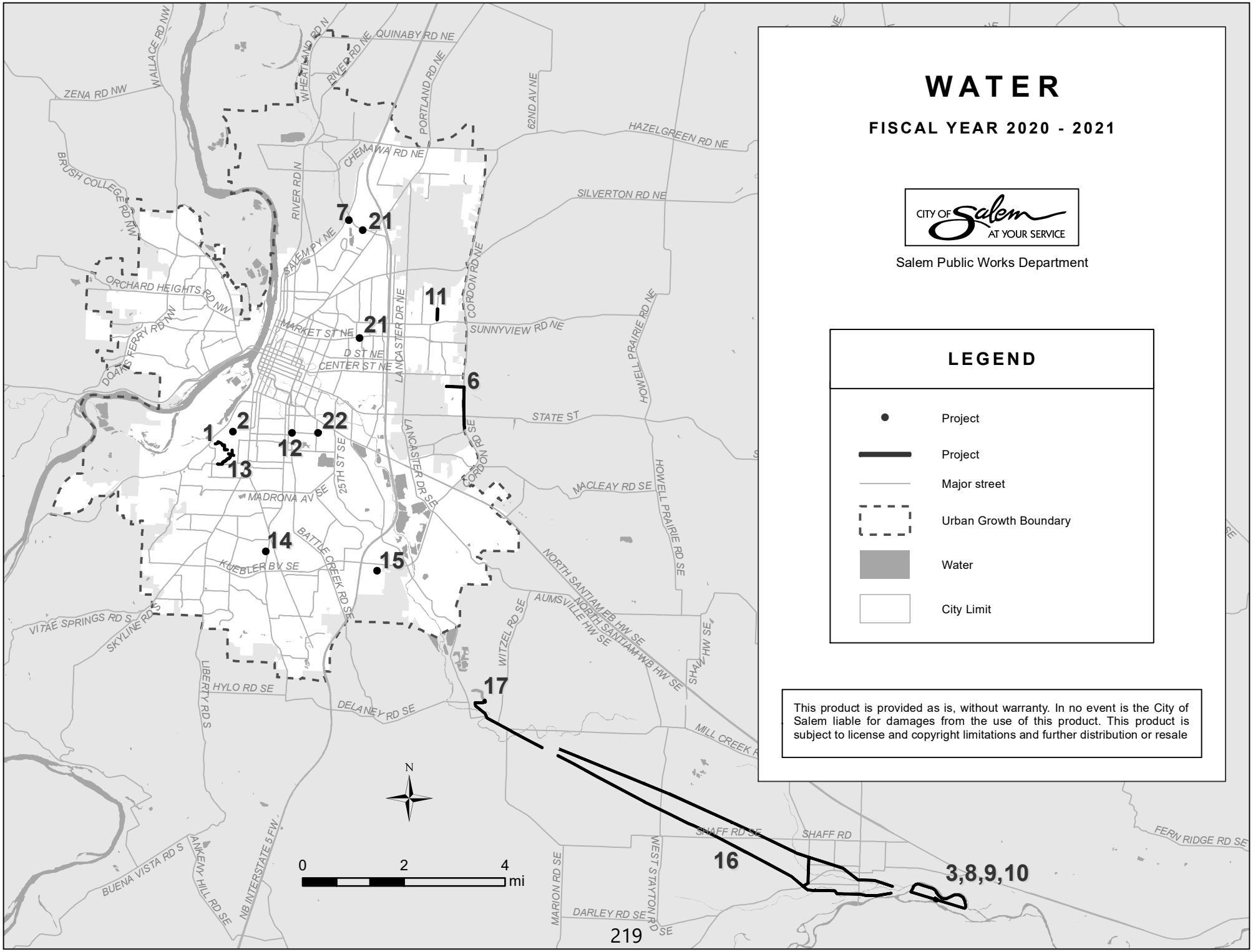
| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Wastewater Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | |
| 1. **Willow Lake WPCF- Headworks 4th Bar**<br>Design and construction to install a fourth influent bar screen to increase hydraulic capacity. | 720101 | FY 2021 | Citywide / All City | $ - | $ 1,392,000 | $ - | $ - | $ 1,392,000 |
| 2. **Willow Lake WPCF- North Secondary Clarifier**<br>Design and construction for rehabilitation of the north secondary clarifier. | 720102 | FY 2021 | Citywide / All Wards | 1,100,000 | - | - | - | $ 1,100,000 |
| 3. **Madrona Sanitary Sewer Overflows- Capacity Improvements**<br>Design and construction of 2,507 linear feet of 21-inch wastewater pipe to eliminate flow constraints during heavy rain events. | 720103 | FY 2021 | Faye Wright, Morningside, SCAN Wards 2, 3 | 1,450,000 | - | - | - | 1,450,000 |
| 4. **Miscellaneous Wastewater Systems Operations Projects**<br>Design and construction for unplanned or emergency wastewater maintenance projects. | 720104 | FY 2021 | Citywide / All Wards | 150,000 | - | - | - | 150,000 |
| 5. **Miscellaneous Wastewater System Rehabilitation and Replacement Improvements**<br>Rehabilitation and replacement of deteriorated sanitary sewer mains and manholes at various locations. | 720105 | FY 2021 | Citywide / All Wards | 300,000 | - | - | - | 300,000 |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Wastewater Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|---|
| 6. | State Street and Commercial Street SE Wastewater System Improvements - Developer Reimbursement<br>Anticipated reimbursement in excess of credits to developers for construction of a sewer main on State St and Commercial St SE as part of development of the Holman Hotel. | 720106 | FY 2021 | CAN-DO Ward 1 | - | 400,000 | - | - | 400,000 |
| 7. | Auburn Pump Station-Developer Reimbursement<br>Anticipated reimbursement (pass-through credits) to the developer for construction of the Auburn Pump Station. | 720107 | FY 2021 | ELNA Ward 5 | - | 820,000 | - | - | 820,000 |
| 8. | State Street and Front Street NE Wastewater System Improvements - Developer Reimbursement<br>Anticipated reimbursement in excess of credits to the developer for design and construction of a 10-inch sewer main in State St, connecting to the existing 18-inch sewer main in Front St NE. | 720108 | FY 2021 | CAN-DO Ward 1 | - | 200,000 | - | - | 200,000<br>- |
| | | | | | $ 3,000,000 | $ 2,812,000 | $ - | $ - | $ 5,812,000 |
| | FY 2021 Carryover Projects | | | | | | | | |
| | Pipelines | | | | | | | | |
| 9. | Street Restoration for Wastewater Projects | 709108 | FY 2011 | Citywide / All Wards | $ 47,100 | $ - | $ - | $ - | $ 47,100 |
| 10. | Hickory St NE and Liberty St NE Pipe Replacement | 714103 | FY 2015 | Grant, Highland Wards 1, 5 | 1,942,960 | - | - | - | $ 1,942,960 |
| 11. | Abandonment of Obsolete Sewer Mains | 717100 | FY 2018 | Citywide / All Wards | 94,990 | - | - | - | $ 94,990 |
| 12. | Oregon State Hospital North Campus Wastewater Main Extension | 718101 | FY 2019 | Other Ward 2 | 250,000 | - | - | - | $ 250,000 |
| | | | | | $ 2,335,050 | $ - | $ - | $ - | $ 2,335,050 |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Wastewater Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **Willow Lake Water Pollution Control Facility** | | | | | | | | |
| 13. Cogeneration Facility Upgrade | 715105 | FY 2016 | Citywide / All Wards | $ - | $ - | $ - | $ 1,010,650 | $ 1,010,650 |
| 14. Solids Handling Facility | 716101 717106 | FY 2017 | Citywide / All Wards | 2,313,950 | - | - | - | 2,313,950 |
| 15. Trickling Filter Arm Replacements | 717105 | FY 2018 | Citywide / All Wards | 4,505,720 | - | - | - | 4,505,720 |
| 16. Willow Lake WPCF- Hydraulic Improvements | 719101 | FY 2020 | Citywide / All Wards | - | 1,200,000 | - | - | 1,200,000 |
| | | | | $ 6,819,670 | $ 1,200,000 | $ - | $ 1,010,650 | $ 9,030,320 |
| **Pump Stations** | | | | | | | | |
| 17. West Salem Wastewater Pump Station and Force Main Planning | 719102 | FY 2020 | West Salem Ward 8 | $ 87,840 | $ - | $ - | $ - | $ 87,840 |
| 18. West Salem Wastewater Pump Station Force Main and Capacity Upgrades | 714105 | FY 2015 | West Salem Ward 8 | 399,360 | - | - | - | 399,360 |
| 19. Hayesville Pump Station Relocation and Upgrade | 717101 720003 | FY 2018 | Northgate Ward 5 | 1,394,130 | - | 868,000 | - | 2,262,130 |
| | | | | $ 1,881,330 | $ - | $ 868,000 | $ - | $ 2,749,330 |
| **Developer Reimbursements** | | | | | | | | |
| 20. Wastewater Capacity Improvements - Developer Reimbursements | 998665 | | Citywide / All Wards | $ - | $ 400,000 | $ - | $ - | $ 400,000 |
| 21. Doaks Ferry Road NW Wastewater System Improvements - Developer Reimbursement | 719100 | FY 2020 | West Salem Ward 8 | - | 1,486,000 | - | - | 1,486,000 |
| | | | | $ - | $ 1,886,000 | $ - | $ - | $ 1,886,000 |
| **Other** | | | | | | | | |
| 22. Construction Waste Processing Facility-Weigh Scale | 712100 | FY 2012 | SEMCA Ward 2 | $ 38,590 | $ - | $ - | $ - | $ 38,590 |
| | | | | $ 38,590 | $ - | $ - | $ - | $ 38,590 |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Wastewater Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **General** | | | | | | | | |
| 23. Wastewater - Unspecified | 998525<br>998549 | | Citywide /<br>All Wards | $ 32,130 | $ 1,394,240 | $ - | $ - | $ 1,426,370 |
| 24. Opportunity Grant | 998641 | | Citywide /<br>All Wards | - | - | - | 3,500,000 | 3,500,000 |
| 25. Wastewater - CIP Management | 998660 | | Citywide /<br>All Wards | 230,580 | - | - | | 230,580 |
| 26. Wastewater - Design and Analysis | 998674<br>998677 | | Citywide /<br>All Wards | - | 67,170 | - | | 67,170 |
| 27. Wastewater - SDC Administration | 998663 | | Citywide /<br>All Wards | 105,630 | 213,160 | - | | 318,790 |
| | | | | $ 368,340 | $ 1,674,570 | $ - | $ 3,500,000 | $ 5,542,910 |
| | | Total Funding by Source | | $ 14,442,980 | $ 7,572,570 | $ 868,000 | $ 4,510,650 | |
| | | | | | | | Total Resources | $ 27,394,200 |
| | | | | | | | Total Project Expenditures | $ 27,394,200 |
| | | | | | | | Unappropriated Balance | $ - |


CITY OF Salem
AT YOUR SERVICE


WATER
FISCAL YEAR 2020 - 2021
CITY OF Salem AT YOUR SERVICE
Salem Public Works Department
LEGEND
Project
Project
Major street
Urban Growth Boundary
Water
City Limit
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WALLACE RD NW
WHEATLAND RD N
RIVER RD NE
QUINABY RD NE
PORTLAND RD NE
62ND AV NE
HAZELGREEN RD NE
BRUSH COLLEGE RD NW
CHEMAWA RD NE
RIVER RD N
SILVERTON RD NE
SALEM PY NE
ORCHARD HEIGHTS RD NW
DOAKS FERRY RD NW
MARKET ST NE
D ST NE
CENTER ST NE
LANCASTER DR NE
CORDON RD NE
SUNNYVIEW RD NE
HOWELL PRAIRIE RD NE
STATE ST
LANCASTER DR SE
CORDON RD SE
HOWELL PRAIRIE RD SE
MACLEAY RD SE
MADRONA AV SE
25TH ST SE
BATTLE CREEK RD SE
KUEBLER BV SE
NORTH SANTIAM EB HW SE
NORTH SANTIAM WB HW SE
AUMSVILLE HW SE
SHAW HW SE
WITZEL RD SE
VITAE SPRINGS RD S
SKYLINE RD S
LIBERTY RD S
HYLO RD SE
DELANEY RD SE
MILL CREEK R
SHAFF RD SE
SHAFF RD
FERN RIDGE RD SE
BUENA VISTA RD S
ANKENY HILL RD SE
NB INTERSTATE 5 FW
MARION RD SE
WEST STAYTON RD SE
DARLEY RD SE
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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, revenue bonds 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 | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 New Projects** | | | | | | | | |
| 1. **Crestview Apartments - 18 Inch Waterline Upsizing**<br>Companion funding for the design and construction of 1,930 linear feet of new 18-inch waterline between Candalaria Reservoir and Crestview Dr S. The existing 12-inch cast iron waterline will be abandoned. The new line will increase the level of service within this area. | 720000 | FY 2021 | SWAN Ward 7 | $ 268,000 | $ 717,000 | $ - | $ - | $ 985,000 |
| 2. **Seismic Valve Upgrades at Fairmount**<br>Feasibility analysis, design, and construction of seismic valves and associated improvements at Fairmount Reservoir. | 720001 | FY 2021 | SCAN Ward 7 | 500,000 | - | - | - | 500,000 |
| 3. **Roughing Filter No. 2-Resanding**<br>Resanding of Roughing Filter No. 2 at the Geren Island Water Treatment Plant. Resanding of the filter will be dependent on filter operation. | 720002 | FY 2021 | Citywide / All Wards | 700,000 | - | - | | 700,000 |
| 4. **Miscellaneous Water System Rehabilitation and Replacement Improvements**<br>Rehabilitation and replacement of deteriorated and leaking water mains. | 720003 | FY 2021 | Citywide / All Wards | 300,000 | - | - | | 300,000 |
| 5. **Miscellaneous Water Systems Operations**<br>Design and construction for replacement of deteriorated and / or undersized water mains identified during the fiscal year. | 720010 | FY 2021 | Citywide / All Wards | 150,000 | - | - | | 150,000 |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Water Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|---|
| 6. | Cordon Rd NE and Auburn Rd NE Water Main System Improvements - Developer Reimbursement<br>Anticipated reimbursement (pass-through credits) to the developer for design and construction a 24-inch water main in Cordon Rd NE from the existing main near Gaffin Rd SE to Auburn Rd NE and a 12-inch water main in Auburn Rd NE from Cordon Rd NE to Greencrest St NE and in Greencrest St NE to the south line of Phase 1. | 720008 | FY 2021 | ELNA Ward 6 | - | 1,040,000 | - | | 1,040,000 |
| 7. | Hyacinth Drive NE and Mainline Drive NE Water Main System Improvements - Developer Reimbursement<br>Anticipated reimbursement in excess of credits to the developer for design and construction of a 12-inch water main in Hyacinth Dr NE and Mainline Dr NE. | 720009 | FY 2021 | Northgate Ward 5 | - | 180,000 | - | - | 180,000 |
| 8. | Geren Island Groundwater Wells<br>Design and construction to expand existing groundwater resources at Geren Island with additional shallow wells that tap into the saturated river bed. The additional groundwater wells will allow for operational flexibility when surface water intake is impacted by high turbidity caused by flooding and excessive algae growth in the warm summer months. By mixing in cleaner groundwater during challenging surface water events, the filters can operate efficiently thereby reducing maintenance costs. This project was created mid-year in FY 2020 and is included in the budget for the first time. | 719004<br>720006 | FY 2020 | Citywide / All Wards | 407,410 | - | 5,703,000 | | 6,110,410 |
| 9. | Operational Improvements at Geren Island<br>Replacement of two flowmeters with magnetic flow meters; installation of a new skid mounted chlorine metering pump system and onsite sodium hypochlorite generation system; as well as repairs to the intertie pipe. These improvements will improve operational reliability and safety when operating the current temporary algal toxin treatment system as well as future ozone treatment system. This project was created mid-year in FY 2020 and is included in the budget for the first time. | 719005 | FY 2020 | Citywide / All Wards | 1,303,110 | - | - | - | 1,303,110 |
| | | | | | $ 3,628,520 | $ 1,937,000 | $ 5,703,000 | $ - | $ 11,268,520 |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Water Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **FY 2021 Carryover Projects** | | | | | | | | |
| **Water Treatment** | | | | | | | | |
| 10. Ozone Treatment Facility at Geren Island | 718010<br>720005 | FY 2019 | Citywide / All Wards | $ 3,050,660 | $ - | $ 17,058,960 | $ 16,904,270 | $ 37,013,890 |
| | | | | $ 3,050,660 | $ - | $ 17,058,960 | $ 16,904,270 | $ 37,013,890 |
| **Pipelines** | | | | | | | | |
| 11. Brown Rd NE Waterline, Phase 2 | 715001 | FY 2016 | NOLA Ward 6 | $ 88,230 | $ - | $ - | $ - | $ 88,230 |
| 12. Oxford St SE 30-inch Mainline Repair at Pringle Creek Crossing | 715003 | FY 2016 | SESNA Ward 2 | 288,090 | - | - | - | $ 288,090 |
| 13. Sunrise Ave S, Hansen Ave S, and Ben Vista Dr S Main Replacement | 717005 | FY 2018 | SWAN Ward 7 | 406,390 | - | - | - | $ 406,390 |
| | | | | $ 782,710 | $ - | $ - | $ - | $ 782,710 |
| **Pump Stations / Reservoirs** | | | | | | | | |
| 14. Aquifer Storage and Recovery (ASR) | 719000 | FY 2020 | Citywide / All Wards | $ - | $ 2,323,820 | $ 7,824,000 | $ - | $ 10,147,820 |
| 15. Boone Road Water Pump Station Upgrade | 710001<br>714000 | FY 2015 | SEMCA Ward 3 | 88,790 | 126,060 | - | - | 214,850 |
| | | | | $ 88,790 | $ 2,449,880 | $ 7,824,000 | $ - | $ 10,362,670 |
| **Transmission Lines** | | | | | | | | |
| 16. 36-inch to 54-Inch Transmission Line Interties | 715004 | FY 2016 | Citywide / All Wards | $ 671,810 | $ - | $ - | $ - | $ 671,810 |
| 17. 54-Inch Waterline Repairs - Santiam Water District | 716000 | FY 2017 | Citywide / All Wards | 175,020 | - | - | - | 175,020 |
| | | | | $ 846,830 | $ - | $ - | $ - | $ 846,830 |

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Water Rates | SDC Fees | Revenue Bond | Other Agencies | Total Funding |
|---|---|---|---|---|---|---|---|---|
| **Other** | | | | | | | | |
| 18. Street Restoration for Water Projects | 709005 | FY 2011 | Citywide / All Wards | $ 10,000 | $ - | $ - | $ - | $ 10,000 |
| 19. East Salem Backup Well Water Supply | 716002 | FY 2017 | ELNA, Lansing, NOLA, Northgate Wards 1, 5, 6 | 48,090 | - | - | - | 48,090 |
| 20. West Salem Backup Well Water Supply | 716004 | FY 2017 | West Salem Wards 1, 8 | 48,090 | - | - | - | 48,090 |
| 21. Fire Hydrant Replacement and / or Infill | 718001 | FY 2019 | Citywide / All Wards | 48,000 | - | - | | 48,000 |
| 22. Building 34 Expansion at City Shops Complex | 718002 | FY 2019 | SESNA Ward 2 | 390,000 | - | - | - | 390,000 |
| | | | | $ 544,180 | $ - | $ - | $ - | $ 544,180 |
| **Developer Reimbursements** | | | | | | | | |
| 23. Water Capacity Improvements, Developer Reimbursement | 998668 | | Citywide / All Wards | $ - | $ 405,390 | $ - | $ - | $ 405,390 |
| | | | | $ - | $ 405,390 | $ - | $ - | $ 405,390 |
| **General** | | | | | | | | |
| 24. Water - Unspecified | 998538 998552 | | Citywide / All Wards | $ 3,992,000 | $ 1,986,170 | $ - | $ - | $ 5,978,170 |
| 25. Opportunity Grant | 998634 998710 | | Citywide / All Wards | - | - | - | 3,500,000 | 3,500,000 |
| 26. Water - CIP Management | 998659 | | Citywide / All Wards | 401,290 | - | - | - | 401,290 |
| 27. Water - Design and Analysis | 998673 998675 | | Citywide / All Wards | 191,190 | 78,740 | - | - | 269,930 |
| 28. Water - SDC Administration | 998664 | | Citywide / All Wards | - | 220,810 | - | - | 220,810 |
| 29. Water Master Plan Property Acquisition | 940214 | | Citywide / All Wards | - | 502,210 | - | - | 502,210 |
| | | | | $ 4,584,480 | $ 2,787,930 | $ - | $ 3,500,000 | $ 10,872,410 |
| | | Total Funding by Source | | $ 13,526,170 | $ 7,580,200 | $ 30,585,960 | $ 20,404,270 | $ 72,096,600 |
| | | | | | | | Total Resources | $ 72,096,600 |
| | | | | | | | Total Project Expenditures | $ 72,096,600 |
| | | | | | | | Unappropriated Balance | $ - |

# Development Districts

The City has two development district cost centers - Sustainable Fairview and Mill Creek. Both support infrastructure improvements in specific geographic areas. Improvements at Sustainable Fairview are paid by fees from developers / builders. The Mill Creek cost center is used to provide funding for infrastructure improvements at the Mill Creek Corporate Center that are not eligible for urban renewal funds. (See the Urban Renewal Agency FY 2021 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.

| | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Developer Fees | Other Revenues | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|
| **FY 2021 Sustainable Fairview Projects** | | | | | | | |
| 1. Sustainable Fairview Unspecified Improvements<br>Project provides appropriation authority for infrastructure improvement projects in the development district paid by fees. | TBD | Ongoing | Morningside Ward 3 | $ 1,000,000 | $ - | $ - | $ 1,000,000 |
| | | | | $ 1,000,000 | $ - | $ - | $ 1,000,000 |
| **FY 2021 Mill Creek New / Carryover Projects** | | | | | | | |
| 2. Phase 1C North / South Sewer Main<br>"A" Street to Aumsville Hwy, 1,600 linear feet of 18-inch main. | 649109 | | SEMCA Ward 3 | $ - | $ - | $ 39,450 | $ 39,450 |
| 3. Phase 2A North / South Sewer Main<br>"A" Street through Phase 2 from Mill Creek Dr, 1,100 linear feet of 10-inch main. | 649110 | | SEMCA Ward 3 | - | - | 67,550 | 67,550 |
| 4. Phase 2A East / West Sewer Main<br>Mill Creek Dr to Deer Park Dr, 500 linear feet of 8-inch and 1,700 feet of 10-inch main. | 649111 | | SEMCA Ward 3 | - | - | 115,530 | 115,530 |
| 5. Deer Park Dr Sewer Main<br>Deer Park Dr from Mill Creek Dr, 500 linear feet of 10-inch main. | 649112 | | SEMCA Ward 3 | - | - | 242,510 | 242,510 |

| | | Project No. | Budget / CIP Year | Neighborhood and Ward | Sources of Funding: Developer Fees | Other Revenues | Working Capital | Total Funding |
|---|---|---|---|---|---|---|---|---|
| 6. | Phase 1C North / South St<br>Construct street from Aumsville Hwy to Phase 2A, approximately 2,000 linear feet. | 649114 | | SEMCA Ward 3 | - | - | 470,910 | 470,910 |
| 7. | Depot Court at Aumsville Highway Intersection<br>Widen existing intersection to accommodate for larger truck turning traffic. | 649115 | | SEMCA Ward 3 | - | - | 368,000 | 368,000 |
| 8. | Turner Rd Full Street Improvements<br>Construct full-street improvement from Mill Creek Bridge to Deer Park Dr (2,500 LF). | 649118 | | SEMCA Ward 3 | - | - | 1,142,400 | 1,142,400 |
| 9. | Phase 1A North/South Sewer Main<br>Construct approximately 2,300 LF of 10-inch sewer main from existing trunk sewer to Turner Rd. | 649117 | | SEMCA Ward 3 | - | - | 184,900 | 184,900 |
| 10. | Mill Creek Unspecified Improvements<br>Funding for future infrastructure improvements. | TBD | | SEMCA Ward 3 | 72,860 | 50,000 | 2,027,350 | 2,150,210 |
| | | | | | $ 72,860 | $ 50,000 | $ 4,658,600 | $ 4,781,460 |
| | | | | Total Funding by Source | $ 1,072,860 | $ 50,000 | $ 4,658,600 | $ 5,781,460 |
| | | | | | | | Total Resources | $ 5,781,460 |
| | | | | | | | Total Project Expenditures | $ 5,781,460 |
| | | | | | | | Unappropriated Balance | $ - |


CITY OF Salem
AT YOUR SERVICE

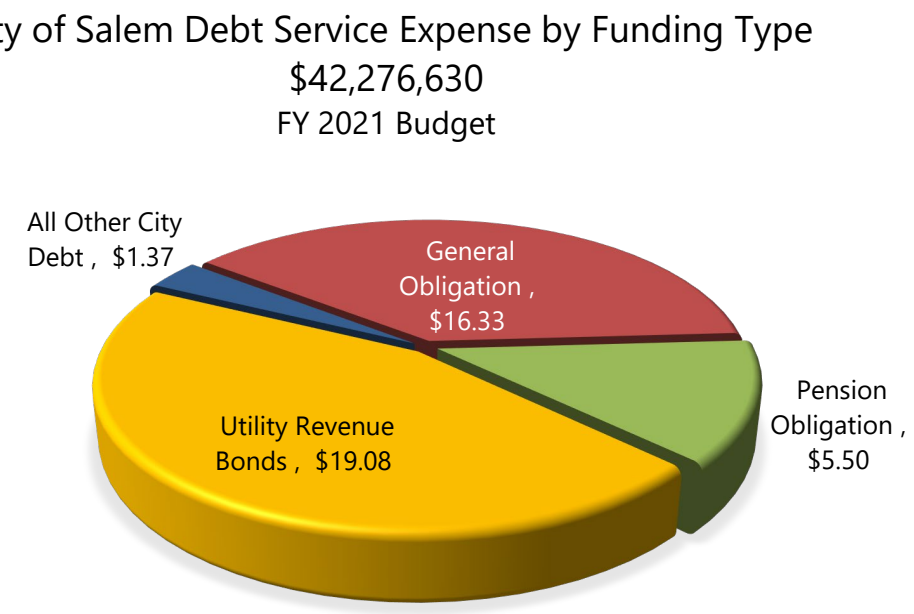
# City of Salem Debt Service Summary of Activity

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 $35,648,940.

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 $282, 980 in FY 2021. 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 $393,550 resulting in a remaining principal balance of $456,000. 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 $44,450 with a remaining principal balance of $86,555.

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 2021 is $5,499,270

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 Schedule
## FY 2021

| | Issue/ Maturity | Original Amount | Balance 6/30/2020 Outstanding | FY 2021 Payments Principal | Interest | Total | Balance 6/30/2021 Outstanding |
|---|---|---|---|---|---|---|---|
| **General Fund - Fund 101** | | | | | | | |
| Parking Meter Technology Internal Loan | 4/2015 - 6/2021 | $ 1,500,000 | $ 279,670 | $ 279,680 | $ 3,310 | $ 282,990 | $ (10) |
| Civic Center Campus Infrastructure Internal Loan | 7/2020 - 6/2030 | $ 3,761,000 | $ 3,761,000 | $ 354,570 | $ 52,880 | $ 407,450 | $ 3,406,430 |
| Total General Fund | | $ 5,261,000 | $ 4,040,670 | $ 634,250 | $ 56,190 | $ 690,440 | $ 3,406,420 |
| **Streetlight Fund - Fund 156** | | | | | | | |
| Streetlight LED Replacement Internal Loan | 12/2016 - 12/2026 | $ 2,000,000 | $ 1,422,200 | $ 218,890 | $ 21,540 | $ 240,430 | $ 1,203,310 |
| Total Streetlight Fund | | $ 2,000,000 | $ 1,422,200 | $ 218,890 | $ 21,540 | $ 240,430 | $ 1,203,310 |
| **Airport Fund - Fund 160** | | | | | | | |
| Airfield Electrical Internal Loan | 12/2012 - 12/2022 | $ 298,500 | $ 104,980 | $ 34,540 | $ 1,660 | $ 36,200 | $ 70,440 |
| Environmental Assessment Internal Loan | 12/2012 - 12/2022 | 295,700 | 23,985 | 7,870 | 380 | 8,250 | 16,115 |
| Total Airport Fund | | $ 594,200 | $ 128,965 | $ 42,410 | $ 2,040 | $ 44,450 | $ 86,555 |
| **Community Renewal Fund - Fund 165** | | | | | | | |
| HUD Section 108 - Convention Center | 02/2004 - 08/2023 | $ 7,200,000 | $ 835,000 | $ 379,000 | $ 14,550 | $ 393,550 | $ 456,000 |
| Total Community Renewal Fund | | $ 7,200,000 | $ 835,000 | $ 379,000 | $ 14,550 | $ 393,550 | $ 456,000 |

The Section 108 loan payment for FY 2021 is $393,548. 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 Streets and Bridges | 01/2012 - 06/2026 | 25,000,000 | 8,150,000 | 1,200,000 | 213,530 | 1,413,530 | 6,950,000 |
| Series 2013 Streets and Bridges | 08/2013 - 06/2024 | 43,665,000 | 23,925,000 | 3,745,000 | 860,150 | 4,605,150 | 20,180,000 |
| Series 2017 Public Safety Facility & SB Refunding | 08/2017 - 06/2037 | 78,960,000 | 68,635,000 | 6,080,000 | 2,653,550 | 8,733,550 | 62,555,000 |
| Series 2018 Library Seismic & Improvements | 03/2018 - 06/2031 | 18,600,000 | 17,430,000 | 785,000 | 793,800 | 1,578,800 | 16,645,000 |
| Total GO Debt Fund 210 | | $ 166,225,000 | $ 118,140,000 | $ 11,810,000 | $ 4,521,030 | $ 16,331,030 | $ 106,330,000 |

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 2021

| | Issue/ Maturity | Original Amount | Balance 6/30/2020 Outstanding | FY 2021 Payments Principal | Interest | Total | Balance 6/30/2021 Outstanding |
|---|---|---|---|---|---|---|---|
| **Other Debt - Fund 210** | | | | | | | |
| Pension Obligation Bond Series 2005 | 09/2005 - 06/2028 | $ 61,685,000 | $ 38,055,000 | $ 3,595,000 | $ 1,904,230 | $ 5,499,230 | $ 34,460,000 |
| Total Other Debt Fund 210 | | $ 61,685,000 | $ 38,055,000 | $ 3,595,000 | $ 1,904,230 | $ 5,499,230 | $ 34,460,000 |
| **Utility Fund - Fund 310** | | | | | | | |
| Series 2012A Water / Sewer Revenue Refunding | 10/2012 - 06/2025 | $ 63,360,000 | $ 21,311,000 | $ 5,323,000 | $ 473,100 | $ 5,796,100 | $ 15,988,000 |
| Series 2017 Water / Sewer Revenue Refunding | 07/2017 - 06/2027 | 65,135,000 | 46,215,000 | 6,775,000 | 2,220,500 | 8,995,500 | 39,440,000 |
| Series 2020 Water / Sewer Revenue | 02/2020 - 06/2039 | 56,925,000 | 56,925,000 | 1,410,000 | 2,875,910 | 4,285,910 | 55,515,000 |
| Total Utility Fund | | $ 185,420,000 | $ 124,451,000 | $ 13,508,000 | $ 5,569,510 | $ 19,077,510 | $ 110,943,000 |
| TOTAL DEBT SERVICE | | $ 428,385,200 | $ 287,072,835 | $ 30,187,550 | $ 12,089,090 | $ 42,276,640 | $ 256,885,285 |

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.

# City of Salem Budget
# FY 2021
# Fund No. 210
# General Obligation Bond Debt

## General Obligation Bond Debt Resources

| Resource Type | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg from FY 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Property Tax - Current | $ 13,420,380 | $ 13,544,906 | $ 15,450,820 | $ 15,710,674 | $ 14,746,320 | $ 15,600,080 | $ 15,600,080 | $ 15,600,080 | $ 853,760 | 5.8% |
| Property Tax - All Other Years | 253,400 | 242,351 | 347,650 | 464,827 | 331,790 | 367,450 | 367,450 | 367,450 | 35,660 | 10.7% |
| All Other Revenues | 45,320 | 84,129 | - | 154,939 | - | - | - | - | - | - |
| Beginning Working Capital | 225,450 | 533,726 | 493,730 | 850,650 | 1,294,210 | 1,252,740 | 1,252,740 | 1,252,740 | (41,470) | -3.2% |
| Total Resources | $ 13,944,550 | $ 14,405,112 | $ 16,292,200 | $ 17,181,090 | $ 16,372,320 | $ 17,220,270 | $ 17,220,270 | $ 17,220,270 | $ 847,950 | 5.2% |

## General Obligation Bond Debt Expenditures

| Expenditure Type | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg from FY 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Debt Service | $ 13,673,780 | $ 13,554,462 | $ 15,450,820 | $ 15,448,724 | $ 15,765,610 | $ 16,331,030 | $ 16,331,030 | $ 16,331,030 | $ 565,420 | 3.6% |
| Total Expenditures | $ 13,673,780 | $ 13,554,462 | $ 15,450,820 | $ 15,448,724 | $ 15,765,610 | $ 16,331,030 | $ 16,331,030 | $ 16,331,030 | $ 565,420 | 3.6% |

# City of Salem Budget
# FY 2021
# Fund No. 210
# Pension Obligation Bond Debt

## Pension Obligation Bond Debt Resources

| Resource Type | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg from FY 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Interfund - Special Transfers | $ 4,897,000 | $ 4,897,030 | $ 5,091,950 | $ 5,091,950 | $ 5,297,000 | $ 5,499,530 | $ 5,499,530 | $ 5,499,530 | $ 202,530 | 3.8% |
| All Other Revenues | 8,500 | 22,053 | - | 38,319 | - | - | - | - | - | - |
| Beginning Working Capital | 42,250 | 50,716 | 50,980 | 73,037 | 51,040 | 149,650 | 149,650 | 149,650 | 98,610 | 193.2% |
| Total Resources | $ 4,947,750 | $ 4,969,799 | $ 5,142,930 | $ 5,203,306 | $ 5,348,040 | $ 5,649,180 | $ 5,649,180 | $ 5,649,180 | $ 301,140 | 5.6% |

## Pension Obligation Bond Debt Expenditures

| Expenditure Type | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg from FY 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Debt Service | $ 4,896,770 | $ 4,896,762 | $ 5,091,890 | $ 5,091,886 | $ 5,296,470 | $ 5,499,230 | $ 5,499,230 | $ 5,499,230 | $ 202,760 | 3.8% |
| Total Expenditures | $ 4,896,770 | $ 4,896,762 | $ 5,091,890 | $ 5,091,886 | $ 5,296,470 | $ 5,499,230 | $ 5,499,230 | $ 5,499,230 | $ 202,760 | 3.8% |


CITY OF Salem
AT YOUR SERVICE




# The Adopted FY 2021 Budget *Wayfinding*

The Adopted FY 2021 Budget book offers two displays of financial data; one which is more traditional in format and another that utilizes Priority Based Budgeting to display the City budget. In the page immediately following this Budget Wayfinding section, there is a table that combines both formats to offer a unique display of fund expenditures by Result Area.

## Financial Summaries

After the result area summary, there is the more traditional presentation of financial information, both in an enterprise level and individual fund level. This portion of the financial summaries section provides a roll up view of the City's revenues and expenditures by funds in comparison to other City funds. Then, there are individual, fund level one page summaries for the funds, a graphic and a brief summary of changes between the FY 20 Budget, and the FY 21 Adopted Budget for the individual expenses and/or revenues of that particular fund. This allows the reader an opportunity to compare funds as well as provide a deeper dive in fund metrics

In this section, and elsewhere in the budget document, abbreviations are used when space is limited. In numeric and graphic displays the fiscal year is displayed, as an example, FY 2021, meaning the 2020-21 fiscal year. In graphs, the letter, A, is used with the fiscal year - *FY 2018 A*, meaning 2017-18 fiscal year actual results. *FY 2020 B* means the 2019-20 fiscal year budget, and *FY 2021* means the 2020-21 fiscal year budget. The abbreviation, *Mgr Rec*, is used to describe the City Manager's Proposed FY 2021 Budget. *BC Rec FY 2021* and *Adopted FY 2021* represent the Budget Committee's recommendation and the City Council's budget adoption, respectively. The abbreviation YE means year end estimate.

Graphs in the fund summaries display with two axes. The legend on each graph provides clues that the left axis defines revenues and expenditures, while the right axis defines working capital.

# City of Salem Budget
## RESULT AREA SUMMARY
### All Funds
### FY 2021

| Fund No. | Fund Name | Result Areas: Good Governance | Natural Environment Stewardship | Safe Community | Safe, Reliable, and Efficient Infrastructure | Strong and Diverse Economy | Welcoming and Livable Community | Construction | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| 101 | General | $ 31,766,920 | $ 150,000 | $ 88,227,480 | $ 1,134,010 | $ 4,385,120 | $ 21,775,000 | $ - | **$ 147,438,530** |
| 155 | Transportation Services | - | - | - | 17,456,400 | - | - | - | **17,456,400** |
| 156 | Streetlight | - | - | - | 2,122,360 | - | - | - | **2,122,360** |
| 160 | Airport | - | - | - | - | 2,379,280 | - | - | **2,379,280** |
| 165 | Community Renewal | - | - | - | - | - | 7,607,910 | - | **7,607,910** |
| 170 | Downtown Parking | - | - | - | - | 1,135,190 | - | - | **1,135,190** |
| 175 | Cultural and Tourism | 275,140 | - | - | - | 2,750,920 | 573,530 | - | **3,599,590** |
| 176 | Public Art | - | - | - | - | - | 67,910 | - | **67,910** |
| 177 | Tourism Promotion Area | 930,000 | - | - | - | - | - | - | **930,000** |
| 180 | Leasehold | - | - | - | - | 905,870 | - | - | **905,870** |
| 185 | Building and Safety | 360,660 | - | 5,832,820 | - | 204,340 | - | - | **6,397,820** |
| 190 | Traffic Safety | - | - | 1,168,950 | - | - | - | - | **1,168,950** |
| 210 | General Debt Service | 5,499,230 | - | - | 16,331,030 | - | - | - | **21,830,260** |
| 255 | Capital Improvements | - | - | - | - | - | - | 185,508,430 | **185,508,430** |
| 260 | Extra Capacity Facilities | - | - | - | - | - | - | 45,522,470 | **45,522,470** |
| 275 | Development District | - | - | - | - | - | - | 5,781,460 | **5,781,460** |
| 310 | Utility | 2,030,690 | 18,949,180 | - | 104,423,380 | - | 522,720 | - | **125,925,970** |
| 320 | Emergency Services | - | - | 1,061,170 | - | - | - | - | **1,061,170** |
| 330 | Willamette Valley Comm. Center | - | - | 13,391,880 | - | - | - | - | **13,391,880** |
| 335 | Police Regional Records System | - | - | 551,010 | - | - | - | - | **551,010** |
| 355 | City Services | 10,223,290 | - | 1,526,730 | - | - | - | - | **11,750,020** |
| 365 | Self Insurance Benefits | 38,411,100 | - | - | - | - | - | - | **38,411,100** |
| 366 | Self Insurance Risk | 11,503,440 | - | - | - | - | - | - | **11,503,440** |
| 388 | Equipment Replacement Reserve | 11,660,530 | - | 3,054,970 | - | 758,860 | - | - | **15,474,360** |
| 400 | Trust (Special Revenue) | 500,000 | 5,000 | 1,645,450 | 373,300 | 73,450 | 853,790 | - | **3,450,990** |
| | **Total** | **$ 113,161,000** | **$ 19,104,180** | **$ 116,460,460** | **$ 141,840,480** | **$ 12,593,030** | **$ 31,400,860** | **$ 236,812,360** | **$ 671,372,370** |

# City of Salem Budget
## SUMMARY OF RESOURCES AND REQUIREMENTS
### All Funds
### FY 2021

| Fund No. | Fund Name | Beginning Balance | Revenues | Expenditures | (Use) / Addition Fund Balance | Unappropriated Ending Balance |
|---|---|---|---|---|---|---|
| 101 | General | $ 21,989,560 | $ 141,208,050 | $ 147,438,530 | $ (6,230,480) | $ 15,759,080 |
| 155 | Transportation Services | 2,790,670 | 16,442,080 | 17,456,400 | (1,014,320) | 1,776,350 |
| 156 | Streetlight | 982,400 | 1,950,400 | 2,122,360 | (171,960) | 810,440 |
| 160 | Airport | 1,061,910 | 1,317,370 | 2,379,280 | (1,061,910) | - |
| 165 | Community Renewal | - | 7,607,910 | 7,607,910 | - | - |
| 170 | Downtown Parking | 48,310 | 1,086,880 | 1,135,190 | (48,310) | - |
| 175 | Cultural and Tourism | 399,320 | 3,200,270 | 3,599,590 | (399,320) | - |
| 176 | Public Art | 50,900 | 17,010 | 67,910 | (50,900) | - |
| 177 | Tourism Promotion Area | - | 930,000 | 930,000 | - | - |
| 180 | Leasehold | 371,200 | 619,670 | 905,870 | (286,200) | 85,000 |
| 185 | Building and Safety | 12,237,360 | 6,487,620 | 6,397,820 | 89,800 | 12,327,160 |
| 190 | Traffic Safety | - | 1,168,950 | 1,168,950 | - | - |
| 210 | General Debt Service | 1,402,390 | 21,467,060 | 21,830,260 | (363,200) | 1,039,190 |
| 255 | Capital Improvements | 114,802,400 | 70,706,030 | 185,508,430 | (114,802,400) | - |
| 260 | Extra Capacity Facilities | 24,647,500 | 20,874,970 | 45,522,470 | (24,647,500) | - |
| 275 | Development District | 4,781,460 | 1,000,000 | 5,781,460 | (4,781,460) | - |
| 310 | Utility | 44,795,160 | 112,187,790 | 125,925,970 | (13,738,180) | 31,056,980 |
| 320 | Emergency Services | 3,212,990 | 981,530 | 1,061,170 | (79,640) | 3,133,350 |
| 330 | Willamette Valley Comm. Center | 1,586,610 | 12,310,820 | 13,391,880 | (1,081,060) | 505,550 |
| 335 | Police Regional Records System | 651,960 | 443,640 | 551,010 | (107,370) | 544,590 |
| 355 | City Services | 7,640,660 | 11,085,420 | 11,750,020 | (664,600) | 6,976,060 |
| 365 | Self Insurance Benefits | 11,272,350 | 27,138,750 | 38,411,100 | (11,272,350) | - |
| 366 | Self Insurance Risk | 9,241,850 | 2,261,590 | 11,503,440 | (9,241,850) | - |
| 388 | Equipment Replacement Reserve | 10,660,020 | 4,814,340 | 15,474,360 | (10,660,020) | - |
| 400 | Trust | 8,257,180 | 2,094,910 | 3,450,990 | (1,356,080) | 6,901,100 |
| | Total | $ 282,884,160 | $ 469,403,060 | $ 671,372,370 | $ (201,969,310) | $ 80,914,850 |

# City of Salem Budget
## RECAP OF EXPENDITURES
### All Funds
### FY 2020 and FY 2021

| Fund No. | Fund Name | Adopted FY 2020 | Adopted FY 2021 | Increase (Decrease) | Percent Change |
|---|---|---|---|---|---|
| 101 | General | $ 139,801,950 | $ 147,438,530 | $ 7,636,580 | 5.5% |
| 155 | Transportation Services | 16,265,890 | 17,456,400 | 1,190,510 | 7.3% |
| 156 | Streetlight | 2,533,270 | 2,122,360 | (410,910) | -16.2% |
| 160 | Airport | 2,201,200 | 2,379,280 | 178,080 | 8.1% |
| 165 | Community Renewal | 5,169,390 | 7,607,910 | 2,438,520 | 47.2% |
| 170 | Downtown Parking | 1,283,130 | 1,135,190 | (147,940) | -11.5% |
| 175 | Cultural and Tourism | 4,146,060 | 3,599,590 | (546,470) | -13.2% |
| 176 | Public Art | 58,210 | 67,910 | 9,700 | 16.7% |
| 177 | Tourism Promotion Area | 700,000 | 930,000 | 230,000 | 32.9% |
| 180 | Leasehold | 1,111,520 | 905,870 | (205,650) | -18.5% |
| 185 | Building and Safety | 6,019,210 | 6,397,820 | 378,610 | 6.3% |
| 190 | Traffic Safety | 1,907,960 | 1,168,950 | (739,010) | -38.7% |
| 210 | General Debt Service | 21,062,080 | 21,830,260 | 768,180 | 3.6% |
| 255 | Capital Improvements | 176,609,200 | 185,508,430 | 8,899,230 | 5.0% |
| 260 | Extra Capacity Facilities | 35,776,940 | 45,522,470 | 9,745,530 | 27.2% |
| 275 | Development District | 4,697,890 | 5,781,460 | 1,083,570 | 23.1% |
| 310 | Utility | 116,415,500 | 125,925,970 | 9,510,470 | 8.2% |
| 320 | Emergency Services | 1,147,800 | 1,061,170 | (86,630) | -7.5% |
| 330 | Willamette Valley Comm. Center | 12,782,480 | 13,391,880 | 609,400 | 4.8% |
| 335 | Police Regional Records System | 1,255,930 | 551,010 | (704,920) | -56.1% |
| 355 | City Services | 11,881,760 | 11,750,020 | (131,740) | -1.1% |
| 365 | Self Insurance Benefits | 39,086,140 | 38,411,100 | (675,040) | -1.7% |
| 366 | Self Insurance Risk | 13,631,840 | 11,503,440 | (2,128,400) | -15.6% |
| 388 | Equipment Replacement Reserve | 13,759,460 | 15,474,360 | 1,714,900 | 12.5% |
| 400 | Trust (Special Revenue) | 4,714,720 | 3,450,990 | (1,263,730) | -26.8% |
| | Total | $ 634,019,530 | $ 671,372,370 | $ 37,352,840 | 5.9% |

# City of Salem Budget
## REQUIREMENTS BY OBJECT CATEGORY
### All Funds
### FY 2021

| Fund No | Fund Name | Personal Services | Materials and Services | Capital Outlay | Transfers | Debt | Contingencies | Total Expenditures |
|---|---|---|---|---|---|---|---|---|
| 101 | General | $ 112,507,910 | $ 29,521,280 | $ 548,190 | $ 1,170,710 | $ 690,440 | $ 3,000,000 | $ 147,438,530 |
| 155 | Transportation Services | 6,921,610 | 8,947,720 | 275,000 | 812,070 | - | 500,000 | 17,456,400 |
| 156 | Streetlight | - | 1,181,930 | - | 500,000 | 240,430 | 200,000 | 2,122,360 |
| 160 | Airport | 513,920 | 923,860 | - | 300,000 | 44,450 | 597,050 | 2,379,280 |
| 165 | Community Renewal | - | 7,607,910 | - | - | - | - | 7,607,910 |
| 170 | Downtown Parking | - | 1,086,270 | - | - | - | 48,920 | 1,135,190 |
| 175 | Cultural and Tourism | - | 2,150,010 | - | 1,385,080 | - | 64,500 | 3,599,590 |
| 176 | Public Art | - | 67,910 | - | - | - | - | 67,910 |
| 177 | Tourism Promotion Area | - | 888,390 | - | 41,610 | - | - | 930,000 |
| 180 | Leasehold | - | 493,180 | - | 215,000 | - | 197,690 | 905,870 |
| 185 | Building and Safety | 3,943,960 | 1,653,860 | - | 500,000 | - | 300,000 | 6,397,820 |
| 190 | Traffic Safety | - | 850,340 | - | 318,610 | - | - | 1,168,950 |
| 210 | General Debt Service | - | - | - | - | 21,830,260 | - | 21,830,260 |
| 255 | Capital Improvements | - | 184,758,430 | 750,000 | - | - | - | 185,508,430 |
| 260 | Extra Capacity Facilities | - | 41,791,260 | 1,371,210 | 2,360,000 | - | - | 45,522,470 |
| 275 | Development District | - | 5,281,460 | - | 500,000 | - | - | 5,781,460 |
| 310 | Utility | 41,243,720 | 37,650,400 | 1,760,170 | 23,248,440 | 19,023,240 | 3,000,000 | 125,925,970 |
| 320 | Emergency Services | 399,700 | 401,470 | 50,000 | 150,000 | - | 60,000 | 1,061,170 |
| 330 | Willamette Valley Comm. Center | 10,070,360 | 1,751,520 | 70,000 | 1,000,000 | - | 500,000 | 13,391,880 |
| 335 | Police Regional Records System | - | 479,140 | - | - | - | 71,870 | 551,010 |
| 355 | City Services | 2,696,740 | 8,549,280 | 154,000 | 350,000 | - | - | 11,750,020 |
| 365 | Self Insurance Benefits | 511,000 | 37,900,100 | - | - | - | - | 38,411,100 |
| 366 | Self Insurance Risk | 790,820 | 10,712,620 | - | - | - | - | 11,503,440 |
| 388 | Equipment Replacement Reserve | - | 132,660 | 15,341,700 | - | - | - | 15,474,360 |
| 400 | Trust (Special Revenue) | - | 2,655,220 | 500,000 | 295,770 | - | - | 3,450,990 |
| | Total | $ 179,599,740 | $ 387,436,220 | $ 20,820,270 | $ 33,147,290 | $ 41,828,820 | $ 8,540,030 | $ 671,372,370 |

City of Salem Budget
REVENUES BY OBJECT CATEGORY
All Funds
FY 2021

| Fund No | Fund Name | Taxes | Sales, Fees, Licenses & Permits | Assessments | Rents | Internal & Intergov. | Other Revenue | Non/Operating Revenues | Transfers | Total Revenues |
|---|---|---|---|---|---|---|---|---|---|---|
| 101 | General | $ 75,292,900 | $ 31,717,600 | $ 5,200 | $ 2,197,060 | $ 26,783,810 | $ 3,275,410 | $ - | $ 1,936,070 | $ 141,208,050 |
| 155 | Transportation Services | - | 200,460 | 5,150 | 2,040 | 16,124,410 | 35,020 | - | 75,000 | 16,442,080 |
| 156 | Streetlight | - | 1,933,900 | - | - | - | 16,500 | - | - | 1,950,400 |
| 160 | Airport | - | 50,000 | - | 1,217,370 | 35,000 | 15,000 | - | - | 1,317,370 |
| 165 | Community Renewal | - | - | - | - | 6,891,690 | 716,220 | - | - | 7,607,910 |
| 170 | Downtown Parking | - | 22,500 | - | 1,054,880 | - | 9,500 | - | - | 1,086,880 |
| 175 | Cultural and Tourism | 3,180,370 | - | - | - | 5,400 | 14,500 | - | - | 3,200,270 |
| 176 | Public Art | - | - | - | - | - | 1,050 | - | 15,960 | 17,010 |
| 177 | Tourism Promotion Area | - | - | 930,000 | - | - | - | - | - | 930,000 |
| 180 | Leasehold | - | - | - | 606,670 | - | 13,000 | - | - | 619,670 |
| 185 | Building and Safety | - | 6,241,770 | - | - | 148,480 | 97,370 | - | - | 6,487,620 |
| 190 | Traffic Safety | - | - | - | - | - | 1,168,950 | - | - | 1,168,950 |
| 210 | General Debt Service | 15,967,530 | - | - | - | 5,499,530 | - | - | - | 21,467,060 |
| 255 | Capital Improvements | - | - | - | - | 41,162,380 | 2,413,110 | 95,430 | 27,035,110 | 70,706,030 |
| 260 | Extra Capacity Facilities | - | 13,723,980 | - | - | 4,665,990 | - | - | 2,485,000 | 20,874,970 |
| 275 | Development District | - | 1,000,000 | - | - | - | - | - | - | 1,000,000 |
| 310 | Utility | - | 100,511,870 | 7,220 | 18,450 | 6,412,390 | 2,191,260 | 2,686,200 | 360,400 | 112,187,790 |
| 320 | Emergency Services | - | 790,530 | - | - | 10,000 | 181,000 | - | - | 981,530 |
| 330 | Willamette Valley Comm. Center | - | 22,800 | - | 8,760 | 12,219,260 | 60,000 | - | - | 12,310,820 |
| 335 | Police Regional Records System | - | - | - | - | 437,120 | 6,520 | - | - | 443,640 |
| 355 | City Services | - | - | - | 1,821,340 | 9,149,260 | 89,820 | - | 25,000 | 11,085,420 |
| 365 | Self Insurance Benefits | - | - | - | - | 25,480,690 | 1,658,060 | - | - | 27,138,750 |
| 366 | Self Insurance Risk | - | - | - | - | 2,141,590 | 120,000 | - | - | 2,261,590 |
| 388 | Equipment Replacement Reserve | - | - | - | - | 3,366,510 | 158,540 | 200,040 | 1,089,250 | 4,814,340 |
| 400 | Trust (Special Revenue) | - | 185,000 | - | - | 30,000 | 1,862,410 | - | 17,500 | 2,094,910 |
| | Total | $ 94,440,800 | $ 156,400,410 | $ 947,570 | $ 6,926,570 | $160,563,510 | $ 14,103,240 | $ 2,981,670 | $ 33,039,290 | $ 469,403,060 |

# City of Salem
## SUMMARY OF RESOURCES
### General Fund
### FY 2018 to FY 2021

| Actual FY 2018 | Actual FY 2019 | Adopted FY 2020 | Resources Category | Adopted FY 2021 | Percent of Total | Percent Increase |
|---|---|---|---|---|---|---|
| $ 26,821,257 | $ 25,024,409 | $ 21,192,270 | Cash Balance | $ 21,989,560 | 13.5% | 3.8% |
| 1,355,609 | 2,683,179 | 1,570,230 | Previously Levied Taxes | 1,631,400 | 1.0% | 3.9% |
| 758,247 | 1,004,285 | 969,830 | Local Sales Tax | 1,154,800 | 0.7% | 19.1% |
| 18,001,644 | 18,003,359 | 18,601,060 | Franchise Fees | 17,835,360 | 10.9% | -4.1% |
| 3,743,019 | 3,934,664 | 4,113,140 | Fees for Services / Other Fees | 11,998,520 | 7.4% | 191.7% |
| 1,069,803 | 1,520,311 | 1,562,550 | Licenses and Permits | 1,883,720 | 1.2% | 20.6% |
| 743,665 | 938,772 | 686,000 | Other Revenue | 838,380 | 0.5% | 22.2% |
| 1,619,906 | 2,161,366 | 1,885,910 | Rents | 2,197,060 | 1.3% | 16.5% |
| 6,493,026 | 6,797,043 | 7,334,040 | Intra / Interfund Services | 8,237,920 | 5.0% | 12.3% |
| 7,944,160 | 8,277,510 | 9,021,130 | Allocated Overhead | 8,737,020 | 5.4% | -3.1% |
| 6,277,293 | 6,240,284 | 6,493,320 | State Shared Revenues | 7,093,610 | 4.3% | 9.2% |
| 2,550,583 | 2,235,899 | 2,027,770 | Other Agencies | 2,271,440 | 1.4% | 12.0% |
| 562,079 | 479,543 | 502,840 | State / Federal Grants | 443,820 | 0.3% | -11.7% |
| 2,891,761 | 2,977,913 | 2,628,770 | Fines, Penalties and Forfeitures | 2,437,030 | 1.5% | -7.3% |
| 1,075,947 | 1,320,470 | 1,672,440 | Interfund Transfers | 1,936,070 | 1.2% | 15.8% |
| $ 81,907,999 | $ 83,599,007 | $ 80,261,300 | Sub-Total | $ 90,685,710 | 55.6% | 13.0% |
| $ 64,772,793 | $ 67,345,574 | $ 69,788,290 | Property Taxes-Current Year | $ 72,506,700 | 44.4% | 3.9% |
| $ 146,680,792 | $ 150,944,580 | $ 150,049,590 | Total Operations | $ 163,192,410 | 100.0% | 8.8% |
| $ 146,680,792 | $ 150,944,580 | $ 150,049,590 | Grand Total | $ 163,192,410 | 100.0% | 8.8% |

# City of Salem
## SUMMARY OF EXPENDITURES
### General Fund
### FY 2018 to FY 2021

| Actual FY 2018 | Actual FY 2019 | Adopted FY 2020 | Department | Adopted FY 2021 | Percent of Total | Percent Increase |
|---|---|---|---|---|---|---|
| $ 3,153,013 | $ 3,182,097 | $ 3,451,470 | City Manager | $ 3,454,960 | 2.3% | 0.1% |
| 3,744,690 | 4,403,544 | 4,739,150 | Community Development | 5,364,170 | 3.6% | 13.2% |
| 3,638,312 | 3,613,335 | 4,086,580 | Finance | 4,142,480 | 2.8% | 1.4% |
| 30,523,480 | 33,554,144 | 36,044,050 | Fire | 37,152,930 | 25.2% | 3.1% |
| 5,501,510 | 5,718,585 | 5,878,180 | Human Resources | 6,541,930 | 4.4% | 11.3% |
| 7,158,339 | 8,289,045 | 8,948,340 | Information Technology | 9,901,160 | 6.7% | 10.6% |
| 2,179,484 | 2,183,213 | 2,447,240 | Legal | 2,544,090 | 1.7% | 4.0% |
| 4,604,532 | 4,928,089 | 5,063,480 | Library | 5,268,420 | 3.6% | 4.0% |
| 183,981 | 186,567 | 211,810 | Mayor and Council | 214,580 | 0.1% | 1.3% |
| 4,753,654 | 4,459,661 | 5,303,400 | Non-Departmental | 5,747,920 | 3.9% | 8.4% |
| 9,325,233 | 9,270,644 | 9,543,170 | Parks and Recreation | 9,681,170 | 6.6% | 1.4% |
| 42,595,217 | 44,280,879 | 46,944,140 | Police | 48,893,510 | 33.2% | 4.2% |
| 4,294,937 | 4,677,849 | 5,317,740 | Urban Development | 5,531,210 | 3.8% | 4.0% |
| - | - | 1,823,200 | Contingencies | 3,000,000 | 2.0% | 64.5% |
| $ 121,656,383 | $ 128,747,652 | $ 139,801,950 | Total Operations | $ 147,438,530 | 100.0% | 5.5% |

# City of Salem Budget
# Airport Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from airport sales and fees | |
| 32646 | Fuel Fee: sale of fuel, estimating a 14.1% increase over the FY 2020 Budget | $ 42,500 |
| 32648 | Tie Down Fee: storage for transient aircraft (tie down), estimating a 22% increase over the FY 2020 Budget | $ 2,500 |
| 32650 | Landing Fee: private and commercial aircraft landing, estimating a 10.8% increase over the FY 2020 Budget | $ 4,000 |

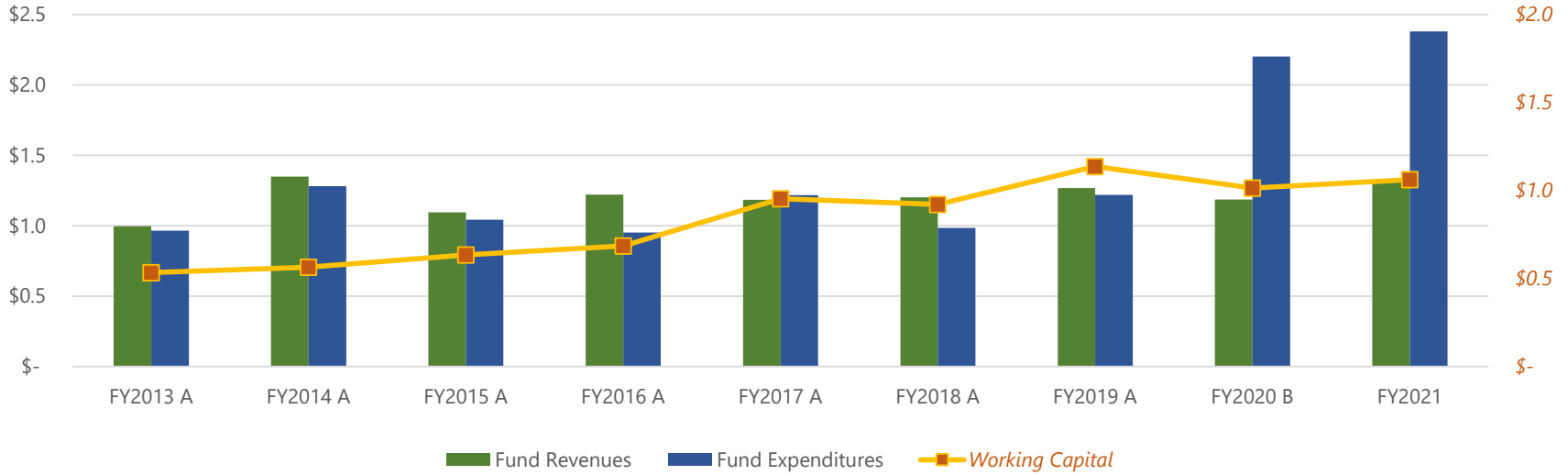
| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from airport rental | |
| 34110 | Land / Room Rental: commercial lease space, estimating a 5.6% increase over the FY 2020 Budget | $ 1,149,170 |
| 34148 | Parking Rent - Meters: revenue from the Airport surface lot, estimating a 65.2% increase from the FY 2020 Budget | $ 34,700 |
| 34295 | Parking Rent - Other: revenue from the vehicle per day parking rate of $5.00, estimating a 75.4% increase over the FY 2020 Budget | $ 33,500 |

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 2020 budget and the proposed FY 2021 budget is a large contingency, which serves as an appropriated reserve for the fund.

# City of Salem Budget
## Airport Fund
### FY 2021

Airport Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32495 | OTHER CHARGE FOR SERVICE | $ 3,000 | $ 900 | $ 1,000 | $ 900 | $ 1,000 | $ 1,000 | $ 1,000 | $ 1,000 | $ - | - |
| 32646 | FUEL FEE | 35,000 | 43,298 | 40,000 | 34,315 | 37,250 | 42,500 | 42,500 | 42,500 | 5,250 | 14.1% |
| 32648 | TIE DOWN FEE | 2,450 | 1,800 | 2,100 | 1,800 | 2,050 | 2,500 | 2,500 | 2,500 | 450 | 22.0% |
| 32650 | LANDING FEE | 3,560 | 3,929 | 3,560 | 3,993 | 3,610 | 4,000 | 4,000 | 4,000 | 390 | 10.8% |
| | Total Sales, Fees, Licenses, Permits | $ 44,010 | $ 49,927 | $ 46,660 | $ 41,007 | $ 43,910 | $ 50,000 | $ 50,000 | $ 50,000 | $ 6,090 | 13.9% |
| 34110 | LAND / BUILDING RENT | $ 1,042,860 | $ 1,077,337 | $ 1,069,590 | $ 1,158,228 | $ 1,087,790 | $ 1,149,170 | $ 1,149,170 | $ 1,149,170 | $ 61,380 | 5.6% |
| 34148 | PARKING RENT - METERS | 25,000 | 35,430 | 35,000 | 26,127 | 21,000 | 34,700 | 34,700 | 34,700 | 13,700 | 65.2% |
| 34295 | PARKING RENT - OTHER | 15,000 | 22,394 | 15,000 | 28,581 | 19,100 | 33,500 | 33,500 | 33,500 | 14,400 | 75.4% |
| | Total Rents | $ 1,082,860 | $ 1,135,161 | $ 1,119,590 | $ 1,212,936 | $ 1,127,890 | $ 1,217,370 | $ 1,217,370 | $ 1,217,370 | $ 89,480 | 7.9% |
| 35510 | STATE GRANTS | $ - | $ - | $ - | $ - | $ - | $ 35,000 | $ 35,000 | $ 35,000 | $ 35,000 | - |
| | Total Internal / Intergovernmental | $ - | $ - | $ - | $ - | $ - | $ 35,000 | $ 35,000 | $ 35,000 | $ 35,000 | - |
| 36210 | INTEREST | $ 5,000 | $ 15,799 | $ 12,000 | $ 14,242 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | - |
| | Total Other Revenues | $ 5,000 | $ 15,799 | $ 12,000 | $ 14,242 | $ 15,000 | $ 15,000 | $ 15,000 | $ 15,000 | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 821,400 | $ 921,302 | $ 1,096,160 | $ 1,136,719 | $ 1,014,400 | $ 1,051,910 | $ 1,051,910 | $ 1,061,910 | $ 47,510 | 4.7% |
| | Total Beginning Balance | $ 821,400 | $ 921,302 | $ 1,096,160 | $ 1,136,719 | $ 1,014,400 | $ 1,051,910 | $ 1,051,910 | $ 1,061,910 | $ 47,510 | 4.7% |
| | Total Resources | $ 1,953,270 | $ 2,122,189 | $ 2,274,410 | $ 2,404,904 | $ 2,201,200 | $ 2,369,280 | $ 2,369,280 | $ 2,379,280 | $ 178,080 | 8.1% |

# City of Salem Budget
## Airport Fund
### FY 2021

Airport Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 266,930 | $ 256,037 | $ 267,920 | $ 270,633 | $ 279,980 | $ 289,990 | $ 289,990 | $ 289,990 | $ 10,010 | 3.6% |
| 51025 | HOLIDAY - REGULAR | - | 258 | - | 173 | - | - | - | - | - | - |
| 51030 | OVERTIME | 2,500 | 1,693 | 2,550 | 3,746 | 3,000 | 3,500 | 3,500 | 3,500 | 500 | 16.7% |
| 51080 | STANDBY | 16,000 | 16,855 | 16,320 | 17,442 | 17,500 | 17,000 | 17,000 | 17,000 | (500) | -2.9% |
| 51120 | LEAVE PAYOFF | 5,000 | - | 5,100 | 421 | 5,000 | 9,500 | 9,500 | 9,500 | 4,500 | 90.0% |
| 51130 | CAR ALLOWANCE | 1,080 | 1,084 | 1,080 | 586 | - | - | - | - | - | - |
| 51210 | FICA AND MEDICARE | 22,300 | 20,815 | 22,410 | 22,118 | 23,370 | 24,480 | 24,480 | 24,480 | 1,110 | 4.7% |
| 51221 | WORKERS' COMP PREMIUM | 16,580 | 16,580 | 17,460 | 17,460 | 2,020 | - | - | - | (2,020) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 120 | 97 | 120 | 93 | 120 | 120 | 120 | 120 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 34,890 | 29,854 | 35,070 | 35,119 | 50,130 | 52,510 | 52,510 | 52,510 | 2,380 | 4.7% |
| 51243 | PERS UNFUNDED LIABILITY | 15,180 | 15,180 | 15,620 | 15,620 | 15,380 | 16,230 | 16,230 | 16,230 | 850 | 5.5% |
| 51245 | EMPLOYER - PERS PICKUP | 17,490 | 14,901 | 17,580 | 17,618 | 18,330 | 19,200 | 19,200 | 19,200 | 870 | 4.7% |
| 51250 | INSURANCE - MEDICAL | 59,800 | 63,706 | 68,750 | 68,717 | 72,840 | 73,190 | 73,190 | 73,190 | 350 | 0.5% |
| 51255 | INSURANCE - VISION | 1,620 | 1,228 | 1,240 | 1,239 | 1,240 | 1,240 | 1,240 | 1,240 | - | - |
| 51260 | INSURANCE - DENTAL | 5,290 | 5,515 | 5,870 | 5,847 | 5,920 | 6,050 | 6,050 | 6,050 | 130 | 2.2% |
| 51265 | INSURANCE - LIFE | 500 | 421 | 500 | 601 | 600 | 600 | 600 | 600 | - | - |
| 51270 | INSURANCE - DISABILITY | 280 | 288 | 280 | 305 | 300 | 310 | 310 | 310 | 10 | 3.3% |
| | Total Personal Services | $ 465,560 | $ 444,514 | $ 477,870 | $ 477,739 | $ 495,730 | $ 513,920 | $ 513,920 | $ 513,920 | $ 18,190 | 3.7% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 450 | $ - | $ 450 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 750 | 16 | 350 | 72 | 150 | 100 | 100 | 100 | (50) | -33.3% |
| 52130 | SUPPLIES | 6,000 | 8,498 | 10,000 | 6,445 | 10,000 | 10,000 | 10,000 | 10,000 | - | - |
| 52320 | ADVERTISING | 1,500 | - | 1,200 | - | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | 250 | - | 250 | - | 250 | - | - | - | (250) | -100.0% |
| 52405 | TELEPHONE - OFFICE | 3,200 | 2,688 | 2,690 | 2,661 | 2,450 | 2,210 | 2,210 | 2,210 | (240) | -9.8% |
| 52410 | TELEPHONE - CELLULAR | 1,500 | 1,805 | 1,500 | 1,617 | 1,500 | 1,750 | 1,750 | 1,750 | 250 | 16.7% |
| 52460 | COMMUNICATION - OTHER | 1,000 | 819 | 1,000 | - | - | - | - | - | - | - |
| 52510 | TRAINING | 8,160 | 1,459 | 6,630 | 3,345 | 8,830 | 10,230 | 10,230 | 10,230 | 1,400 | 15.9% |
| 52520 | TRAVEL | - | 20 | - | - | - | - | - | - | - | - |
| 52550 | MILEAGE | 500 | - | 150 | - | 50 | 450 | 450 | 450 | 400 | 800.0% |
| 52560 | REGISTRATION | - | 125 | - | - | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 25,000 | 8,627 | 120,000 | - | 120,000 | 115,000 | 115,000 | 115,000 | (5,000) | -4.2% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 10,000 | - | 18,630 | - | 10,000 | 20,000 | 20,000 | 20,000 | 10,000 | 100.0% |
| 52670 | OTHER PROFESSIONAL SERVICES | 156,020 | 87,639 | 164,320 | 126,407 | 215,030 | 233,250 | 233,250 | 243,250 | 28,220 | 13.1% |
| 52710 | MEMBERSHIP DUES | 3,500 | 4,218 | 3,500 | 3,895 | 3,500 | 3,600 | 3,600 | 3,600 | 100 | 2.9% |
| 52720 | LICENSES / CERTIFICATIONS | 1,000 | 100 | 1,000 | 150 | 500 | 500 | 500 | 500 | - | - |
| 52740 | PERMITS | - | 1,126 | - | 1,080 | - | 1,200 | 1,200 | 1,200 | 1,200 | - |
| 52810 | SMALL TOOLS | - | - | - | 120 | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 760 | - | 790 | 717 | 2,370 | 2,430 | 2,430 | 2,430 | 60 | 2.5% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 5,000 | - | 2,500 | - | 500 | 500 | 500 | 500 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 990 | 831 | 930 | 925 | 900 | 950 | 950 | 950 | 50 | 5.6% |
| 52910 | DIESEL FUEL | 4,500 | 967 | 3,500 | 128 | 2,500 | 1,500 | 1,500 | 1,500 | (1,000) | -40.0% |
| 52930 | GASOLINE | 5,000 | 1,831 | 4,000 | 2,009 | 3,000 | 3,000 | 3,000 | 3,000 | - | - |

# City of Salem Budget
# Airport Fund
## FY 2021

Airport Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53210 | INSURANCE | 6,360 | 10,038 | - | 3,679 | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 6,150 | 6,150 | 4,150 | 2,760 | 2,760 | 2,760 | (1,390) | -33.5% |
| 53310 | VEHICLE MAINTENANCE | 10,000 | 7,016 | 10,000 | 3,832 | 5,000 | 8,000 | 8,000 | 8,000 | 3,000 | 60.0% |
| 53320 | EQUIPMENT MAINTENANCE | 5,000 | 11,143 | 5,000 | 900 | 5,000 | 10,000 | 10,000 | 10,000 | 5,000 | 100.0% |
| 53340 | FACILITIES MAINTENANCE | - | 408 | - | - | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 10,000 | 8,512 | 10,000 | 2,930 | 7,500 | 7,500 | 7,500 | 7,500 | - | - |
| 53530 | OUTSIDE RENTAL | - | - | - | 498 | - | - | - | - | - | - |
| 53610 | GAS | 4,800 | 5,525 | 5,000 | 5,016 | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| 53620 | ELECTRIC | 25,900 | 23,739 | 25,900 | 26,722 | 27,500 | 27,500 | 27,500 | 27,500 | - | - |
| 53630 | WATER | - | 566 | - | 593 | - | 500 | 500 | 500 | 500 | - |
| 53650 | REFUSE DISPOSAL | 1,650 | 3,973 | 1,650 | 1,475 | 2,500 | 2,500 | 2,500 | 2,500 | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 500 | 390 | 500 | - | 800 | 800 | 800 | 800 | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 358 | - | 136 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 1,000 | 1,254 | 1,000 | 709 | 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) | 81,580 | 20,328 | 95,780 | 46,643 | 103,590 | 61,980 | 61,980 | 61,980 | (41,610) | -40.2% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 109,410 | 109,410 | 118,240 | 118,240 | 119,680 | 123,020 | 123,020 | 123,020 | 3,340 | 2.8% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLINGS | 1,000 | 61,988 | 1,000 | 53,006 | 36,870 | 39,250 | 39,250 | 39,250 | 2,380 | 6.5% |
| 53830 | RADIO | - | 730 | 570 | 570 | 890 | - | - | - | (890) | -100.0% |
| 53840 | MOTOR POOL RENTAL | 20,720 | 21,361 | 17,500 | 17,500 | 12,840 | 15,100 | 15,100 | 15,100 | 2,260 | 17.6% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | - | - |
| 53851 | COPY | 1,500 | 120 | 500 | 256 | 500 | 350 | 350 | 350 | (150) | -30.0% |
| 53854 | PHOTOCOPIES | 1,500 | 1,403 | 1,000 | 1,336 | 1,500 | 1,250 | 1,250 | 1,250 | (250) | -16.7% |
| 53860 | BUILDING SERVICES | 2,080 | 469 | 21,840 | 12,221 | 42,580 | 3,470 | 3,470 | 3,470 | (39,110) | -91.9% |
| 53900 | SUPPORT SERVICES CHARGE | 73,640 | 73,640 | 109,990 | 109,990 | 92,430 | 126,210 | 126,210 | 126,210 | 33,780 | 36.5% |
| 54850 | OTHER SPECIAL PAYMENTS | 50,000 | - | 50,000 | 150 | 50,000 | 50,000 | 50,000 | 50,000 | - | - |
| | Total Materials and Services | $ 646,720 | $ 483,138 | $ 830,010 | $ 562,125 | $ 921,860 | $ 913,860 | $ 913,860 | $ 923,860 | $ 2,000 | 0.2% |
| 60120 | PRINCIPAL | $ 40,330 | $ 38,986 | $ 40,600 | $ 40,593 | $ 40,700 | $ 42,410 | $ 42,410 | $ 42,410 | $ 1,710 | 4.2% |
| 60130 | INTEREST | 2,500 | 3,833 | 3,900 | 3,884 | 4,700 | 2,040 | 2,040 | 2,040 | (2,660) | -56.6% |
| | Total Debt Service | $ 42,830 | $ 42,819 | $ 44,500 | $ 44,476 | $ 45,400 | $ 44,450 | $ 44,450 | $ 44,450 | $ (950) | -2.1% |
| 61110 | CONTINGENCIES | $ 783,160 | $ - | $ 787,030 | $ - | $ 738,210 | $ 897,050 | $ 597,050 | $ 597,050 | $ (141,160) | -19.1% |
| | Total Contingencies | $ 783,160 | $ - | $ 787,030 | $ - | $ 738,210 | $ 897,050 | $ 597,050 | $ 597,050 | $ (141,160) | -19.1% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 15,000 | $ 15,000 | $ 135,000 | $ 135,000 | $ - | $ - | $ 300,000 | $ 300,000 | $ 300,000 | - |
| | Total Interfund Transfers | $ 15,000 | $ 15,000 | $ 135,000 | $ 135,000 | $ - | $ - | $ 300,000 | $ 300,000 | $ 300,000 | - |
| | Total Expenditures | $ 1,953,270 | $ 985,470 | $ 2,274,410 | $ 1,219,340 | $ 2,201,200 | $ 2,369,280 | $ 2,369,280 | $ 2,379,280 | $ 178,080 | 8.1% |

# City of Salem Budget
# Building and Safety Fund Assumptions and Trends
## FY 2021

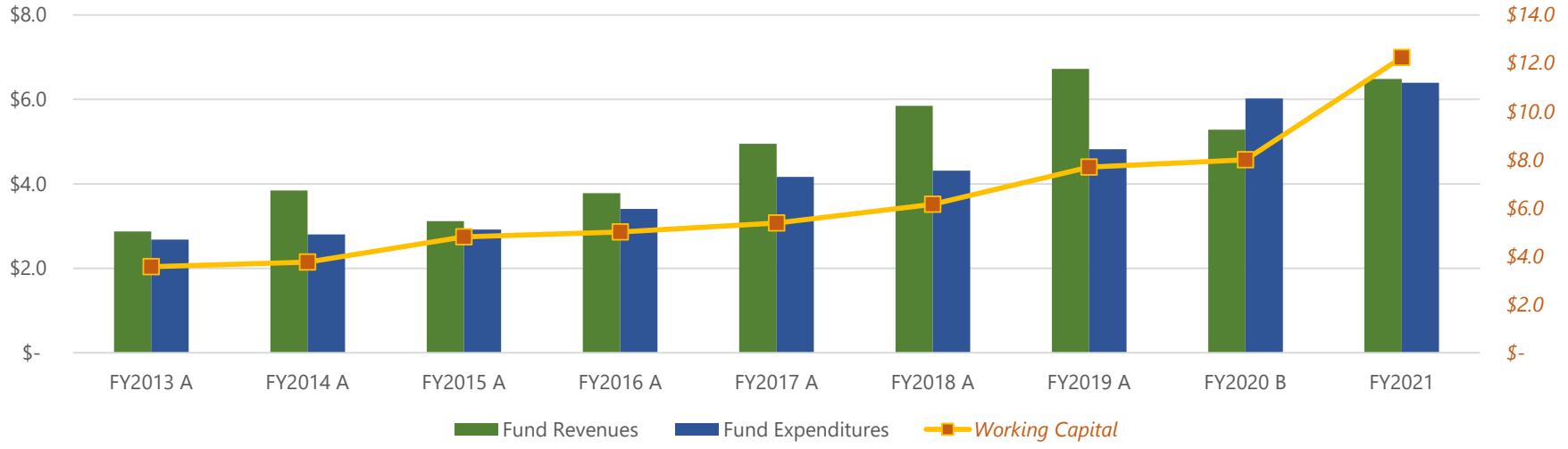
| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from the Building Permit Program and Permit Application Center activities | |
| 32835 | Building Permits: building permit and plan review fees for residential / commercial new construction and alterations, estimating a 28.4% increase over the FY 2020 Budget | $ 4,817,470 |
| 32840 | Electrical Permits: residential / commercial construction projects, estimating a 10% increase over the FY 2020 Budget | $ 495,550 |
| 32845 | Mechanical Permits: residential / commercial construction projects, estimating a 10% increase over the FY 2020 Budget | $ 413,050 |
| 32850 | Plumbing Permits: residential / commercial construction projects, estimating a 10% increase over the FY 2020 Budget | $ 440,400 |
| 32895 | Other Permits: non-construction permits and licenses including business vocational licenses, estimating a 2.8% decrease from the FY 2020 Budget | $ 52,300 |

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 2021

### Building and Safety Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32320 | DOCUMENT SALES | $ 4,390 | $ 306 | $ 4,030 | $ 356 | $ 4,030 | $ 500 | $ 500 | $ 500 | $ (3,530) | -87.6% |
| 32347 | MARIJUANA APPLICATION FEE | - | (100) | - | - | - | - | - | - | - | - |
| 32644 | PROCESSING FEE | 26,530 | 20,528 | 24,360 | 17,253 | 25,000 | 22,500 | 22,500 | 22,500 | (2,500) | -10.0% |
| 32835 | BUILDING PERMITS | 3,288,670 | 4,083,229 | 3,502,470 | 4,847,663 | 3,752,470 | 4,817,470 | 4,817,470 | 4,817,470 | 1,065,000 | 28.4% |
| 32840 | ELECTRICAL PERMITS | 430,340 | 530,624 | 450,340 | 509,099 | 450,500 | 495,550 | 495,550 | 495,550 | 45,050 | 10.0% |
| 32845 | MECHANICAL PERMITS | 295,890 | 409,189 | 375,480 | 444,072 | 375,500 | 413,050 | 413,050 | 413,050 | 37,550 | 10.0% |
| 32850 | PLUMBING PERMITS | 366,330 | 493,174 | 396,330 | 551,762 | 400,330 | 440,400 | 440,400 | 440,400 | 40,070 | 10.0% |
| 32895 | OTHER PERMITS | 58,320 | 91,327 | 66,400 | 52,262 | 53,780 | 52,300 | 52,300 | 52,300 | (1,480) | -2.8% |
| | Total Sales, Fees, Licenses, Permits | $ 4,470,470 | $ 5,628,276 | $ 4,819,410 | $ 6,422,467 | $ 5,061,610 | $ 6,241,770 | $ 6,241,770 | $ 6,241,770 | $ 1,180,160 | 23.3% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 123,980 | 123,980 | 135,210 | 135,210 | 132,120 | 148,480 | 148,480 | 148,480 | 16,360 | 12.4% |
| | Total Internal / Intergovernmental | $ 123,980 | $ 123,980 | $ 135,210 | $ 135,210 | $ 132,120 | $ 148,480 | $ 148,480 | $ 148,480 | $ 16,360 | 12.4% |
| 36210 | INTEREST | $ 21,850 | $ 94,375 | $ 73,880 | $ 163,057 | $ 87,000 | $ 97,370 | $ 97,370 | $ 97,370 | $ 10,370 | 11.9% |
| 36815 | WAGE RECOVERY | - | 1,564 | - | - | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | - | 22 | - | (2) | - | - | - | - | - | - |
| | Total Other Revenue | $ 21,850 | $ 95,961 | $ 73,880 | $ 163,056 | $ 87,000 | $ 97,370 | $ 97,370 | $ 97,370 | $ 10,370 | 11.9% |
| 39910 | BEGINNING WORKING CAPITAL | $ 6,250,170 | $ 6,156,499 | $ 7,409,060 | $ 7,689,863 | $ 8,000,540 | $ 12,197,360 | $ 12,197,360 | $ 12,237,360 | $ 4,236,820 | 53.0% |
| | Total Beginning Balance | $ 6,250,170 | $ 6,156,499 | $ 7,409,060 | $ 7,689,863 | $ 8,000,540 | $ 12,197,360 | $ 12,197,360 | $ 12,237,360 | $ 4,236,820 | 53.0% |
| | Total Resources | $ 10,866,470 | $ 12,004,715 | $ 12,437,560 | $ 14,410,596 | $ 13,281,270 | $ 18,684,980 | $ 18,684,980 | $ 18,724,980 | $ 5,443,710 | 41.0% |

# City of Salem Budget
# Building and Safety Fund
## FY 2021

Building and Safety Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 1,736,570 | $ 1,558,320 | $ 1,800,720 | $ 1,714,604 | $ 1,946,900 | $ 2,098,920 | $ 2,098,920 | $ 2,098,920 | $ 152,020 | 7.8% |
| 51020 | SEASONAL AND RELIEF | 46,850 | 54,999 | 71,350 | 18,391 | 72,780 | 73,310 | 73,310 | 73,310 | 530 | 0.7% |
| 51025 | HOLIDAY - REGULAR | - | - | - | 144 | - | - | - | - | - | - |
| 51030 | OVERTIME | 29,700 | 27,060 | 43,800 | 30,697 | 45,000 | 61,990 | 61,990 | 61,990 | 16,990 | 37.8% |
| 51100 | INCENTIVES | 40,940 | 43,900 | 43,990 | 86,180 | 130,410 | 115,220 | 115,220 | 115,220 | (15,190) | -11.6% |
| 51120 | LEAVE PAYOFF | 22,000 | 3,826 | 25,500 | 22,812 | 25,500 | 80,000 | 80,000 | 80,000 | 54,500 | 213.7% |
| 51130 | CAR ALLOWANCE | 1,080 | 1,084 | 1,080 | 1,084 | 1,090 | 1,090 | 1,090 | 1,090 | - | - |
| 51195 | OTHER PAY / BENEFITS | 4,430 | - | 2,710 | - | 2,700 | 5,400 | 5,400 | 5,400 | 2,700 | 100.0% |
| 51210 | FICA AND MEDICARE | 143,600 | 126,157 | 151,970 | 139,770 | 169,930 | 185,570 | 185,570 | 185,570 | 15,640 | 9.2% |
| 51221 | WORKERS' COMP PREMIUM | 17,500 | 17,500 | 15,040 | 15,040 | 18,360 | - | - | - | (18,360) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 690 | 596 | 700 | 572 | 750 | 830 | 830 | 830 | 80 | 10.7% |
| 51230 | UNEMPLOYMENT | 14,750 | 4,587 | 14,740 | 1,296 | 15,010 | 15,000 | 15,000 | 15,000 | (10) | -0.1% |
| 51240 | EMPLOYER - RETIREMENT PERS | 303,200 | 258,949 | 322,410 | 274,354 | 439,970 | 455,090 | 455,090 | 455,090 | 15,120 | 3.4% |
| 51243 | PERS UNFUNDED LIABILITY | 93,910 | 93,910 | 102,380 | 102,380 | 104,870 | 114,250 | 114,250 | 114,250 | 9,380 | 8.9% |
| 51245 | EMPLOYER - PERS PICKUP | 112,630 | 94,660 | 119,190 | 104,117 | 133,290 | 145,830 | 145,830 | 145,830 | 12,540 | 9.4% |
| 51250 | INSURANCE - MEDICAL | 394,160 | 357,732 | 423,790 | 411,000 | 512,220 | 528,380 | 528,380 | 528,380 | 16,160 | 3.2% |
| 51255 | INSURANCE - VISION | 11,030 | 10,049 | 11,470 | 11,219 | 13,290 | 13,530 | 13,530 | 13,530 | 240 | 1.8% |
| 51260 | INSURANCE - DENTAL | 34,860 | 32,099 | 37,790 | 36,143 | 43,640 | 44,350 | 44,350 | 44,350 | 710 | 1.6% |
| 51265 | INSURANCE - LIFE | 2,900 | 2,347 | 2,900 | 3,176 | 3,750 | 4,020 | 4,020 | 4,020 | 270 | 7.2% |
| 51270 | INSURANCE - DISABILITY | 1,010 | 1,031 | 1,060 | 1,115 | 1,140 | 1,180 | 1,180 | 1,180 | 40 | 3.5% |
| | Total Personal Services | $ 3,011,810 | $ 2,688,805 | $ 3,192,590 | $ 2,974,093 | $ 3,680,600 | $ 3,943,960 | $ 3,943,960 | $ 3,943,960 | $ 263,360 | 7.2% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 7,320 | $ 5,000 | $ 7,210 | $ 5,007 | $ 20,460 | $ 8,500 | $ 8,500 | 8,500 | $ (11,960) | -58.5% |
| 52120 | MAIL | 3,000 | 1,589 | 2,500 | 2,664 | 2,330 | 6,500 | 6,500 | 6,500 | 4,170 | 179.0% |
| 52130 | SUPPLIES | 13,610 | 15,509 | 17,490 | 13,458 | 17,630 | 19,500 | 19,500 | 19,500 | 1,870 | 10.6% |
| 52140 | PRINTING AND DUPLICATION | 2,140 | 501 | 1,000 | 620 | 1,060 | 460 | 460 | 460 | (600) | -56.6% |
| 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 | - | - | 4,000 | 4,000 | 4,000 | 4,000 | - |
| 52360 | RECRUITMENT FEES | 500 | 169 | 1,900 | 210 | 2,000 | 1,500 | 1,500 | 1,500 | (500) | -25.0% |
| 52405 | TELEPHONE - OFFICE | 18,320 | 12,577 | 12,730 | 13,327 | 12,640 | 14,000 | 14,000 | 14,000 | 1,360 | 10.8% |
| 52410 | TELEPHONE - CELLULAR | 12,490 | 11,597 | 12,490 | 15,641 | 15,300 | 18,280 | 18,280 | 18,280 | 2,980 | 19.5% |
| 52510 | TRAINING | 39,960 | 25,191 | 41,340 | 39,826 | 55,810 | 61,000 | 61,000 | 61,000 | 5,190 | 9.3% |
| 52540 | MEALS | 250 | 265 | 250 | 651 | 240 | 1,300 | 1,300 | 1,300 | 1,060 | 441.7% |
| 52550 | MILEAGE | 500 | - | 500 | - | - | - | - | - | - | - |
| 52660 | TEMP EMPLOYMENT SERVICES | 45,000 | 38,717 | 45,000 | 38,850 | 43,090 | 15,000 | 15,000 | 15,000 | (28,090) | -65.2% |
| 52670 | OTHER PROFESSIONAL SERVICES | 39,050 | 9,864 | 56,800 | 18,542 | 22,200 | 36,900 | 36,900 | 36,900 | 14,700 | 66.2% |
| 52710 | MEMBERSHIP DUES | 2,420 | 2,430 | 3,670 | 3,901 | 3,270 | 3,270 | 3,270 | 3,270 | - | - |
| 52720 | LICENSES / CERTIFICATIONS | 2,430 | 1,208 | 2,190 | 1,398 | 3,980 | 2,500 | 2,500 | 2,500 | (1,480) | -37.2% |
| 52810 | SMALL TOOLS | 1,000 | - | 1,000 | - | 1,000 | 710 | 710 | 710 | (290) | -29.0% |
| 52815 | CONTROLLED EQUIPMENT | 56,570 | 27,132 | 54,610 | 53,947 | 102,420 | 69,200 | 69,200 | 109,200 | 6,780 | 6.6% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 1,000 | 665 | 670 | - | 700 | 4,200 | 4,200 | 4,200 | 3,500 | 500.0% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 9,110 | 8,973 | 12,600 | 15,216 | 11,580 | 14,390 | 14,390 | 14,390 | 2,810 | 24.3% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 64 | - | - | - | - | - | - | - | - |
| 52930 | GASOLINE | 9,100 | 10,597 | 11,980 | 10,630 | 14,530 | 12,050 | 12,050 | 12,050 | (2,480) | -17.1% |
| 52950 | LUBRICANTS | - | 3 | - | - | - | - | - | - | - | - |

# City of Salem Budget
# Building and Safety Fund
## FY 2021

### Building and Safety Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53210 | INSURANCE | 17,030 | 17,030 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 17,240 | 17,240 | 16,370 | 125,630 | 18,330 | 18,330 | 1,960 | 12.0% |
| 53310 | VEHICLE MAINTENANCE | 6,000 | 5,164 | 6,300 | 3,625 | 6,300 | 8,700 | 8,700 | 8,700 | 2,400 | 38.1% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | - | - | - | - | 6,640 | 6,640 | 6,640 | 6,640 | - |
| 53510 | BUILDING RENTAL | - | - | - | - | - | 2,280 | 2,280 | 2,280 | 2,280 | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | - | - | - | 27 | - | 4,500 | 4,500 | 4,500 | 4,500 | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 8,000 | 3,283 | 5,000 | 3,838 | 4,000 | 2,000 | 2,000 | 2,000 | (2,000) | -50.0% |
| 53767 | BANKING AND INVESTMENT FEES | 50,340 | 7,537 | 3,000 | 8,242 | 8,090 | 9,000 | 9,000 | 9,000 | 910 | 11.2% |
| 53768 | DIRECT BANKING FEES | - | 1,357 | 2,000 | 1,177 | 1,300 | 1,500 | 1,500 | 1,500 | 200 | 15.4% |
| 53769 | CARD PROCESSING FEES | - | 70,058 | 70,300 | 83,132 | 101,520 | 102,520 | 102,520 | 102,520 | 1,000 | 1.0% |
| 53770 | BAD DEBT - WRITE OFF | 1,000 | - | 1,000 | - | 1,000 | - | - | - | (1,000) | -100.0% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 500 | 1,868 | 500 | 149 | 500 | 500 | 500 | 500 | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 429,770 | 429,770 | 573,340 | 532,717 | 606,380 | 745,330 | 745,330 | 745,330 | 138,950 | 22.9% |
| 53830 | RADIO | 22,720 | 22,620 | 20,510 | 20,510 | 20,170 | 19,030 | 19,030 | 19,030 | (1,140) | -5.7% |
| 53840 | MOTOR POOL RENTAL | 7,920 | 6,446 | 7,720 | 7,720 | 8,180 | 9,620 | 9,620 | 9,620 | 1,440 | 17.6% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | - |
| 53851 | COPY | 11,000 | 4,956 | 26,000 | 22,070 | 29,000 | 7,000 | 7,000 | 7,000 | (22,000) | -75.9% |
| 53852 | MICROFILM | - | - | - | 8,333 | - | 28,820 | 28,820 | 28,820 | 28,820 | - |
| 53854 | PHOTOCOPIES | 1,000 | 1,430 | 1,400 | 1,556 | 2,060 | 1,500 | 1,500 | 1,500 | (560) | -27.2% |
| 53900 | SUPPORT SERVICES CHARGE | 305,230 | 305,230 | 354,410 | 354,420 | 325,250 | 301,080 | 301,080 | 301,080 | (24,170) | -7.4% |
| | Total Materials and Services | $ 1,126,530 | $ 1,048,798 | $ 1,427,420 | $ 1,348,708 | $ 1,512,610 | $ 1,721,160 | $ 1,613,860 | $ 1,653,860 | $ 141,250 | 9.3% |
| 55150 | FLEET REPLACEMENT | $ - | $ - | $ - | $ - | $ 26,000 | $ - | $ - | $ - | $ (26,000) | -100.0% |
| | Total Capital Outlay | $ - | $ - | $ - | $ - | $ 26,000 | $ - | $ - | $ - | $ (26,000) | -100.0% |
| 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 | $ 580,000 | $ 577,248 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ - | - |
| | Total Interfund Transfers | $ 580,000 | $ 577,248 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ - | - |
| | Total Expenditures | $ 5,018,340 | $ 4,314,852 | $ 5,420,010 | $ 4,822,801 | $ 6,019,210 | $ 6,465,120 | $ 6,357,820 | $ 6,397,820 | $ 378,610 | 6.3% |

# City of Salem Budget
# Capital Improvements Fund Assumptions and Trends
## FY 2021

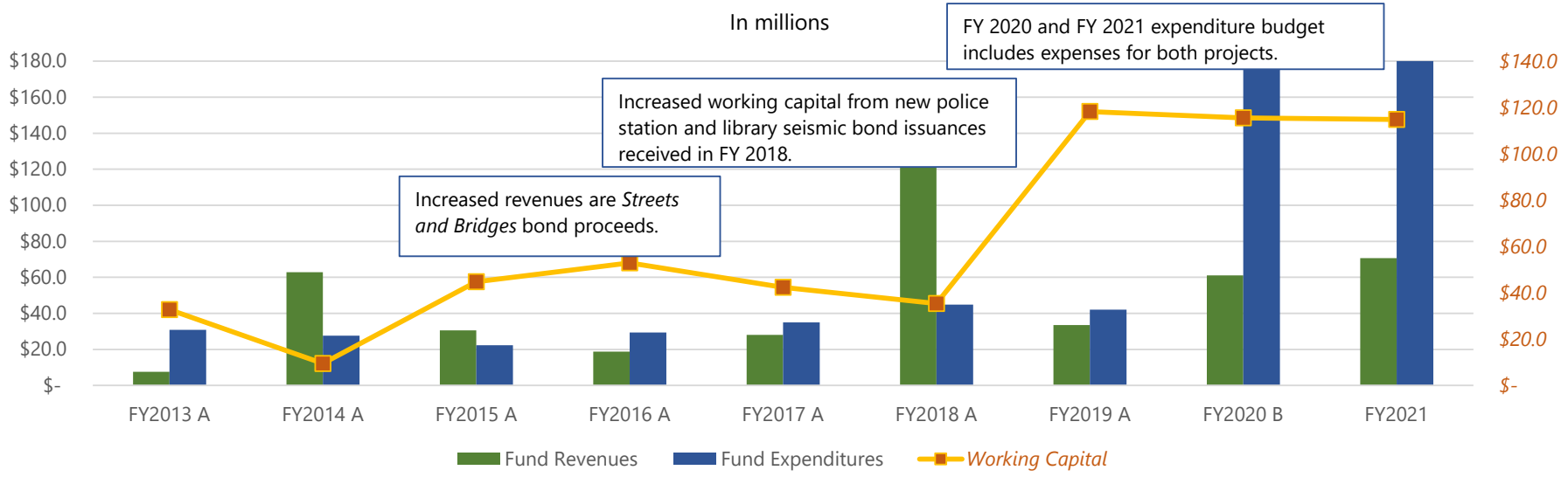
| Account | Assumption | Amount |
|---|---|---|
| Proceeds from various sources to support projects in the Capital Improvement Fund | | |
| 35395 | Other Government Agencies: for construction project funding, estimating a 138.8% increase over the FY 2020 Budget | $ 26,988,190 |
| 35510-35519 | State Grants: grants anticipated for construction project funding, estimating a 29.5% decrease from the FY 2020 Budget | $ 2,678,910 |
| 35610-35641 | Other Grants - Federal: grants anticipated for construction project funding, estimating a 9.3% decrease from the FY 2020 Budget | $ 11,293,210 |

| Account | Assumption | Amount |
|---|---|---|
| 39102-39115 | Interfund Transfers: to fund construction projects, estimating a 49.7 % increase over the FY 2020 Budget | $ 27,035,110 |

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 2021

### Capital Improvements Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32242 | SHARED CONTRUCTION COSTS | $ - | $ 11,120 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses, Permits | $ - | $ 11,120 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 32310 | ACCIDENT AND FIRE RECOVERY | $ - | $ - | $ - | $ 3,542 | $ - | $ - | $ - | $ - | $ - | - |
| 34110 | LAND / BUILDING RENT | - | - | - | 875 | - | - | - | - | - | - |
| 35367 | CITY OF KEIZER | - | - | 38,000 | - | 202,320 | 202,070 | 202,070 | 202,070 | (250) | -0.1% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | - | - | - | 1,596 | - | - | - | - | - | - |
| 35361 | STATE REIMBURSEMENT | - | - | - | 482,410 | - | - | - | - | - | - |
| 35395 | OTHER GOVERNMENT AGENCIES | 10,035,000 | - | 11,500,000 | - | 11,300,000 | 26,988,190 | 26,988,190 | 26,988,190 | 15,688,190 | 138.8% |
| 35495 | OTHER AGENCIES | - | 35,000 | - | 81,337 | - | - | - | - | - | - |
| 35510 | STATE GRANTS | - | 35,643 | - | 161,365 | - | - | - | - | - | - |
| 35515 | STATE-DEPT OF ADMIN SERVICES (DAS) | 1,000,000 | - | 141,990 | - | - | - | - | - | - | - |
| 35516 | STATE-ENERGY TRUST OF OREGON (OET) | - | 390,006 | 3,025,000 | 155,217 | 2,580,130 | 1,010,650 | 1,010,650 | 1,010,650 | (1,569,480) | -60.8% |
| 35518 | STATE-PARKS & REC DEPT (OPRD) | 47,250 | 51,653 | - | - | - | - | - | - | - | - |
| 35519 | STATE-DEPT OF TRANSPORTATION (ODOT) | 348,930 | 580,722 | 363,250 | - | 1,222,380 | 1,668,260 | 1,668,260 | 1,668,260 | 445,880 | 36.5% |
| 35615 | OTHER FEDERAL GRANTS | 2,215,000 | 5,590 | - | - | - | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | - |
| 35630 | US FEDERAL AVIATION ADMIN (FAA) | 4,479,000 | 542,654 | 2,215,000 | 2,862,409 | 3,498,330 | 641,160 | 641,160 | 974,420 | (2,523,910) | -72.1% |
| 35631 | US FEDERAL EMERGENCY MGMT ADMIN (FEMA) | - | - | - | - | - | - | - | - | - | - |
| 35632 | US FEDERAL HIGHWAY ADMIN (FHWA) | 1,147,150 | - | 5,773,370 | 142,846 | 8,952,240 | 9,318,790 | 9,318,790 | 9,318,790 | 366,550 | 4.1% |
| 35633 | US FEDERAL HIGHWAY TRANSPORTATION | 410,470 | 175,091 | - | 301,410 | - | - | - | - | - | - |
| 35655 | OTHER GRANTS | - | - | 3,000,000 | 690,000 | 250,000 | - | - | - | (250,000) | -100.0% |
| | Total Internal / Intergovernmental | $ 19,682,800 | $ 1,816,360 | $ 26,056,610 | $ 4,883,007 | $ 28,005,400 | $ 40,829,120 | $ 40,829,120 | $ 41,162,380 | $ 13,156,980 | 47.0% |
| 36210 | INTEREST | $ 12,500 | $ 1,301,388 | $ 7,000 | $ 2,041,816 | $ 10,000 | $ 1,853,110 | $ 1,853,110 | $ 1,853,110 | $ 1,843,110 | 18431.1% |
| 36310 | LOAN PRINCIPAL | 23,000 | 18,164 | 20,050 | 455,800 | 435,630 | - | - | - | (435,630) | -100.0% |
| 36315 | LOAN INTEREST | 13,310 | 12,908 | 16,260 | 14,329 | - | - | - | - | - | - |
| 36820 | DONATIONS | 60,000 | 500 | 60,000 | 2,000 | 60,000 | 560,000 | 560,000 | 560,000 | 500,000 | 833.3% |
| 36825 | ENERGY INCENTIVES | - | - | - | 73,502 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | - | 42,617 | - | - | - | - | - | - | - | - |
| 38710 | BOND PROCEEDS | 8,196,800 | 93,375,000 | - | - | 11,770,000 | - | - | - | (11,770,000) | -100.0% |
| 38712 | BOND ISSUANCE PREMIUM | - | 9,485,781 | - | - | - | - | - | - | - | - |
| 38715 | LOAN PROCEEDS | - | - | - | - | 1,100,000 | 95,430 | 95,430 | 95,430 | (1,004,570) | -91.3% |
| 38755 | SALE OF ASSETS | - | - | - | - | 1,629,150 | - | - | - | (1,629,150) | -100.0% |
| | Total Other Revenue | $ 8,305,610 | $ 104,236,358 | $ 103,310 | $ 2,587,447 | $ 15,004,780 | $ 2,508,540 | $ 2,508,540 | $ 2,508,540 | $ (12,496,240) | -83.3% |
| 39102 | INTERFUND TRANSFERS - RATES | $ 14,380,010 | $ 14,380,010 | $ 21,450,000 | $ 21,450,000 | $ 14,650,000 | $ 20,439,400 | $ 20,439,400 | $ 19,485,440 | $ 4,835,440 | 33.0% |
| 39104 | INTERFUND TRANSFERS - DEFERRED, FEE IN LIEU | 100,000 | - | - | - | - | - | - | - | - | - |
| 39105 | INTERFUND TRANSFERS - GENERAL FUND | 803,160 | 126,240 | 442,000 | 267,000 | 679,510 | 4,663,000 | 4,663,000 | 4,663,000 | 3,983,490 | 586.2% |
| 39107 | INTERFUND TRANSFERS - BIKEWAY | 91,360 | 91,360 | 120,090 | 120,090 | 88,070 | 311,670 | 311,670 | 131,670 | 43,600 | 49.5% |
| 39108 | INTERFUND TRANSFERS - TOT | 384,450 | 384,450 | 398,000 | 398,000 | 75,000 | - | - | - | (75,000) | -100.0% |
| 39110 | INTERFUND TRANSFERS | 4,309,120 | 5,719,920 | 3,318,820 | 3,778,820 | 2,572,000 | 2,425,000 | 2,725,000 | 2,755,000 | 183,000 | 7.1% |
| 39115 | INTRAFUND TRANSFERS IN | - | 843,643 | - | - | - | - | - | - | - | - |
| | Total Interfund Transfers | $ 20,068,100 | $ 21,545,623 | $ 25,728,910 | $ 26,013,910 | $ 18,064,580 | $ 27,839,070 | $ 28,139,070 | $ 27,035,110 | $ 8,970,530 | 49.7% |
| 39910 | BEGINNING WORKING CAPITAL | $ 38,066,680 | $ 35,389,250 | $ 120,530,060 | $ 118,207,234 | $ 115,534,440 | $ 112,591,870 | $ 112,591,870 | $ 114,802,400 | $ (732,040) | -0.6% |
| | Total Beginning Balance | $ 38,066,680 | $ 35,389,250 | $ 120,530,060 | $ 118,207,234 | $ 115,534,440 | $ 112,591,870 | $ 112,591,870 | $ 114,802,400 | $ (732,040) | -0.6% |
| | Total Resources | $ 86,123,190 | $ 162,998,710 | $ 172,418,890 | $ 151,691,599 | $ 176,609,200 | $ 183,768,600 | $ 184,068,600 | $ 185,508,430 | $ 8,899,230 | 5.0% |

# City of Salem Budget
# Capital Improvements Fund
## FY 2021

Capital Improvements Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52120 | MAIL | $ - | $ 1,080 | $ - | $ 1,723 | $ - | $ - | $ - | $ - | $ - | - |
| 52130 | SUPPLIES | - | 13,279 | - | 3,832 | - | - | - | - | - | - |
| 52140 | PRINTING AND DUPLICATION | - | 1,031 | - | 506 | - | - | - | - | - | - |
| 52150 | RECORDING FEES | - | 1,187 | - | 1,685 | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | 9,169 | - | 8,893 | - | - | - | - | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | - | - | 44 | - | - | - | - | - | - |
| 52510 | TRAINING | - | - | - | 1,244 | - | - | - | - | - | - |
| 52520 | TRAVEL | - | 2,542 | - | 1,913 | - | - | - | - | - | - |
| 52530 | LODGING | - | 375 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | - | 2,403 | - | 2,585 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | 357 | - | 183 | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 46,730,430 | 7,111,321 | 121,210,070 | 21,528,870 | 148,196,180 | 154,217,730 | 154,517,730 | 157,624,130 | 9,427,950 | 6.4% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 900,000 | 6,200,676 | 21,379,210 | 7,862,567 | 1,750,000 | 191,190 | 191,190 | 191,190 | (1,558,810) | -89.1% |
| 52650 | LEGAL / COURT SERVICES | - | 78,465 | - | 52,627 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 153,270 | 2,390,996 | 1,721,080 | 5,603,056 | 4,577,940 | 6,210,930 | 6,210,930 | 6,344,360 | 1,766,420 | 38.6% |
| 52720 | LICENSES / CERTIFICATIONS | - | 985 | - | - | - | - | - | - | - | - |
| 52740 | PERMITS | - | 34,929 | - | 851,934 | - | - | - | - | - | - |
| 52810 | SMALL TOOLS | - | 49 | - | - | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 1,836,970 | 505,164 | - | - | - | - | - | - | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | 23,541 | - | 1,032 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 76,090 | 113,131 | - | 24,414 | 100,000 | - | - | - | (100,000) | -100.0% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 36,492 | - | - | - | - | - | - | - | - |
| 53210 | INSURANCE | - | 83,658 | - | - | - | - | - | - | - | - |
| 53320 | EQUIPMENT MAINTENANCE | - | 21,828 | - | - | - | - | - | - | - | - |
| 53375 | CHEMICALS | - | 680 | - | 1,274 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 199,376 | - | 112,234 | - | - | - | - | - | - |
| 53530 | OUTSIDE RENTAL | - | 246 | - | 4,191 | - | - | - | - | - | - |
| 53620 | ELECTRIC | - | 144 | - | 156 | - | - | - | - | - | - |
| 53650 | REFUSE DISPOSAL | - | 108 | - | 10 | - | - | - | - | - | - |
| 53720 | TAXES AND ASSESSMENTS | - | - | - | 169 | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | - | - | 33 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | - | 35,583 | - | 37,470 | - | - | - | - | - | - |
| 53790 | CONSTRUCTION - UNSPECIFIED | 17,344,500 | - | 17,296,270 | - | 16,453,840 | 17,749,090 | 15,949,090 | 15,949,090 | (504,750) | -3.1% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 3,208,980 | 3,273,550 | 4,655,820 | 3,549,501 | 4,472,470 | 755,590 | 755,590 | 755,590 | (3,716,880) | -83.1% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 138,160 | - | - | - | - | - | - | - | - | - |
| 53815 | INTRA CITY - INTERDEPART. BILLINGS | 104,960 | 343,657 | - | 270,581 | - | - | - | - | - | - |
| 53840 | MOTOR POOL RENTAL | - | 1,980 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 150 | 7,180 | - | 7,464 | - | - | - | - | - | - |
| 53854 | PHOTOCOPIES | 100 | - | - | - | - | - | - | - | - | - |
| 53860 | BUILDING SERVICES | 130,000 | 78,300 | 80,890 | 3,358 | - | - | - | - | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 283,060 | 283,060 | 347,950 | 347,950 | 308,770 | 358,070 | 358,070 | 358,070 | 49,300 | 16.0% |
| 54810 | SPECIAL PAYMENTS - RIGHT OF WAY | 3,905,250 | 51,911 | - | 8,000 | - | 3,536,000 | 3,536,000 | 3,536,000 | 3,536,000 | - |
| 54811 | SPECIAL PAYMENTS - PERM. EASEMENT | - | 2,597 | - | 48,525 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | - | 525,090 | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 74,811,920 | $ 21,436,117 | $ 166,691,290 | $ 40,338,024 | $ 175,859,200 | $ 183,018,600 | $ 181,518,600 | $ 184,758,430 | $ 8,899,230 | 5.1% |

# City of Salem Budget
# Capital Improvements Fund
## FY 2021

Capital Improvements Fund Expenditures

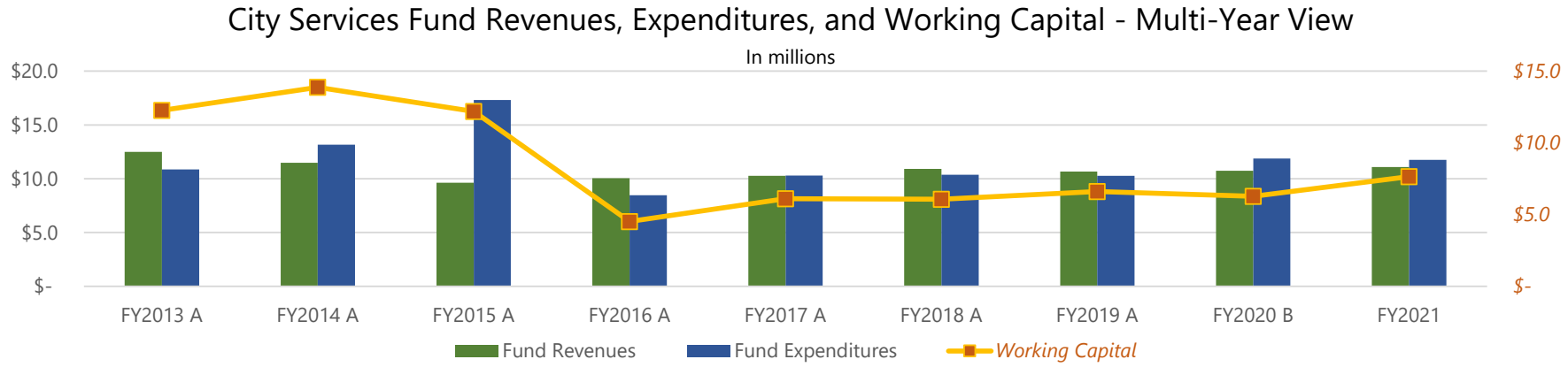
| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 55110 | LAND | $ 5,450,000 | $ 5,480,137 | $ - | $ 20,000 | $ - | $ - | $ - | $ - | $ - | - |
| 55120 | BUILDINGS AND IMPROVEMENTS | - | 32,123 | - | - | - | - | - | - | - | - |
| 55130 | EQUIMENT AND MACHINERY | 5,861,270 | 2,065,699 | 5,677,600 | 1,690,266 | 750,000 | 750,000 | 750,000 | 750,000 | - | - |
| | Total Capital Outlay | $ 11,311,270 | $ 7,577,960 | $ 5,677,600 | $ 1,710,266 | $ 750,000 | $ 750,000 | $ 750,000 | $ 750,000 | $ - | - |
| 60135 | PAYMENTS TO ESCROW AGENTS | $ - | $ 14,933,756 | $ - | $ - | $ - | $ - | $ - | $ - | - | - |
| | Total Debt | $ - | $ 14,933,756 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 62110 | INTERFUND TRANSFERS | $ - | $ - | $ 50,000 | $ 50,000 | $ - | $ - | $ - | $ - | $ - | - |
| 62115 | INTRAFUND TRANSFERS OUT | - | 843,643 | - | - | - | - | - | - | - | - |
| | Total Interfund Transfers | $ - | $ 843,643 | $ 50,000 | $ 50,000 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 86,123,190 | $ 44,791,476 | $ 172,418,890 | $ 42,098,290 | $ 176,609,200 | $ 183,768,600 | $ 182,268,600 | $ 185,508,430 | $ 8,899,230 | 5.0% |

# City of Salem Budget
# City Services Fund Assumptions and Trends
## FY 2021

| 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 2.3% over the FY 2020 Budget | $ 8,174,630 |
| 35213 | Intrafund Budgeted Transfers: Shops Facilities Maintenance, Telecommunications Services, and Document Services revenues received from benefitting funds, a 10.7% increase from the FY 2020 Budget | $ 770,970 |
| 34120 | Radio Rent: Radio rental rate revenue charged to various funds and users, a 1.1% increase over the FY 2020 Budget | $ 1,716,340 |

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.




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 2021

City Services Fund Resources and Expenditures

| | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | |
| Sales, Fees, Licenses & Permits | $ - | $ 40,207 | $ - | $ 6,624 | $ - | $ - | $ - | $ - | $ - | - |
| Rents | 1,820,700 | 1,782,807 | 1,738,870 | 1,795,169 | 1,800,150 | 1,821,340 | 1,821,340 | 1,821,340 | 21,190 | 1.2% |
| Internal and Intergovernmental | 9,666,900 | 8,941,168 | 8,601,100 | 8,621,933 | 8,855,500 | 9,149,260 | 9,149,260 | 9,149,260 | 293,760 | 3.3% |
| Other Revenue | 157,440 | 154,651 | 107,180 | 235,760 | 90,750 | 89,820 | 89,820 | 89,820 | (930) | -1.0% |
| Transfers | 72,500 | (9,780) | 270,000 | - | - | 25,000 | 25,000 | 25,000 | 25,000 | - |
| Beginning Working Capital | 5,329,950 | 6,079,579 | 5,593,040 | 6,611,187 | 6,269,640 | 6,964,420 | 6,964,420 | 7,640,660 | 1,371,020 | 21.9% |
| Total Resources | $ 17,047,490 | $ 16,988,632 | $ 16,310,190 | $ 17,270,674 | $ 17,016,040 | $ 18,049,840 | $ 18,049,840 | $ 18,726,080 | $ 1,710,040 | 10.0% |
| Expenditures | | | | | | | | | | |
| Personal Services | $ 2,783,060 | $ 2,401,940 | $ 2,640,240 | $ 2,261,266 | $ 2,711,440 | $ 2,696,740 | $ 2,696,740 | $ 2,696,740 | $ (14,700) | -0.5% |
| Materials and Services | 8,627,290 | 6,420,485 | 8,558,910 | 7,593,949 | 8,549,320 | 8,352,180 | 8,352,180 | 8,549,280 | (40) | 0.0% |
| Capital | 272,000 | 55,019 | 40,000 | 57,836 | 118,000 | 154,000 | 154,000 | 154,000 | 36,000 | 30.5% |
| Interfund Transfers | 1,880,000 | 1,500,000 | 400,000 | 350,000 | 503,000 | 350,000 | 350,000 | 350,000 | (153,000) | -30.4% |
| | $ 13,562,350 | $ 10,377,444 | $ 11,639,150 | $ 10,263,052 | $ 11,881,760 | $ 11,552,920 | $ 11,552,920 | $ 11,750,020 | $ (131,740) | -1.1% |

# City of Salem Budget
## City Services Fund - Fleet Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | | |
| 32310 | ACCIDENT AND FIRE RECOVERY | $ - | $ 40,207 | $ - | $ 6,624 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses, Permits | $ - | $ 40,207 | $ - | $ 6,624 | $ - | $ - | $ - | $ - | $ - | - |
| 35105 | INTERNAL USAGE REVENUE | $ 5,306,220 | $ 5,308,388 | $ 5,024,040 | $ 5,144,521 | $ 5,220,370 | $ 5,563,980 | $ 5,563,980 | $ 5,563,980 | $ 343,610 | 6.6% |
| 35335 | STATE GAS TAX REFUND | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 35355 | HOUSING AUTHORITY | - | 14 | - | - | - | - | - | - | - | - |
| 35361 | STATE REIMBURSEMENT | - | 329 | - | - | - | - | - | - | - | - |
| 35367 | CITY OF KEIZER | - | - | - | 14,594 | - | 9,500 | 9,500 | 9,500 | 9,500 | - |
| 35370 | MARION COUNTY | - | 66,539 | - | 84,483 | - | 9,500 | 9,500 | 9,500 | 9,500 | - |
| 35395 | OTHER GOVERNMENT AGENCIES | - | 579 | - | 888 | - | - | - | - | - | - |
| 35495 | OTHER AGENCIES | - | 1,270 | - | - | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 5,307,720 | $ 5,377,119 | $ 5,025,540 | $ 5,244,486 | $ 5,221,870 | $ 5,584,480 | $ 5,584,480 | $ 5,584,480 | $ 362,610 | 6.9% |
| 36210 | INTEREST | $ 3,000 | $ 39,401 | $ - | $ 70,847 | $ - | $ - | $ - | $ - | $ - | - |
| 36830 | CORPORATE CARD REBATE | - | - | - | 92 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | - | 483 | 25,000 | 44,704 | - | - | - | - | - | - |
| 38755 | SALE OF ASSETS | 80,000 | - | - | - | - | - | - | - | - | - |
| | Total Other Revenue | $ 83,000 | $ 39,884 | $ 25,000 | $ 115,644 | $ - | $ - | $ - | $ - | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 2,312,360 | $ 2,866,768 | $ 2,910,270 | $ 3,430,829 | $ 3,467,320 | $ 2,899,620 | $ 2,899,620 | $ 3,071,290 | $ (396,030) | -11.4% |
| | Total Beginning Balance | $ 2,312,360 | $ 2,866,768 | $ 2,910,270 | $ 3,430,829 | $ 3,467,320 | $ 2,899,620 | $ 2,899,620 | $ 3,071,290 | $ (396,030) | -11.4% |
| | Total Resources | $ 7,703,080 | $ 8,323,978 | $ 7,960,810 | $ 8,797,582 | $ 8,689,190 | $ 8,484,100 | $ 8,484,100 | $ 8,655,770 | $ (33,420) | -0.4% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 942,780 | $ 728,821 | $ 952,180 | $ 832,556 | $ 938,320 | $ 990,030 | $ 990,030 | $ 990,030 | $ 51,710 | 5.5% |
| 51020 | SEASONAL AND RELIEF | - | - | - | - | - | 17,720 | 17,720 | 17,720 | 17,720 | - |
| 51025 | HOLIDAY - REGULAR | - | 30 | - | 24 | - | - | - | - | - | - |
| 51030 | OVERTIME | 10,000 | 10,174 | 10,200 | 9,235 | 10,200 | 10,200 | 10,200 | 10,200 | - | - |
| 51080 | STANDBY | 1,000 | 65 | 1,020 | 165 | 1,000 | 1,010 | 1,010 | 1,010 | 10 | 1.0% |
| 51090 | DIFFERENTIAL | 5,500 | 4,453 | 5,610 | 7,308 | 6,990 | 7,190 | 7,190 | 7,190 | 200 | 2.9% |
| 51100 | INCENTIVES | 12,300 | 12,162 | 20,810 | 12,102 | 16,460 | 9,380 | 9,380 | 9,380 | (7,080) | -43.0% |
| 51120 | LEAVE PAYOFF | 5,000 | 47,400 | 5,100 | 14,169 | 5,000 | 5,010 | 5,010 | 5,010 | 10 | 0.2% |
| 51130 | CAR ALLOWANCE | 1,080 | 25 | 1,080 | - | - | - | - | - | - | - |
| 51135 | CELL PHONE ALLOWANCE | 470 | 11 | 430 | - | - | - | - | - | - | - |
| 51195 | OTHER PAY / BENEFITS | - | - | - | - | 2,850 | 6,280 | 6,280 | 6,280 | 3,430 | 120.4% |
| 51210 | FICA AND MEDICARE | 74,820 | 64,107 | 76,230 | 65,197 | 74,820 | 79,600 | 79,600 | 79,600 | 4,780 | 6.4% |
| 51221 | WORKERS' COMP PREMIUM | 12,630 | 12,429 | 11,480 | 11,480 | 10,940 | - | - | - | (10,940) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 480 | 337 | 480 | 359 | 480 | 470 | 470 | 470 | (10) | -2.1% |

# City of Salem Budget
## City Services Fund - Fleet Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51230 | UNEMPLOYMENT | - | 5,436 | - | 10,268 | - | - | - | - | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 154,060 | 130,842 | 153,240 | 99,582 | 170,790 | 178,420 | 178,420 | 178,420 | 7,630 | 4.5% |
| 51243 | PERS UNFUNDED LIABILITY | 53,530 | 53,530 | 55,230 | 55,230 | 54,720 | 54,400 | 54,400 | 54,400 | (320) | -0.6% |
| 51245 | EMPLOYER - PERS PICKUP | 58,690 | 49,564 | 59,790 | 43,391 | 58,680 | 61,370 | 61,370 | 61,370 | 2,690 | 4.6% |
| 51250 | INSURANCE - MEDICAL | 266,530 | 218,601 | 286,190 | 261,240 | 304,220 | 279,720 | 279,720 | 279,720 | (24,500) | -8.1% |
| 51255 | INSURANCE - VISION | 7,140 | 6,035 | 7,560 | 7,056 | 7,870 | 7,270 | 7,270 | 7,270 | (600) | -7.6% |
| 51260 | INSURANCE - DENTAL | 24,000 | 20,196 | 25,790 | 23,794 | 26,930 | 24,920 | 24,920 | 24,920 | (2,010) | -7.5% |
| 51265 | INSURANCE - LIFE | 1,790 | 1,361 | 1,800 | 1,801 | 2,170 | 2,190 | 2,190 | 2,190 | 20 | 0.9% |
| 51270 | INSURANCE - DISABILITY | 460 | 184 | 480 | 411 | 440 | 460 | 460 | 460 | 20 | 4.5% |
| 51310 | PHYSICAL EXAMINATIONS | - | - | - | 430 | - | - | - | - | - | - |
| | Total Personal Services | $ 1,632,260 | $ 1,365,762 | $ 1,674,700 | $ 1,455,800 | $ 1,692,880 | $ 1,735,640 | $ 1,735,640 | $ 1,735,640 | $ 42,760 | 2.5% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ - | $ 445 | $ - | $ 527 | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 2,100 | 29 | 2,100 | 1,055 | 1,010 | 1,030 | 1,030 | 1,030 | 20 | 2.0% |
| 52130 | SUPPLIES | 9,500 | 13,255 | 9,500 | 14,608 | 8,990 | 9,120 | 9,120 | 9,120 | 130 | 1.4% |
| 52320 | ADVERTISING | 5,200 | 453 | 5,200 | 40 | 500 | 500 | 500 | 500 | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | - | - | 88 | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | - | 464 | - | 253 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 6,500 | 5,762 | 5,240 | 5,252 | 4,890 | 4,960 | 4,960 | 4,960 | 70 | 1.4% |
| 52410 | TELEPHONE - CELLULAR | 670 | 1,915 | 670 | 2,860 | 4,010 | 4,070 | 4,070 | 4,070 | 60 | 1.5% |
| 52510 | TRAINING | 7,940 | 16,455 | 7,940 | 8,693 | 7,010 | 7,870 | 7,870 | 7,870 | 860 | 12.3% |
| 52530 | LODGING | - | - | - | 112 | - | - | - | - | - | - |
| 52540 | MEALS | 100 | - | 100 | 119 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | - | - | 267 | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | - | - | - | 92 | - | - | - | - | - | - |
| 52640 | ENGINEERING / ARCHITECT SERVICES | - | - | - | 2,458 | - | - | - | - | - | - |
| 52660 | TEMP EMPLOYMENT SERVICES | - | 1,142 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 10,000 | 52,314 | 10,000 | 11,745 | 10,000 | 30,000 | 30,000 | 30,000 | 20,000 | 200.0% |
| 52710 | MEMBERSHIP DUES | 1,200 | - | 1,200 | 739 | 900 | 910 | 910 | 910 | 10 | 1.1% |
| 52720 | LICENSES / CERTIFICATIONS | 5,200 | 8,346 | 5,200 | 11,430 | 8,990 | 9,120 | 9,120 | 9,120 | 130 | 1.4% |
| 52740 | PERMITS | 1,050 | 573 | 1,050 | 630 | 1,500 | 1,510 | 1,510 | 1,510 | 10 | 0.7% |
| 52810 | SMALL TOOLS | 9,100 | 16,592 | 9,100 | 21,093 | 9,100 | 9,120 | 9,120 | 9,120 | 20 | 0.2% |
| 52815 | CONTROLLED EQUIPMENT | 5,490 | 3,431 | 5,490 | 10,515 | 10,400 | 10,800 | 10,800 | 10,800 | 400 | 3.8% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 16,500 | 10,035 | 19,500 | 11,176 | 9,780 | 9,930 | 9,930 | 9,930 | 150 | 1.5% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 86,270 | 34,561 | 35,270 | 13,314 | 86,560 | 103,700 | 103,700 | 275,370 | 188,810 | 218.1% |
| 52840 | AUTOMOTIVE PARTS | 525,000 | 554,796 | 525,000 | 566,033 | 600,000 | 610,000 | 610,000 | 610,000 | 10,000 | 1.7% |
| 52850 | TIRES AND TUBES | 300,000 | 207,595 | 300,000 | 223,398 | 300,000 | 226,500 | 226,500 | 226,500 | (73,500) | -24.5% |
| 52860 | OTHER AUTO SUPPLIES | 19,520 | 22,264 | 19,520 | 25,203 | 19,510 | 19,830 | 19,830 | 19,830 | 320 | 1.6% |
| 52910 | DIESEL FUEL | 656,240 | 354,579 | 656,240 | 389,055 | 656,240 | 656,340 | 656,340 | 656,340 | 100 | 0.0% |
| 52930 | GASOLINE | 1,088,940 | 627,131 | 1,088,940 | 619,937 | 1,506,200 | 1,465,680 | 1,465,680 | 1,465,680 | (40,520) | -2.7% |
| 52940 | LP / CNG GAS | 8,600 | 6,136 | 8,600 | 3,565 | 8,600 | 8,580 | 8,580 | 8,580 | (20) | -0.2% |
| 52950 | LUBRICANTS | 33,000 | 24,795 | 33,000 | 34,037 | 33,020 | 35,050 | 35,050 | 35,050 | 2,030 | 6.1% |
| 53210 | INSURANCE | 50,950 | 50,950 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 72,400 | 72,400 | 71,300 | 10,150 | 10,150 | 10,150 | (61,150) | -85.8% |
| 53310 | VEHICLE MAINTENANCE | 758,340 | 905,202 | 750,000 | 1,079,776 | 800,010 | 810,000 | 810,000 | 810,000 | 9,990 | 1.2% |
| 53320 | EQUIPMENT MAINTENANCE | 71,600 | 10,022 | 25,000 | - | 25,000 | 24,990 | 24,990 | 24,990 | (10) | 0.0% |
| 53340 | FACILITIES MAINTENANCE | - | - | - | 13,620 | - | - | - | - | - | - |

# City of Salem Budget
## City Services Fund - Fleet Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | - | - | 12,946 | - | - | - | - | - | - |
| 53610 | GAS | 8,000 | 5,787 | 8,000 | 5,772 | 4,010 | 4,200 | 4,200 | 4,200 | 190 | 4.7% |
| 53620 | ELECTRIC | 30,000 | 16,670 | 29,340 | 16,400 | 14,000 | 14,980 | 14,980 | 14,980 | 980 | 7.0% |
| 53720 | TAXES AND ASSESSMENTS | - | - | - | 300 | - | - | - | - | - | - |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | - | - | - | 1,376 | 1,010 | 900 | 900 | 900 | (110) | -10.9% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | - | - | - | 86 | 210 | - | - | - | (210) | -100.0% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 2,500 | - | 2,500 | 509 | - | - | - | - | - | - |
| 53740 | CLOTHING - CLEANING CHARGES | 7,000 | 5,254 | 7,000 | 12,593 | 11,000 | 12,950 | 12,950 | 12,950 | 1,950 | 17.7% |
| 53767 | BANKING AND INVESTMENT FEES | - | 3,142 | - | 3,584 | - | - | - | - | - | - |
| 53799 | OTHER EXPENSES | - | - | - | 10,128 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 12,068 | - | 8,708 | - | 770 | 770 | 770 | 770 | - |
| 53830 | RADIO | 5,560 | 4,170 | 4,200 | 4,200 | 3,690 | 3,640 | 3,640 | 3,640 | (50) | -1.4% |
| 53840 | MOTOR POOL RENTAL | - | 1,557 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 1,020 | 457 | 1,020 | 343 | 1,020 | 1,030 | 1,030 | 1,030 | 10 | 1.0% |
| 53854 | PHOTOCOPIES | 2,700 | 901 | 2,700 | 1,481 | 2,710 | 2,030 | 2,030 | 2,030 | (680) | -25.1% |
| 53855 | SHOPS FACILITIES MAINTENANCE | 23,430 | 21,478 | 25,330 | 25,330 | 19,130 | 19,480 | 19,480 | 19,480 | 350 | 1.8% |
| 53860 | BUILDING SERVICES | - | 3,698 | - | - | - | 15,210 | 15,210 | 15,210 | 15,210 | - |
| 53900 | SUPPORT SERVICES CHARGE | 480,970 | 480,970 | 317,180 | 317,180 | 454,610 | 332,080 | 332,080 | 332,080 | (122,530) | -27.0% |
| | Total Materials and Services | $ 4,240,190 | $ 3,485,391 | $ 3,993,530 | $ 3,565,026 | $ 4,694,910 | $ 4,477,030 | $ 4,477,030 | $ 4,648,700 | $ (46,210) | -1.0% |
| 55130 | EQUIPMENT AND MACHINERY | $ 74,000 | $ 41,995 | $ - | $ 44,875 | $ - | $ - | $ - | $ - | $ - | - |
| 55150 | FLEET REPLACEMENT | - | - | - | 2 | - | - | - | - | - | - |
| | Total Capital Outlay | $ 74,000 | $ 41,995 | $ - | $ 44,877 | $ - | $ - | $ - | $ - | $ - | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 380,000 | $ - | $ 300,000 | $ 300,000 | $ 453,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ (153,000) | -33.8% |
| | Total Interfund Transfers | $ 380,000 | $ - | $ 300,000 | $ 300,000 | $ 453,000 | $ 300,000 | $ 300,000 | $ 300,000 | $ (153,000) | -33.8% |
| | Total Expenditures | $ 6,326,450 | $ 4,893,149 | $ 5,968,230 | $ 5,365,703 | $ 6,840,790 | $ 6,512,670 | $ 6,512,670 | $ 6,684,340 | $ (156,450) | -2.3% |

# City of Salem Budget
## City Services Fund - Shops Facilities Maintenance
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | | |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | $ 133,530 | $ 133,530 | $ 146,130 | $ 146,130 | $ 121,150 | $ 128,630 | $ 128,630 | $ 128,630 | $ 7,480 | 6.2% |
| | Total Internal / Intergovernmental | $ 133,530 | $ 133,530 | $ 146,130 | $ 146,130 | $ 121,150 | $ 128,630 | $ 128,630 | $ 128,630 | $ 7,480 | 6.2% |
| 36210 | INTEREST | $ 300 | $ 874 | $ 400 | $ 1,365 | $ 600 | $ 800 | $ 800 | $ 800 | $ 200 | 33.3% |
| | Total Other Revenue | $ 300 | $ 874 | $ 400 | $ 1,365 | $ 600 | $ 800 | $ 800 | $ 800 | $ 200 | 33.3% |
| 39910 | BEGINNING WORKING CAPITAL | $ 27,500 | $ 31,477 | $ 33,980 | $ 58,623 | $ 66,530 | $ 90,150 | $ 90,150 | $ 90,150 | $ 23,620 | 35.5% |
| | Total Beginning Balance | $ 27,500 | $ 31,477 | $ 33,980 | $ 58,623 | $ 66,530 | $ 90,150 | $ 90,150 | $ 90,150 | $ 23,620 | 35.5% |
| | Total Resources | $ 161,330 | $ 165,881 | $ 180,510 | $ 206,118 | $ 188,280 | $ 219,580 | $ 219,580 | $ 219,580 | $ 31,300 | 16.6% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 52130 | SUPPLIES | $ - | $ 4 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | - | - | - | - | - | 14,000 | 14,000 | 14,000 | 14,000 | - |
| 53310 | VEHICLE MAINTENANCE | - | 83 | - | 5 | - | 200 | 200 | 200 | 200 | - |
| 53320 | EQUIPMENT MAINTENANCE | 500 | - | 300 | - | 200 | - | - | - | (200) | -100.0% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | - | - | 2,656 | 7,000 | 20,000 | 20,000 | 20,000 | 13,000 | 185.7% |
| 53620 | ELECTRIC | 17,000 | 16,985 | 17,250 | 15,578 | 17,500 | 17,500 | 17,500 | 17,500 | - | - |
| 53650 | REFUSE DISPOSAL | 11,500 | 16,558 | 12,500 | 15,032 | 13,750 | 15,130 | 15,130 | 15,130 | 1,380 | 10.0% |
| 53767 | BANKING AND INVESTMENT FEES | - | 130 | 100 | 68 | 120 | 110 | 110 | 110 | (10) | -8.3% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | - | - | 3,771 | - | 1,360 | 1,360 | 1,360 | 1,360 | - |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 94,450 | 62,858 | 107,300 | 71,187 | 80,870 | 99,100 | 99,100 | 99,100 | 18,230 | 22.5% |
| 53840 | MOTOR POOL RENTAL | - | 560 | 150 | 530 | 530 | 530 | 530 | 530 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 10,080 | 10,080 | 9,130 | 9,130 | 7,030 | 11,170 | 11,170 | 11,170 | 4,140 | 58.9% |
| | Total Materials and Services | $ 133,530 | $ 107,258 | $ 146,730 | $ 117,957 | $ 127,000 | $ 179,100 | $ 179,100 | $ 179,100 | $ 52,100 | 41.0% |
| | Total Expenditures | $ 133,530 | $ 107,258 | $ 146,730 | $ 117,957 | $ 127,000 | $ 179,100 | $ 179,100 | $ 179,100 | $ 52,100 | 41.0% |

# City of Salem Budget
## City Services Fund - Radio Communications
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | | |
| 34110 | LAND / BUILDING RENT | $ 182,930 | $ 113,707 | $ 101,100 | $ 116,649 | $ 103,120 | $ 105,000 | $ 105,000 | $ 105,000 | $ 1,880 | 1.8% |
| 34120 | RADIO RENT | 1,637,770 | 1,669,100 | 1,637,770 | 1,678,520 | 1,697,030 | 1,716,340 | 1,716,340 | 1,716,340 | 19,310 | 1.1% |
| | Total Rent | $ 1,820,700 | $ 1,782,807 | $ 1,738,870 | $ 1,795,169 | $ 1,800,150 | $ 1,821,340 | $ 1,821,340 | $ 1,821,340 | $ 21,190 | 1.2% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ 12,730 | $ 28,341 | $ 20,000 | $ 38,787 | $ 24,000 | $ 20,000 | $ 20,000 | $ 20,000 | $ (4,000) | -16.7% |
| 35367 | CITY OF KEIZER | 37,610 | 30,798 | 31,790 | 29,665 | 34,970 | 42,930 | 42,930 | 42,930 | 7,960 | 22.8% |
| 35370 | MARION COUNTY | - | 60 | - | - | - | - | - | - | - | - |
| 35495 | OTHER AGENCIES | 68,980 | 58,489 | 64,710 | 65,595 | 71,180 | 79,730 | 79,730 | 79,730 | 8,550 | 12.0% |
| | Total Internal / Intergovernmental | $ 119,320 | $ 117,689 | $ 116,500 | $ 134,047 | $ 130,150 | $ 142,660 | $ 142,660 | $ 142,660 | $ 12,510 | 9.6% |
| 36210 | INTEREST | $ 25,350 | $ 35,662 | $ 26,000 | $ 52,097 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ - | - |
| | Total Other Revenue | $ 25,350 | $ 35,662 | $ 26,000 | $ 52,097 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 2,259,990 | $ 2,441,502 | $ 1,680,840 | $ 2,049,410 | $ 2,454,860 | $ 3,632,600 | $ 3,632,600 | $ 3,634,230 | $ 1,179,370 | 48.0% |
| | Total Beginning Balance | $ 2,259,990 | $ 2,441,502 | $ 1,680,840 | $ 2,049,410 | $ 2,454,860 | $ 3,632,600 | $ 3,632,600 | $ 3,634,230 | $ 1,179,370 | 48.0% |
| | Total Resources | $ 4,225,360 | $ 4,377,659 | $ 3,562,210 | $ 4,030,723 | $ 4,410,160 | $ 5,646,600 | $ 5,646,600 | $ 5,648,230 | $ 1,238,070 | 28.1% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 257,350 | $ 207,396 | $ 254,890 | $ 193,604 | $ 260,270 | $ 253,250 | $ 253,250 | $ 253,250 | $ (7,020) | -2.7% |
| 51030 | OVERTIME | 7,000 | 1,240 | 7,140 | 419 | 7,000 | 5,000 | 5,000 | 5,000 | (2,000) | -28.6% |
| 51090 | DIFFERENTIAL | - | 29 | - | - | - | - | - | - | - | - |
| 51100 | INCENTIVES | - | - | - | - | - | 2,000 | 2,000 | 2,000 | 2,000 | - |
| 51120 | LEAVE PAYOFF | 1,000 | 542 | 1,020 | 14,576 | 16,000 | 10,000 | 10,000 | 10,000 | (6,000) | -37.5% |
| 51210 | FICA AND MEDICARE | 20,300 | 15,418 | 20,120 | 16,598 | 21,670 | 20,670 | 20,670 | 20,670 | (1,000) | -4.6% |
| 51221 | WORKERS' COMP PREMIUM | 2,320 | 2,320 | 2,030 | 2,030 | 1,870 | - | - | - | (1,870) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 120 | 73 | 120 | 69 | 120 | 120 | 120 | 120 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 43,520 | 31,086 | 38,460 | 33,778 | 53,830 | 44,350 | 44,350 | 44,350 | (9,480) | -17.6% |
| 51243 | PERS UNFUNDED LIABILITY | 14,780 | 14,780 | 15,320 | 15,320 | 14,900 | 15,330 | 15,330 | 15,330 | 430 | 2.9% |
| 51245 | EMPLOYER - PERS PICKUP | 15,920 | 12,265 | 15,780 | 13,169 | 17,000 | 16,220 | 16,220 | 16,220 | (780) | -4.6% |
| 51250 | INSURANCE - MEDICAL | 54,600 | 47,345 | 74,760 | 43,324 | 69,020 | 86,890 | 86,890 | 86,890 | 17,870 | 25.9% |
| 51255 | INSURANCE - VISION | 1,600 | 1,374 | 2,040 | 1,230 | 1,850 | 2,250 | 2,250 | 2,250 | 400 | 21.6% |
| 51260 | INSURANCE - DENTAL | 5,220 | 4,490 | 6,810 | 4,109 | 6,230 | 7,580 | 7,580 | 7,580 | 1,350 | 21.7% |
| 51265 | INSURANCE - LIFE | 390 | 295 | 390 | 328 | 490 | 490 | 490 | 490 | - | - |
| | Total Personal Services | $ 424,120 | $ 338,654 | $ 438,880 | $ 338,554 | $ 470,250 | $ 464,150 | $ 464,150 | $ 464,150 | $ (6,100) | -1.3% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 300 | $ - | $ 300 | $ - | $ - | $ 300 | $ 300 | $ 300 | $ 300 | - |
| 52120 | MAIL | 520 | 72 | 520 | 9 | 500 | - | - | - | (500) | -100.0% |
| 52130 | SUPPLIES | 650 | 388 | 5,150 | 197 | 7,690 | 5,000 | 5,000 | 5,000 | (2,690) | -35.0% |
| 52140 | PRINTING AND DUPLICATION | 90 | - | 90 | - | - | - | - | - | - | - |
| 52320 | ADVERTISING | 500 | - | 500 | - | - | - | - | - | - | - |
| 52340 | EMPLOYEE RECOGNITION | 100 | - | 100 | - | - | - | - | - | - | - |

# City of Salem Budget
## City Services Fund - Radio Communications
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52360 | RECRUITMENT FEES | 250 | - | 250 | - | 250 | 250 | 250 | 250 | - | - |
| 52405 | TELEPHONE - OFFICE | 3,150 | 3,991 | 3,150 | 3,063 | 3,200 | 4,400 | 4,400 | 4,400 | 1,200 | 37.5% |
| 52410 | TELEPHONE - CELLULAR | 840 | 642 | 840 | 1,005 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52460 | COMMUNICATION - OTHER | 18,000 | 12,340 | 18,000 | 17,102 | 20,000 | 20,000 | 20,000 | 20,000 | - | - |
| 52510 | TRAINING | 10,680 | - | 10,680 | 1,028 | 10,000 | 10,000 | 10,000 | 10,000 | - | - |
| 52550 | MILEAGE | - | 53 | 200 | 95 | - | 300 | 300 | 300 | 300 | - |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 30,000 | 1,400 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 64,690 | 7,455 | 40,000 | 4,716 | 40,000 | 40,000 | 40,000 | 40,000 | - | - |
| 52710 | MEMBERSHIP DUES | 300 | 135 | 600 | 50 | 500 | 500 | 500 | 500 | - | - |
| 52720 | LICENSES / CERTIFICATIONS | 1,000 | - | 1,000 | 130 | 500 | 500 | 500 | 500 | - | - |
| 52810 | SMALL TOOLS | 1,320 | 12 | 1,320 | - | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 202,000 | 183 | 670,000 | 497,284 | 190,000 | 202,000 | 202,000 | 203,630 | 13,630 | 7.2% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 52,000 | 20,071 | 30,000 | 45,106 | 30,000 | 30,000 | 30,000 | 30,000 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 15,800 | 10,301 | 15,500 | 662 | 14,810 | 14,810 | 14,810 | 14,810 | - | - |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 45 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 100 | - | 100 | - | 100 | 100 | 100 | 100 | - | - |
| 52930 | GASOLINE | 1,400 | 883 | 1,400 | 878 | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 52940 | LP / CNG GAS | 400 | 194 | 400 | - | 400 | 400 | 400 | 400 | - | - |
| 53210 | INSURANCE | 4,290 | 4,290 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 3,980 | 3,980 | 3,320 | 3,460 | 3,460 | 3,460 | 140 | 4.2% |
| 53310 | VEHICLE MAINTENANCE | 750 | 1,091 | 1,200 | 3,285 | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 207,200 | 147,145 | 197,500 | 159,998 | 197,500 | 197,500 | 197,500 | 197,500 | - | - |
| 53340 | FACILITIES MAINTENANCE | 500 | - | 500 | - | 500 | 500 | 500 | 500 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 335 | - | 71 | - | - | - | - | - | - |
| 53510 | BUILDING RENTAL | 81,780 | 22,468 | 73,130 | 36,147 | 73,130 | 73,130 | 73,130 | 73,130 | - | - |
| 53610 | GAS | 4,100 | 4,671 | 4,100 | 2,333 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 53620 | ELECTRIC | 14,020 | 13,076 | 16,020 | 15,789 | 16,000 | 19,000 | 19,000 | 19,000 | 3,000 | 18.8% |
| 53720 | TAXES AND ASSESSMENTS | 15,350 | 15,141 | 15,500 | 12,527 | 16,000 | 16,000 | 16,000 | 16,000 | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 300 | - | 300 | 37 | 300 | 300 | 300 | 300 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 6,400 | 2,506 | 2,000 | 2,629 | 3,000 | 3,000 | 3,000 | 3,000 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 3,000 | 20,765 | 16,000 | 9,041 | 25,000 | 25,000 | 25,000 | 25,000 | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 89,410 | 89,410 | 94,390 | 94,390 | 108,290 | 113,100 | 113,100 | 113,100 | 4,810 | 4.4% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 4,000 | 672 | 3,000 | 1,026 | 3,000 | 3,000 | 3,000 | 3,000 | - | - |
| 53830 | RADIO | 5,080 | 5,180 | 740 | 740 | - | 2,050 | 2,050 | 2,050 | 2,050 | - |
| 53840 | MOTOR POOL RENTAL | 3,330 | 3,333 | 3,110 | 3,110 | 4,080 | 2,190 | 2,190 | 2,190 | (1,890) | -46.3% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | - | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | - | - |
| 53851 | COPY | 400 | 494 | 600 | - | 500 | 500 | 500 | 500 | - | - |
| 53854 | PHOTOCOPIES | - | 26 | - | 83 | 100 | 100 | 100 | 100 | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 3,260 | 3,340 | 3,660 | 3,660 | 2,880 | 2,810 | 2,810 | 2,810 | (70) | -2.4% |
| 53860 | BUILDING SERVICES | 6,000 | 5,376 | 6,500 | 5,746 | 6,500 | 6,500 | 6,500 | 6,500 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 92,160 | 92,160 | 71,270 | 71,270 | 80,500 | 93,750 | 93,750 | 93,750 | 13,250 | 16.5% |
| | Total Materials and Services | $ 945,420 | $ 489,596 | $ 1,373,600 | $ 1,027,230 | $ 929,050 | $ 960,950 | $ 960,950 | $ 962,580 | $ 33,530 | 3.6% |
| 55130 | EQUIPMENT AND MACHINERY | $ 120,000 | $ - | $ 40,000 | $ - | $ 100,000 | $ 100,000 | $ 100,000 | $ 100,000 | $ - | - |
| | Total Capital Outlay | $ 120,000 | $ - | $ 40,000 | $ - | $ 100,000 | $ 100,000 | $ 100,000 | $ 100,000 | $ - | - |

# City of Salem Budget
## City Services Fund - Radio Communications
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 62110 | TRANSFERS TO OTHER FUNDS | $ 1,500,000 | $ 1,500,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ 1,500,000 | $ 1,500,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 2,989,540 | $ 2,328,250 | $ 1,852,480 | $ 1,365,784 | $ 1,499,300 | $ 1,525,100 | $ 1,525,100 | $ 1,526,730 | $ 27,430 | 1.8% |

# City of Salem Budget
## City Services Fund - Telecommunications Services and Interconnect
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | | |
| 35105 | INTERNAL USAGE REVENUE | $ - | $ 392,273 | $ - | $ 391,281 | $ - | $ - | $ - | $ - | $ - | - |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 466,260 | - | 393,760 | - | 378,130 | 334,890 | 334,890 | 334,890 | (43,240) | -11.4% |
| 35395 | OTHER GOVERNMENT AGENCIES | 36,000 | - | 36,000 | - | 36,000 | 36,000 | 36,000 | 36,000 | - | - |
| | Total Internal / Intergovernmental | $ 502,260 | $ 392,273 | $ 429,760 | $ 391,281 | $ 414,130 | $ 370,890 | $ 370,890 | $ 370,890 | $ (43,240) | -10.4% |
| 36210 | INTEREST | $ 1,700 | $ 17,861 | $ 1,700 | $ 7,776 | $ 7,200 | $ 4,400 | $ 4,400 | $ 4,400 | $ (2,800) | -38.9% |
| 36310 | LOAN PRINCIPAL | 39,300 | 38,986 | 39,300 | 40,593 | 41,500 | 40,700 | 40,700 | 40,700 | (800) | -1.9% |
| 36315 | LOAN INTEREST | 3,540 | 3,833 | 3,540 | 3,884 | 3,950 | 4,700 | 4,700 | 4,700 | 750 | 19.0% |
| | Total Other Revenue | $ 44,540 | $ 60,680 | $ 44,540 | $ 52,252 | $ 52,650 | $ 49,800 | $ 49,800 | $ 49,800 | $ (2,850) | -5.4% |
| 39110 | INTERFUND TRANSFERS | $ 72,500 | $ (9,780) | $ 270,000 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ 72,500 | $ (9,780) | $ 270,000 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ - | $ - | $ 266,240 | $ 261,355 | $ - | $ - | $ - | $ 23,800 | $ 23,800 | - |
| | Total Beginning Balance | $ - | $ - | $ 266,240 | $ 261,355 | $ - | $ - | $ - | $ 23,800 | $ 23,800 | - |
| | Total Resources | $ 619,300 | $ 443,172 | $ 1,010,540 | $ 704,888 | $ 466,780 | $ 420,690 | $ 420,690 | $ 444,490 | $ (22,290) | -4.8% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 52130 | SUPPLIES | $ - | $ - | $ - | $ 27 | $ - | $ - | $ - | $ - | $ - | - |
| 52405 | TELEPHONE - OFFICE | 115,530 | 113,479 | 115,530 | 115,570 | 101,200 | 101,200 | 101,200 | 101,200 | - | - |
| 52510 | TRAINING | - | - | - | 7,191 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 52550 | MILEAGE | - | - | - | 224 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 35,000 | 995 | 35,000 | 3,329 | 35,000 | 47,000 | 47,000 | 70,800 | 35,800 | 102.3% |
| 52815 | CONTROLLED EQUIPMENT | - | 9,035 | - | 37 | 10,000 | 10,000 | 10,000 | 10,000 | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | - | 10,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 54,130 | 613 | 328,750 | 366,632 | 71,340 | 71,340 | 71,340 | 71,340 | - | - |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 546 | - | 1,034 | 3,000 | 3,500 | 3,500 | 3,500 | 500 | 16.7% |
| 53320 | EQUIPMENT MAINTENANCE | 31,550 | 25,472 | 31,550 | 67,388 | 25,000 | 25,000 | 25,000 | 25,000 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | - | 43 | - | 188 | 100 | 100 | 100 | 100 | - | - |
| 53799 | OTHER EXPENSES | 51,400 | - | 55,000 | - | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 155,000 | - | 126,990 | - | 10,000 | 10,000 | 10,000 | 10,000 | - | - |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | - | 31,633 | - | 122,084 | 111,750 | 120,000 | 120,000 | 120,000 | 8,250 | 7.4% |
| 53851 | COPY | 300 | - | 100 | - | 100 | 100 | 100 | 100 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | - | - | - | - | - | 7,000 | 7,000 | 7,000 | 7,000 | - |
| | Total Materials and Services | $ 442,910 | $ 181,817 | $ 702,920 | $ 683,704 | $ 373,490 | $ 401,240 | $ 401,240 | $ 425,040 | $ 51,550 | 13.8% |
| | Total Expenditures | $ 442,910 | $ 181,817 | $ 702,920 | $ 683,704 | $ 373,490 | $ 401,240 | $ 401,240 | $ 425,040 | $ 51,550 | 13.8% |

# City of Salem Budget
## City Services Fund - Document Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Resources | | | | | | | | | | | |
| 35105 | INTERNAL USAGE REVENUE | $ 812,440 | $ 656,198 | $ 654,550 | $ 748,320 | $ 794,270 | $ 760,650 | $ 760,650 | $ 760,650 | $ (33,620) | -4.2% |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 294,000 | 294,000 | 307,450 | 307,450 | 197,300 | 307,450 | 307,450 | 307,450 | 110,150 | 55.8% |
| 35355 | HOUSING AUTHORITY | 2,000 | 47 | 2,000 | 37 | - | 500 | 500 | 500 | 500 | - |
| | Total Internal / Intergovernmental | $ 1,108,440 | $ 950,245 | $ 964,000 | $ 1,055,807 | $ 991,570 | $ 1,068,600 | $ 1,068,600 | $ 1,068,600 | $ 77,030 | 7.8% |
| 36210 | INTEREST | $ 3,750 | $ 6,438 | $ 3,940 | $ 9,919 | $ 8,300 | $ 8,720 | $ 8,720 | $ 8,720 | $ 420 | 5.1% |
| 36895 | OTHER REVENUE | 500 | 29 | 500 | 54 | 500 | 500 | 500 | 500 | - | - |
| | Total Other Revenue | $ 4,250 | $ 6,466 | $ 4,440 | $ 9,973 | $ 8,800 | $ 9,220 | $ 9,220 | $ 9,220 | $ 420 | 4.8% |
| 39910 | BEGINNING WORKING CAPITAL | $ 425,800 | $ 397,178 | $ 346,010 | $ 432,088 | $ - | $ - | $ - | $ 479,140 | $ 479,140 | - |
| | Total Beginning Balance | $ 425,800 | $ 397,178 | $ 346,010 | $ 432,088 | $ - | $ - | $ - | $ 479,140 | $ 479,140 | - |
| | Total Resources | $ 1,538,490 | $ 1,353,889 | $ 1,314,450 | $ 1,497,868 | $ 1,000,370 | $ 1,077,820 | $ 1,077,820 | $ 1,556,960 | $ 556,590 | 55.6% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 271,580 | $ 267,247 | $ 283,800 | $ 280,417 | $ 289,210 | $ 293,550 | $ 293,550 | $ 293,550 | $ 4,340 | 1.5% |
| 51020 | SEASONAL AND RELIEF | - | - | 46,430 | - | 46,210 | - | - | - | (46,210) | -100.0% |
| 51030 | OVERTIME | 4,500 | 666 | 850 | 700 | 600 | 700 | 700 | 700 | 100 | 16.7% |
| 51120 | LEAVE PAYOFF | 3,570 | - | 3,050 | 121 | 2,100 | 2,200 | 2,200 | 2,200 | 100 | 4.8% |
| 51195 | OTHER PAY / BENEFITS | - | - | 2,700 | - | 2,700 | 5,410 | 5,410 | 5,410 | 2,710 | 100.4% |
| 51210 | FICA AND MEDICARE | 21,390 | 19,987 | 25,560 | 20,967 | 25,860 | 22,680 | 22,680 | 22,680 | (3,180) | -12.3% |
| 51221 | WORKERS' COMP PREMIUM | 3,120 | 3,120 | 2,870 | 2,870 | 3,130 | - | - | - | (3,130) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 180 | 149 | 180 | 137 | 120 | 180 | 180 | 180 | 60 | 50.0% |
| 51240 | EMPLOYER - RETIREMENT PERS | 33,470 | 31,921 | 34,440 | 33,621 | 47,910 | 48,650 | 48,650 | 48,650 | 740 | 1.5% |
| 51243 | PERS UNFUNDED LIABILITY | 15,340 | 15,340 | 16,000 | 16,000 | 16,180 | 16,620 | 16,620 | 16,620 | 440 | 2.7% |
| 51245 | EMPLOYER - PERS PICKUP | 16,780 | 15,966 | 17,260 | 16,867 | 17,510 | 17,790 | 17,790 | 17,790 | 280 | 1.6% |
| 51250 | INSURANCE - MEDICAL | 94,230 | 78,392 | 82,880 | 84,589 | 85,930 | 79,230 | 79,230 | 79,230 | (6,700) | -7.8% |
| 51255 | INSURANCE - VISION | 2,590 | 2,141 | 2,250 | 2,247 | 2,250 | 2,040 | 2,040 | 2,040 | (210) | -9.3% |
| 51260 | INSURANCE - DENTAL | 8,440 | 7,012 | 7,520 | 7,518 | 7,580 | 6,870 | 6,870 | 6,870 | (710) | -9.4% |
| 51265 | INSURANCE - LIFE | 700 | 616 | 700 | 695 | 850 | 850 | 850 | 850 | - | - |
| 51270 | INSURANCE - DISABILITY | 160 | 150 | 170 | 164 | 170 | 180 | 180 | 180 | 10 | 5.9% |
| | Total Personal Services | $ 476,050 | $ 442,708 | $ 526,660 | $ 466,912 | $ 548,310 | $ 496,950 | $ 496,950 | $ 496,950 | $ (51,360) | -9.4% |
| 52120 | MAIL | $ 195,830 | $ 118,779 | $ 136,500 | $ 140,655 | $ 148,040 | $ 162,360 | $ 162,360 | $ 162,360 | $ 14,320 | 9.7% |
| 52130 | SUPPLIES | 7,650 | 4,827 | 6,700 | 6,613 | 7,900 | 7,900 | 7,900 | 7,900 | - | - |
| 52140 | PRINTING AND DUPLICATION | 13,150 | 8,372 | 9,200 | 8,975 | 9,200 | 9,500 | 9,500 | 9,500 | 300 | 3.3% |
| 52405 | TELEPHONE - OFFICE | 2,640 | 3,589 | 2,640 | 3,949 | 2,420 | 2,970 | 2,970 | 2,970 | 550 | 22.7% |
| 52410 | TELEPHONE - CELLULAR | 620 | 621 | 620 | 637 | 650 | 650 | 650 | 650 | - | - |
| 52510 | TRAINING | 600 | - | 100 | - | - | - | - | - | - | - |

# City of Salem Budget
## City Services Fund - Document Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52550 | MILEAGE | 100 | - | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 91,400 | 2,638 | 15,500 | 13,041 | 7,000 | 7,000 | 7,000 | 7,000 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 56,000 | 11,598 | 31,900 | 38,242 | 31,800 | 44,010 | 44,010 | 44,010 | 12,210 | 38.4% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 2,400 | 1,943 | 1,000 | 201 | 1,000 | 500 | 500 | 500 | (500) | -50.0% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 8,090 | 1,246 | 3,390 | 4,034 | 3,360 | 4,360 | 4,360 | 4,360 | 1,000 | 29.8% |
| 52930 | GASOLINE | 3,920 | 3,280 | 4,080 | 3,184 | 4,080 | 3,400 | 3,400 | 3,400 | (680) | -16.7% |
| 53210 | INSURANCE | 6,880 | 6,880 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 7,430 | 7,430 | 2,810 | 2,870 | 2,870 | 2,870 | 60 | 2.1% |
| 53310 | VEHICLE MAINTENANCE | 500 | 90 | 500 | 1,145 | 800 | 800 | 800 | 800 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 57,610 | 51,328 | 57,670 | 56,107 | 59,070 | 62,270 | 62,270 | 62,270 | 3,200 | 5.4% |
| 53610 | GAS | 880 | 951 | 910 | 767 | 910 | 930 | 930 | 930 | 20 | 2.2% |
| 53620 | ELECTRIC | 1,850 | - | 1,890 | - | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | - | - | 29 | - | - | - | - | - | - |
| 53750 | INVENTORY PURCHASES | 72,600 | 70,687 | 69,000 | 76,686 | 77,000 | 80,000 | 80,000 | 80,000 | 3,000 | 3.9% |
| 53767 | BANKING AND INVESTMENT FEES | 490 | 2,159 | 540 | 737 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 41,710 | 12,710 | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 120 | 120 | 140 | 140 | - | - | - | - | - | - |
| 53840 | MOTOR POOL RENTAL | 5,560 | 5,551 | 4,030 | 4,030 | 3,570 | 4,120 | 4,120 | 4,120 | 550 | 15.4% |
| 53851 | COPY | 500 | - | 1,000 | 30 | 600 | 600 | 600 | 600 | - | - |
| 53852 | MICROFILM | - | - | - | 2 | - | - | - | - | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 1,500 | 1,540 | 1,690 | 1,690 | 1,390 | 1,460 | 1,460 | 1,460 | 70 | 5.0% |
| 53900 | SUPPORT SERVICES CHARGE | 157,160 | 157,160 | 170,530 | 170,530 | 189,640 | 182,160 | 182,160 | 182,160 | (7,480) | -3.9% |
| | Total Materials and Services | $ 729,760 | $ 466,069 | $ 526,960 | $ 538,852 | $ 552,240 | $ 578,860 | $ 578,860 | $ 578,860 | $ 26,620 | 4.8% |
| 55130 | EQUIPMENT AND MACHINERY | $ 78,000 | $ 13,024 | $ - | $ 12,959 | $ 18,000 | $ 54,000 | $ 54,000 | $ 54,000 | $ 36,000 | 200.0% |
| | Total Capital Outlay | $ 78,000 | $ 13,024 | $ - | $ 12,959 | $ 18,000 | $ 54,000 | $ 54,000 | $ 54,000 | $ 36,000 | 200.0% |
| | Total Expenditures | $ 1,283,810 | $ 921,802 | $ 1,053,620 | $ 1,018,723 | $ 1,118,550 | $ 1,129,810 | $ 1,129,810 | $ 1,129,810 | $ 11,260 | 1.0% |

# City of Salem Budget
## City Services Fund - Warehouse Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | | | |
| 35105 | INTERNAL USAGE REVENUE | $ 2,495,630 | $ 1,960,024 | $ 1,915,170 | $ 1,639,289 | $ 1,972,630 | $ 1,850,000 | $ 1,850,000 | $ 1,850,000 | $ (122,630) | -6.2% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | - | 3,782 | - | - | - | - | - | - | - | - |
| 35355 | HOUSING AUTHORITY | - | 41 | - | - | - | - | - | - | - | - |
| 35395 | OTHER GOVERNMENT AGENCIES | - | 6,467 | 4,000 | 10,893 | 4,000 | 4,000 | 4,000 | 4,000 | - | - |
| | Total Internal / Intergovernmental | $ 2,495,630 | $ 1,970,313 | $ 1,919,170 | $ 1,650,182 | $ 1,976,630 | $ 1,854,000 | $ 1,854,000 | $ 1,854,000 | $ (122,630) | -6.2% |
| 36210 | INTEREST | $ - | $ 6,423 | $ 6,800 | $ 19 | $ 200 | $ - | $ - | $ - | $ (200) | -100.0% |
| 36895 | OTHER REVENUE | - | 4,663 | - | 4,411 | 3,500 | 5,000 | 5,000 | 5,000 | 1,500 | 42.9% |
| | Total Other Revenue | $ - | $ 11,085 | $ 6,800 | $ 4,429 | $ 3,700 | $ 5,000 | $ 5,000 | $ 5,000 | $ 1,300 | 35.1% |
| 39910 | BEGINNING WORKING CAPITAL | $ 304,300 | $ 342,654 | $ 355,700 | $ 378,883 | $ 280,930 | $ 342,050 | $ 342,050 | $ 342,050 | $ 61,120 | 21.8% |
| | Total Beginning Balance | $ 304,300 | $ 342,654 | $ 355,700 | $ 378,883 | $ 280,930 | $ 342,050 | $ 342,050 | $ 342,050 | $ 61,120 | 21.8% |
| | Total Resources | $ 2,799,930 | $ 2,324,052 | $ 2,281,670 | $ 2,033,494 | $ 2,261,260 | $ 2,201,050 | $ 2,201,050 | $ 2,201,050 | $ (60,210) | -2.7% |

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 154,700 | $ 158,911 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 51030 | OVERTIME | - | 220 | - | - | - | - | - | - | - | - |
| 51120 | LEAVE PAYOFF | - | 504 | - | - | - | - | - | - | - | - |
| 51210 | FICA AND MEDICARE | 11,830 | 11,621 | - | - | - | - | - | - | - | - |
| 51221 | WORKERS' COMP PREMIUM | 1,770 | 1,770 | - | - | - | - | - | - | - | - |
| 51222 | WORKERS' COMP STATE ASSMT | 90 | 74 | - | - | - | - | - | - | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 22,490 | 22,603 | - | - | - | - | - | - | - | - |
| 51243 | PERS UNFUNDED LIABILITY | 8,620 | 8,620 | - | - | - | - | - | - | - | - |
| 51245 | EMPLOYER - PERS PICKUP | 9,280 | 9,294 | - | - | - | - | - | - | - | - |
| 51250 | INSURANCE - MEDICAL | 37,090 | 36,454 | - | - | - | - | - | - | - | - |
| 51255 | INSURANCE - VISION | 1,010 | 1,019 | - | - | - | - | - | - | - | - |
| 51260 | INSURANCE - DENTAL | 3,150 | 3,217 | - | - | - | - | - | - | - | - |
| 51265 | INSURANCE - LIFE | 410 | 323 | - | - | - | - | - | - | - | - |
| 51270 | INSURANCE - DISABILITY | 190 | 186 | - | - | - | - | - | - | - | - |
| | Total Personal Services | $ 250,630 | $ 254,816 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 100 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 250 | 41 | - | - | - | - | - | - | - | - |
| 52130 | SUPPLIES | 2,600 | 2,704 | - | - | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | 2,577 | - | - | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 1,850 | 2,075 | - | - | - | - | - | - | - | - |
| 52460 | COMMUNICATION - OTHER | 880 | 833 | - | - | - | - | - | - | - | - |
| 52510 | TRAINING | 400 | - | - | - | - | - | - | - | - | - |

# City of Salem Budget
## City Services Fund - Warehouse Services
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52720 | LICENSES / CERTIFICATIONS | 120 | 120 | - | - | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 3,080 | 3,584 | - | - | - | - | - | - | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 1,400 | 1,199 | - | - | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 3,750 | 623 | - | - | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 1,550 | - | - | - | - | - | - | - | - | - |
| 52940 | LP / CNG GAS | 400 | 203 | - | - | - | - | - | - | - | - |
| 53210 | INSURANCE | 660 | 660 | - | - | - | - | - | - | - | - |
| 53310 | VEHICLE MAINTENANCE | 5,000 | 52 | - | - | - | - | - | - | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 3,000 | - | - | - | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 3,500 | 131 | - | 91 | - | - | - | - | - | - |
| 53530 | OUTSIDE RENTAL | 2,000 | - | - | - | - | - | - | - | - | - |
| 53610 | GAS | - | 4,071 | - | - | - | - | - | - | - | - |
| 53620 | ELECTRIC | 6,700 | 9,448 | - | - | - | - | - | - | - | - |
| 53750 | INVENTORY PURCHASES | 1,996,500 | 1,575,380 | 1,815,170 | 1,657,196 | 1,869,630 | 1,750,000 | 1,750,000 | 1,750,000 | (119,630) | -6.4% |
| 53767 | BANKING AND INVESTMENT FEES | - | 499 | - | 1 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 650 | - | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 1,390 | 1,390 | - | - | - | - | - | - | - | - |
| 53840 | MOTOR POOL RENTAL | 7,840 | 7,853 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 2,000 | 2,574 | - | 3,892 | 3,000 | 5,000 | 5,000 | 5,000 | 2,000 | 66.7% |
| 53854 | PHOTOCOPIES | 650 | 1,226 | - | - | - | - | - | - | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 7,930 | 7,930 | - | - | - | - | - | - | - | - |
| 53860 | BUILDING SERVICES | 16,100 | - | - | - | - | - | - | - | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 65,180 | 65,180 | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 2,135,480 | $ 1,690,354 | $ 1,815,170 | $ 1,661,180 | $ 1,872,630 | $ 1,755,000 | $ 1,755,000 | $ 1,755,000 | $ (117,630) | -6.3% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ 100,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ - | - |
| | Total Interfund Transfers | $ - | $ - | $ 100,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ - | - |
| | Total Expenditures | $ 2,386,110 | $ 1,945,169 | $ 1,915,170 | $ 1,711,180 | $ 1,922,630 | $ 1,805,000 | $ 1,805,000 | $ 1,805,000 | $ (117,630) | -6.1% |

# City of Salem Budget
# Community Renewal Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from or expenses of Community Renewal Fund program activities | |
| 35610<br>35637 | Block Grants: Community Development Block Grant entitlement, estimating a 54.2% increase over the FY 2020 Budget | $ 6,891,690 |
| 36310 | Loan Principal: payments on housing loans, estimating a 7.1% increase over the FY 2020 Budget | $ 600,000 |
| 36315 | Loan Interest: payments on housing loans, estimating a 17% decrease from the FY 2020 Budget | $ 116,220 |

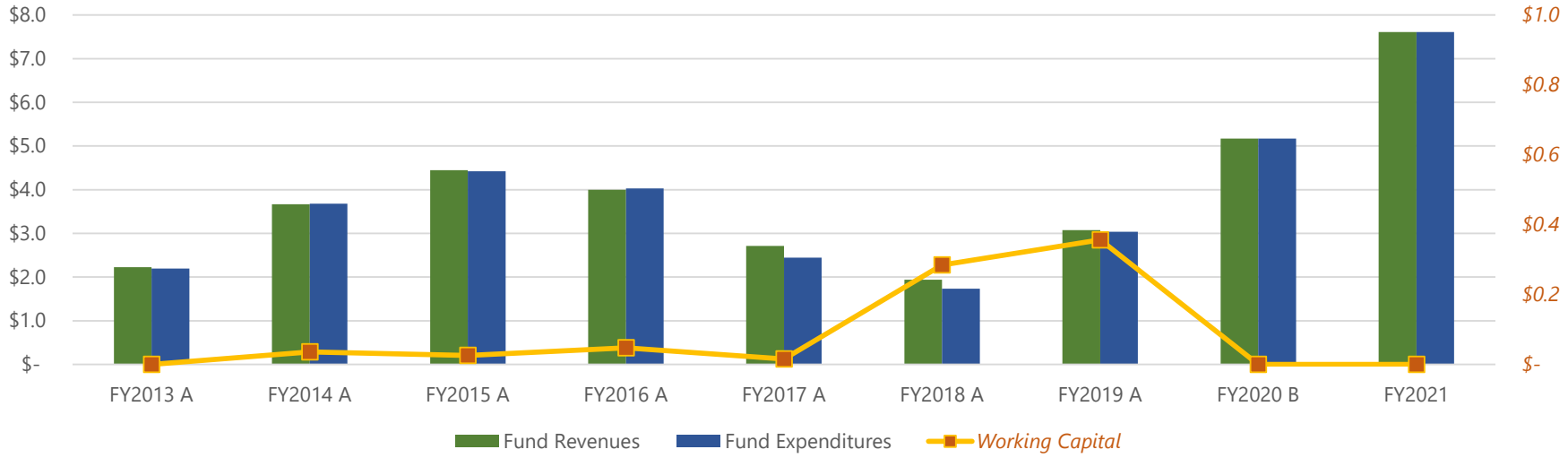
| Account | Assumption | Amount |
|---|---|---|
| 52670 | Other Professional Services: Fair housing program and social service contracts, estimating a 10.3% decrease from the FY 2020 Budget | $ 240,930 |
| 54850 | Other Special Payments: special housing projects, estimating a 54% increase over the FY 2020 Budget | $ 6,948,390 |

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 2021

Community Renewal Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32644 | PROCESSING FEE | $ - | $ 500 | $ - | $ 2,000 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses, Permits | $ - | $ 500 | $ - | $ 2,000 | $ - | $ - | $ - | $ - | $ - | - |
| 35610 | BLOCK GRANTS | $ 3,204,830 | $ - | $ 4,144,060 | $ - | $ 2,270,930 | $ 2,649,570 | $ 2,649,570 | $ 2,750,510 | $ 479,580 | 21.1% |
| 35637 | US DEPT OF HOUSING AND URBAN DEV (BLOCK GRANT) | - | 1,389,631 | 436,390 | 1,938,725 | 2,198,460 | 4,059,970 | 4,059,970 | 4,141,180 | 1,942,720 | 88.4% |
| | Total Internal / Intergovernmental | $ 3,204,830 | $ 1,389,631 | $ 4,580,450 | $ 1,938,725 | $ 4,469,390 | $ 6,709,540 | $ 6,709,540 | $ 6,891,690 | $ 2,422,300 | 54.2% |
| 36310 | LOAN PRINCIPAL | $ 329,000 | $ 493,718 | $ 378,500 | $ 1,095,757 | $ 560,000 | $ 600,000 | $ 600,000 | $ 600,000 | $ 40,000 | 7.1% |
| 36315 | LOAN INTEREST | 56,000 | 56,506 | 61,500 | 40,960 | 140,000 | 116,220 | 116,220 | 116,220 | (23,780) | -17.0% |
| | Total Other Revenue | $ 385,000 | $ 550,224 | $ 440,000 | $ 1,136,717 | $ 700,000 | $ 716,220 | $ 716,220 | $ 716,220 | $ 16,220 | 2.3% |
| 39910 | BEGINNING WORKING CAPITAL | $ - | $ 284,149 | $ - | $ 356,502 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Beginning Balance | $ - | $ 284,149 | $ - | $ 356,502 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Resources | $ 3,589,830 | $ 2,224,504 | $ 5,020,450 | $ 3,433,943 | $ 5,169,390 | $ 7,425,760 | $ 7,425,760 | $ 7,607,910 | $ 2,438,520 | 47.2% |

# City of Salem Budget
# Community Renewal Fund
## FY 2021

Community Renewal Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 610 | $ - | $ 610 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 450 | 266 | 450 | 167 | 200 | 200 | 200 | 200 | - | - |
| 52150 | RECORDING FEES | 1,500 | 46 | 1,500 | 1,302 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52320 | ADVERTISING | 3,000 | 3,029 | 3,000 | 8,070 | 3,500 | 3,500 | 3,500 | 3,500 | - | - |
| 52510 | TRAINING | 5,020 | 3,586 | 5,120 | 1,671 | 7,660 | 7,660 | 7,660 | 7,660 | - | - |
| 52550 | MILEAGE | 500 | - | 500 | 209 | 100 | 100 | 100 | 100 | - | - |
| 52610 | AUDIT SERVICES | 6,660 | 7,630 | 6,660 | 7,860 | 7,500 | 8,000 | 8,000 | 8,000 | 500 | 6.7% |
| 52670 | OTHER PROFESSIONAL SERVICES | 212,730 | 202,070 | 218,900 | 52,585 | 268,740 | 238,330 | 238,330 | 240,930 | (27,810) | -10.3% |
| 52710 | MEMBERSHIP DUES | 1,850 | 100 | 1,850 | - | 1,850 | 1,850 | 1,850 | 1,850 | - | - |
| 52740 | PERMITS | - | - | - | 135 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 7,780 | 7,780 | 7,780 | 7,780 | 7,800 | 10,800 | 10,800 | 10,800 | 3,000 | 38.5% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 388,470 | 277,158 | 266,870 | 314,656 | 281,790 | 307,010 | 307,010 | 307,010 | 25,220 | 8.9% |
| 53851 | COPY | 1,000 | - | 1,000 | - | 650 | 650 | 650 | 650 | - | - |
| 53854 | PHOTOCOPIES | 700 | - | 700 | - | 100 | 100 | 100 | 100 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 42,960 | 42,960 | 78,950 | 78,960 | 75,970 | 77,720 | 77,720 | 77,720 | 1,750 | 2.3% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEMEN | - | 550 | - | (100) | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 2,916,600 | 1,187,448 | 4,426,560 | 2,566,817 | 4,512,530 | 6,768,840 | 6,768,840 | 6,948,390 | 2,435,860 | 54.0% |
| | Total Materials and Services | $ 3,589,830 | $ 1,732,623 | $ 5,020,450 | $ 3,040,112 | $ 5,169,390 | $ 7,425,760 | $ 7,425,760 | $ 7,607,910 | $ 2,438,520 | 47.2% |
| | Total Expenditures | $ 3,589,830 | $ 1,732,623 | $ 5,020,450 | $ 3,040,112 | $ 5,169,390 | $ 7,425,760 | $ 7,425,760 | $ 7,607,910 | $ 2,438,520 | 47.2% |

| Community Development Block Grant - FY 2021 Project Budget | Project No. | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Resources** | | | |
| Entitlement - 2020-2021 | | $ 1,307,570 | $ 2,094,690 |
| Entitlement and program income from prior years (unallocated) | | - | 234,570 |
| Entitlement from prior years (rebudgeted projects) | | 890,890 | 1,811,920 |
| Program income from loan repayments | | 175,000 | 182,750 |
| | | $ 2,373,460 | $ 4,323,930 |
| Neighborhood Stabilization Program | | 250,000 | 250,000 |
| | | $ 2,623,460 | $ 4,573,930 |
| **Expenditures** | | | |
| Administration and Program Support | | | |
| CDBG program administration (Urban Development) | 621000 | $ 238,690 | $ 232,120 |
| Support services charge (indirect cost allocation) | 621000 | 40,220 | 50,200 |
| Human Rights and Relations Commission / Fair Housing (contracted services) | 621005 | 18,000 | 20,600 |
| | | $ 296,910 | $ 302,920 |
| Repayment | | | |
| Neighborhood Stabilization Program - return repaid loan fund to the State of Oregon | | $ 250,000 | $ - |
| | | $ 250,000 | $ - |
| Social Service Programs | | | |
| Center for Hope & Safety - Case Management FY 2021 | 621271 | $ - | $ 90,000 |
| MWVCAA - HOME Youth Case Management FY 2021 | 621277 | - | 55,000 |
| Northwest Human Services - HOST Emergency Housing FY 2021 | 621279 | - | 32,450 |
| Salem Interfaith Hospitality Network - Case Management FY 2021 | 621280 | - | 70,000 |
| St Francis Shelter - Tenant Based Rental Assistance Case Management FY 2021 | 621281 | - | 40,000 |
| Women @ the Well - Case Management FY 2021 | 621282 | - | 44,300 |
| Center for Hope and Safety Prevention of Domestic Violence, FY 2019 and FY 2020 | 621254 | 90,000 | - |
| Congregations Helping People Interim Housing Assistance, FY 2019 and FY 2020 | 621255 | 55,000 | 10,000 |
| Mid-Willamette Valley Community Action Agency Warming Center Network, FY 2020 | 621256 | 77,390 | 52,000 |
| | | $ 222,390 | $ 248,750 |

| Community Development Block Grant - FY 2021 Project Budget | Project No. | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **New Program Funding** | | | |
| Marion Polk Food Share Meals on Wheels FY 2021 | 621263 / 621276 | $ - | $ 170,000 |
| Salem Housing Authority Mortgage Assistance Program FY 2021 | 621264 | - | 100,000 |
| Travel Salem - Tourism Marketing FY 2021 | 621265 | - | 50,000 |
| Willamette Workforce Partnership - Business Assistance FY 2020 | 621266 | - | 200,000 |
| Seed of Faith Rent & Utility Assistance FY 2020 | 621267 | - | 100,000 |
| Mano a Mano Rent & Utility Assistance FY 2020 | 621268 | - | 75,000 |
| Salem Housing Authority Rent & Utility Assistance FY 2020 | 621269 | - | 100,000 |
| Island Boy Camp Rent & Utility Assistance FY 2020 | 621270 | - | 50,000 |
| Center for Hope & Safety - HOPE Plaza FY 2021 | 621272 | - | 300,000 |
| Congregations Helping People Rent, Security Deposit & Utility Assistance FY 2021 | 621273 | - | 100,000 |
| Garten Services - Baler Replacement FY 2021 | 621274 | - | 170,000 |
| Integrated Supports for Living - Rehabilitation FY 2021 | 621275 | - | 144,730 |
| MWVCAA - Salem Warming Network FY 2021 | 621278 | - | 100,000 |
| 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 | 451,960 | - |
| MERIT Microenterprise Program, FY 2019 and FY 2020 | 621261 | 106,800 | - |
| Unallocated | - | 95,160 | 965,640 |
| | | $ 985,790 | $ 2,625,370 |

| Community Development Block Grant - FY 2021 Project Budget | Project No. | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Rebudgeted Projects** | | | |
| WestCare Veterans Housing Facility Upgrades, FY 2020 | 621257 | $ - | $ 69,980 |
| Integrated Supports for Living Fisher/Sizemore Apartments FY 2020 | 621258 | - | 182,890 |
| Polk CDC Owner Occupied Housing Rehabilitation FY 2020 | 621259 | - | 180,530 |
| MERIT Microenterprise, FY 2020 | 621261 | - | 106,800 |
| Salem Interfaith Hospitality Network Family Case Management, FY 2018 and FY 2019 | 621233 / 621248 | 21,330 | - |
| Salem Housing Authority Yaquina Rehabilitation, FY 2018, FY 2019, FY 2020 | 621237 /45 / 60 | 648,040 | 648,040 |
| Interface, Inc. Latino Microenterprise, FY 2018 and FY 2019 | 621240 | 20,000 | - |
| Garten Services Equipment Purchase, FY 2019 | 621242 | 150,000 | 208,650 |
| Congregation Helping People Interim Housing Assistance, FY 2019 | 621247 | 29,000 | - |
| | | $ 868,370 | $ 1,396,890 |
| **Total Expenditures** | | $ 2,623,460 | $ 4,573,930 |
| **Unappropriated Ending Balance** | | $ - | $ - |

*All funding awards subject to allocation of funds from the U.S. Department of Housing and Urban Development*

# HOME Community Renewal - FY 2021 Project Budget

| | Project No. | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Resources** | | | |
| **Entitlement - 2020 and 2021** | | $ 750,950 | $ 778,210 |
| Entitlement from prior years (unallocated) | | 240,000 | 106,290 |
| Entitlement from prior years (rebudgeted projects) | | 1,279,980 | 1,866,010 |
| Anticipated program income | | 275,000 | 283,470 |
| | | $ 2,545,930 | $ 3,033,980 |
| **Expenditures** | | | |
| **Administration and Program Support** | | | |
| HOME program administration | 625000 | $ 59,750 | $ 78,650 |
| Indirect cost allocation plan | 625000 | 35,750 | 27,520 |
| | | $ 95,500 | $ 106,170 |
| **New Program Funding** | | | |
| Development Northwest Operating Funds FY 2021 | 625329 | - | 30,000 |
| Mid Willamette Valley Community Action Agency Tenant Based Rental Assistance FY 2021 | 625330 | - | 300,000 |
| St Francis Shelter Tenant Based Rental Assistance FY 2021 | 625331 | - | 100,000 |
| Community Housing Development Organization Set Aside FY 2021 | - | | 393,540 |
| Salem Interfaith Hospitality Network Tenant Based Rental Assistance, FY 2019 and FY 2020 | 625320 / 625326 | 473,350 | - |
| Salem Housing Authority Security Deposit Program, FY 2019 and FY 2020 | 625322 / 625327 | 270,000 | - |
| Willamette Neighborhood Housing Services Nueva Luz Construction, FY 2019 and FY 2020 | 625323 / 625328 | 180,000 | - |
| Unallocated | - | 247,100 | 238,260 |
| | | $ 1,170,450 | $ 1,061,800 |

| HOME Community Renewal - FY 2021 Project Budget | Project No. | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Rebudgeted Projects** | | | |
| Salem Interfaith Hospitality Network Tenant Based Rental Assistance, FY 2019 and FY 2020 | 625320 / 625326 | - | 416,510 |
| Salem Housing Authority Security Deposit Program, FY 2019 and FY 2020 | 625322 / 625327 | - | 160,970 |
| Willamette Neighborhood Housing Services Nueva Luz Construction, FY 2019 and FY 2020 | 625328 | - | 180,000 |
| MidWillamette Valley Community Action Agency Warming Network, FY 2020 | 625332 | - | 193,000 |
| Mountain West/Cornerstone - Portland Road Apartments, FY 2018 | 625317 | 215,000 | - |
| Salem Housing Authority Security Deposit Program, FY 2018 and FY 2019 | 625318 / 625322 | 49,450 | - |
| Salem Interfaith Hospitality Network - Tenant Based Rental Assistance, FY 2018 and FY 2019 | 625319 / 625320 | 100,000 | - |
| Salem Housing Authority Yaquina Hall, FY 2019 | 625321 | 400,000 | 400,000 |
| Willamette Neighborhood Housing Nueva Luz Apartments, FY 2019 | 625323 | 485,530 | 485,530 |
| Willamette Neighborhood Housing Operating Funds, FY 2019 | 625325 | 30,000 | 30,000 |
| | | $ 1,279,980 | $ 1,866,010 |
| **Total Expenditures** | | $ 2,545,930 | $ 3,033,980 |
| **Unappropriated Ending Balance** | | $ - | $ - |

*All funding awards subject to allocation of funds from the U.S. Department of Housing and Urban Development*


CITY OF Salem
AT YOUR SERVICE

# City of Salem Budget
# Cultural and Tourism Fund Assumptions and Trends
## (Also known as the TOT Fund)
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from or expenses of Cultural and Tourism Fund program activities | |
| 31310 | Transient Occupancy Tax: 9% lodging tax paid on overnight accommodations in Salem; estimating a 23.1% decrease from the FY 2020 Budget | $ 3,180,370 |

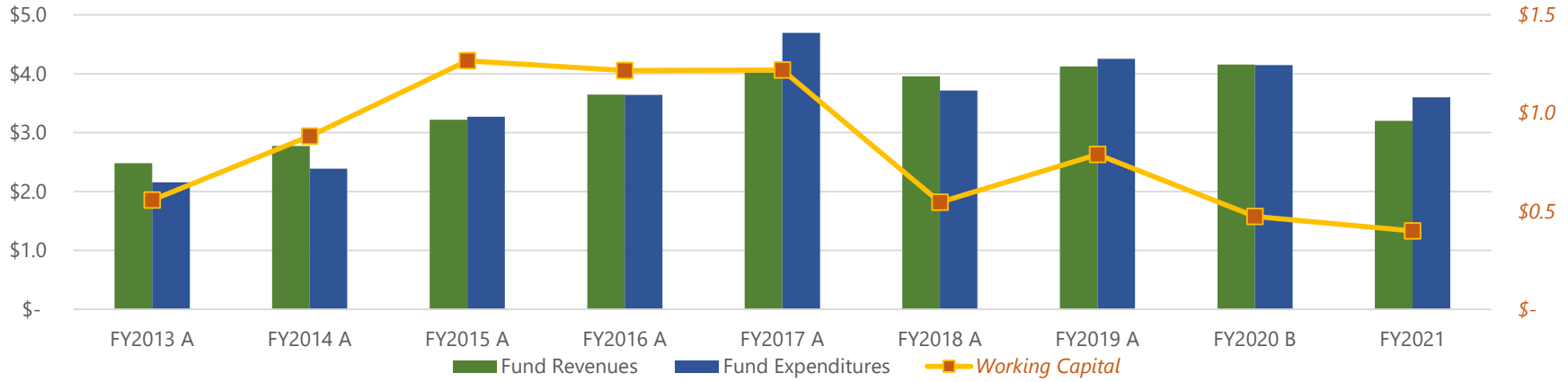
| Account | Assumption | Amount |
|---|---|---|
| 52670 | Other Professional Services: expenses for Travel Salem's annual contract and maintenance services at City-owned historic facilities, estimating a 20.5% decrease over the FY 2020 Budget | $ 851,690 |
| 54850 | Other Special Payments: 31 grants and several sponsorships to operate cultural and tourism facilities and special events and perform capital improvements; the 17.2 % decrease from the FY 2020 Budget. | $ 573,530 |

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 2021

TOT Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 31310 | TRANSIENT OCCUPANCY TAX* | $ 4,092,310 | $ 3,922,627 | $ 4,443,500 | $ 4,088,110 | $ 4,137,870 | $ 3,816,440 | $ 3,816,440 | $ 3,180,370 | $ (957,500) | -23.1% |
| | Total Taxes | $ 4,092,310 | $ 3,922,627 | $ 4,443,500 | $ 4,088,110 | $ 4,137,870 | $ 3,816,440 | $ 3,816,440 | $ 3,180,370 | $ (957,500) | -23.1% |
| 35495 | OTHER AGENCIES | $ 5,700 | $ 5,381 | $ 5,800 | $ 7,539 | $ 5,400 | $ 5,400 | $ 5,400 | $ 5,400 | $ - | - |
| | Total Internal / Intergovernmental | $ 5,700 | $ 5,381 | $ 5,800 | $ 7,539 | $ 5,400 | $ 5,400 | $ 5,400 | $ 5,400 | $ - | - |
| 36210 | INTEREST | $ 3,800 | $ 5,571 | $ 4,100 | $ 10,965 | $ 2,500 | $ 2,500 | $ 2,500 | $ 2,500 | $ - | - |
| 36310 | LOAN PRINCIPAL | - | 11,363 | - | - | - | - | - | - | - | - |
| 36315 | LOAN INTEREST | - | 310 | - | - | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 15,000 | 12,000 | 12,000 | 17,000 | 12,000 | 12,000 | 12,000 | 12,000 | - | - |
| | Total Other Revenue | $ 18,800 | $ 29,243 | $ 16,100 | $ 27,965 | $ 14,500 | $ 14,500 | $ 14,500 | $ 14,500 | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 342,890 | $ 545,515 | $ 662,000 | $ 789,396 | $ 473,000 | $ 477,400 | $ 477,400 | $ 399,320 | $ (73,680) | -15.6% |
| | Total Beginning Balance | $ 342,890 | $ 545,515 | $ 662,000 | $ 789,396 | $ 473,000 | $ 477,400 | $ 477,400 | $ 399,320 | $ (73,680) | -15.6% |
| | Total Resources | $ 4,459,700 | $ 4,502,767 | $ 5,127,400 | $ 4,913,010 | $ 4,630,770 | $ 4,313,740 | $ 4,313,740 | $ 3,599,590 | $ (1,031,180) | -22.3% |

*Also known as Hotel / Motel Tax or Lodging Tax

# City of Salem Budget
# Cultural and Tourism (TOT) Fund
## FY 2021

TOT Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52120 | MAIL | $ - | $ 24 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52130 | SUPPLIES | - | 936 | - | 730 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | - | 414 | - | 428 | - | - | - | - | - | - |
| 52540 | MEALS | - | 62 | - | 44 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | 7 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 1,108,270 | 1,074,638 | 1,147,460 | 1,064,895 | 1,071,480 | 1,120,170 | 1,120,170 | 851,690 | (219,790) | -20.5% |
| 52740 | PERMITS | - | - | - | 461 | - | - | - | - | - | - |
| 53375 | CHEMICALS | - | - | - | 15 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 38 | - | 51 | - | - | - | - | - | - |
| 53610 | GAS | 8,500 | 8,381 | 9,500 | 8,665 | 9,740 | 10,270 | 10,270 | 10,270 | 530 | 5.4% |
| 53620 | ELECTRIC | 43,000 | 36,141 | 44,060 | 48,896 | 45,160 | 46,000 | 46,000 | 46,000 | 840 | 1.9% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 9 | - | 18 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | - | 410 | - | 556 | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | - | - | - | - | 25,000 | 25,000 | 25,000 | 25,000 | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 96,060 | 97,377 | 179,570 | 145,089 | 100,630 | 121,600 | 121,600 | 102,750 | 2,120 | 2.1% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 113,310 | 113,310 | 116,860 | 116,860 | 120,370 | 123,980 | 123,980 | 113,980 | (6,390) | -5.3% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLINGS | 307,210 | 303,675 | 312,830 | 307,680 | 319,270 | 328,850 | 328,850 | 309,090 | (10,180) | -3.2% |
| 53840 | MOTOR POOL RENTAL | 650 | 761 | 660 | - | - | - | - | - | - | - |
| 53851 | COPY | - | 2,498 | - | 1,924 | - | - | - | - | - | - |
| 53860 | BUILDING SERVICES | 10,350 | 8,213 | 10,790 | 6,057 | 11,100 | 11,340 | 11,340 | 11,340 | 240 | 2.2% |
| 53900 | SUPPORT SERVICES CHARGE | 121,270 | 121,270 | 121,780 | 121,780 | 146,930 | 106,360 | 106,360 | 106,360 | (40,570) | -27.6% |
| 54850 | OTHER SPECIAL PAYMENTS | 638,760 | 469,811 | 781,790 | 616,430 | 692,300 | 636,530 | 636,530 | 573,530 | (118,770) | -17.2% |
| | Total Materials and Services | $ 2,447,380 | $ 2,237,974 | $ 2,725,300 | $ 2,440,578 | $ 2,516,980 | $ 2,530,100 | $ 2,530,100 | $ 2,150,010 | $ (366,970) | -14.6% |
| 61110 | CONTINGENCIES | $ 60,000 | $ - | $ 120,000 | $ - | $ 120,000 | $ 120,000 | $ 120,000 | $ 64,500 | $ (55,500) | -46.3% |
| | Total Contingencies | $ 60,000 | $ - | $ 120,000 | $ - | $ 120,000 | $ 120,000 | $ 120,000 | $ 64,500 | $ (55,500) | -46.3% |
| 62110 | INTERFUND TRANSFERS | $ 1,675,270 | $ 1,475,397 | $ 1,826,470 | $ 1,811,470 | $ 1,509,080 | $ 1,390,080 | $ 1,390,080 | $ 1,385,080 | $ (124,000) | -8.2% |
| | Total Interfund Transfers | $ 1,675,270 | $ 1,475,397 | $ 1,826,470 | $ 1,811,470 | $ 1,509,080 | $ 1,390,080 | $ 1,390,080 | $ 1,385,080 | $ (124,000) | -8.2% |
| | Total Expenditures | $ 4,182,650 | $ 3,713,371 | $ 4,671,770 | $ 4,252,048 | $ 4,146,060 | $ 4,040,180 | $ 4,040,180 | $ 3,599,590 | $ (546,470) | -13.2% |

| Cultural and Tourism Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|
| Total Resources | $ 4,630,770 | $ 3,599,590 |
| **Expenditures** | | |
| Convention Center Support (175-60911000) | | |
| Convention Center marketing | $ 300,090 | $ 309,090 |
| | $ 300,090 | $ 309,090 |
| Convention and Tourism Marketing (175-60912000) | | |
| Travel Salem annual contract - 25% of tax revenue | $ 1,030,720 | $ 795,090 |
| | $ 1,030,720 | $ 795,090 |
| City Programs (175-6090913000) | | |
| Projects transferred to Capital Improvements Fund (255) | | |
| Roof treatment, painting. and other repairs on multiple historic facilities | $ 59,000 | $ - |
| Deepwood chimney seismic upgrade and slope metal roof restoration | - | 15,000 |
| July 4th celebration | 24,300 | 2,000 |
| River to Ridge event | 50,000 | - |
| Credit card fees for online payments | - | 25,000 |
| Support for public art acquisition, maintenance, administration (Fund 176) | 15,000 | 10,000 |
| | $ 148,300 | $ 52,000 |
| Historic Building Maintenance | | |
| Building and park electricity and natural gas charges | $ 54,900 | $ 56,270 |
| Bush House/Barn Complex | 35,910 | 31,620 |
| Deepwood House | 17,340 | 33,760 |
| Gilbert House | 13,730 | 14,390 |
| Parrish House | 8,740 | 9,250 |
| Rockenfield House | 8,560 | 9,120 |
| | $ 139,180 | $ 154,410 |

| Cultural and Tourism Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|
| Historic and City Landscape Maintenance | | |
| Lord and Schryver Gardens | $ 15,000 | $ 15,750 |
| Transfer to General Fund to support parks maintenance | 1,360,080 | 1,360,080 |
| Riverfront Park electrical vaults, turf renovations, restroom | 75,000 | |
| | $ 1,450,080 | $ 1,375,830 |
| Total City Programs | $ 1,737,560 | $ 1,582,240 |
| | | |
| Administration (175-60913500) | | |
| Board staff support / materials | $ 29,820 | $ 30,710 |
| City services at community events (State Fair) | 19,180 | - |
| Contract administrator for Salem Convention Center | 23,390 | 24,090 |
| Convention and tourism promotion contract administration | 13,160 | 13,550 |
| Cultural / historic and event contract administration | 12,540 | 12,920 |
| Support services charge (indirect cost allocation) | 146,930 | 106,360 |
| Riverfront Park special events management | 51,060 | 52,590 |
| Softball tournament bids | 43,610 | 34,920 |
| | $ 339,690 | $ 275,140 |
| Major Tourist Attractions and Cultural Facilities (175-60914000) | | |
| Facility Operating Grants | | |
| A.C. Gilbert's Discovery Village | $ 41,920 | $ 43,170 |
| Bush House Museum | 40,200 | 37,000 |
| Friends of Deepwood | 41,030 | 41,300 |
| Hallie Ford Museum of Art | 37,830 | 41,300 |
| Historic Elsinore Theatre | 41,030 | 38,010 |
| Salem Art Association | 42,270 | 42,550 |
| Salem's Multicultural Institute | 40,500 | 45,210 |
| Salem's Riverfront Carousel | 35,340 | 33,630 |
| Willamette Art Center / Friends of the Visual Arts | 38,360 | 38,790 |
| Willamette Heritage Center | 40,320 | 39,570 |
| | $ 398,800 | $ 400,530 |

| Cultural and Tourism Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|
| Special Event / Project Grants | | |
| Bush House Museum - Exploration Days | $ 2,000 | $ 2,000 |
| Capital Futbol Club - Capital Cup Soccer Tournament | 10,000 | 10,000 |
| Capital Futbol Club - Timbers U23 | 10,000 | 10,000 |
| Chris Roche Management LLC - Capitol City Classic | - | 2,000 |
| Deepwood Museum and Gardens - 125th Birthday Celebration | 6,000 | - |
| ENLACE- Beautification of Forgiveness and Peace Garden | - | 2,000 |
| Enlightened Theatrics - The Rocky Horror Show | 10,000 | - |
| Enlightened Theatrics - 'Twas the Night Before Christmas | 10,000 | - |
| Festival Chorale of Oregon - Alzheimer's Stories by Robert Cohen | - | 10,000 |
| Friends of the Visual Arts - Oregon State Fair Artisans Village | 10,000 | - |
| Gilbert House Children's Museum - Legacy of Play Day | 6,000 | - |
| Historic Elsinore Theatre - My Fair Lady | 10,000 | - |
| Hoopla Association - CherryFest NW | 10,000 | 10,000 |
| Hoopla Association - Hoopla | 10,000 | 10,000 |
| Mano-a-Mano Family Center-10th Annual Urban Art Festival | - | 5,000 |
| 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 | 2,000 |
| Salem Art Association - Salem Art Festival | 10,000 | - |
| Salem Art Association - 100 years of SAA | 10,000 | - |
| Salem Multi-Cultural Institute - World Beat Festival | 10,000 | 10,000 |
| Salem Public Library Foundation - Salem Reads | - | 10,000 |
| Salem's Riverfront Carousel - Santa at the Carousel | 10,000 | 10,000 |
| Salem Symphonic Winds - Symphony No. 3 Planet Earth | 10,000 | - |
| South Salem Rotary Foundation - 2019 Rotary Multi-Sport Riverfest | 10,000 | - |
| The Moxie Initiative - TEDxSalem | 8,000 | - |
| Willamette Heritage Center - Heritage Rail Day | - | 10,000 |
| Willamette Heritage Center - Magic at the Mill | 10,000 | - |
| Willamette Master Chorus - Holiday Concert with the Trailband | - | 10,000 |
| Unspecified event grants | 1,790 | - |
| | $ 195,790 | $ 133,000 |

| Cultural and Tourism Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|
| Capital Improvement / Outlay Grants | | |
| A.C. Gilbert's Discovery Village - Children's Museum Learning Playground | $ 10,000 | $ - |
| A.C. Gilbert's Discovery Village - Children's Museum Learning Playground Phase II | $ - | $ 10,000 |
| Historic Elsinore Theatre - Façade Replacement, Phase 1 Removal | 3,410 | - |
| Historic Elsinore Theatre - Concession and Box Office Renovation | - | 10,000 |
| Willamette Art Center - New Kiln | - | 10,000 |
| Willamette Heritage Center - 1909 Caboose #507 Exhibit | - | 10,000 |
| Willamette Heritage Center - Flooring and Seating | 10,000 | - |
| | $ 23,410 | $ 40,000 |
| Total Major Tourist Attractions and Cultural Facilities Grants | $ 618,000 | $ 573,530 |
| Contingencies | $ 120,000 | $ 64,500 |
| Total Fund Expenditures | $ 4,146,060 | $ 3,599,590 |
| Unappropriated Ending Balance | $ 484,710 | $ - |

# City of Salem Budget
# Debt Service Fund Assumptions and Trends
## FY 2021

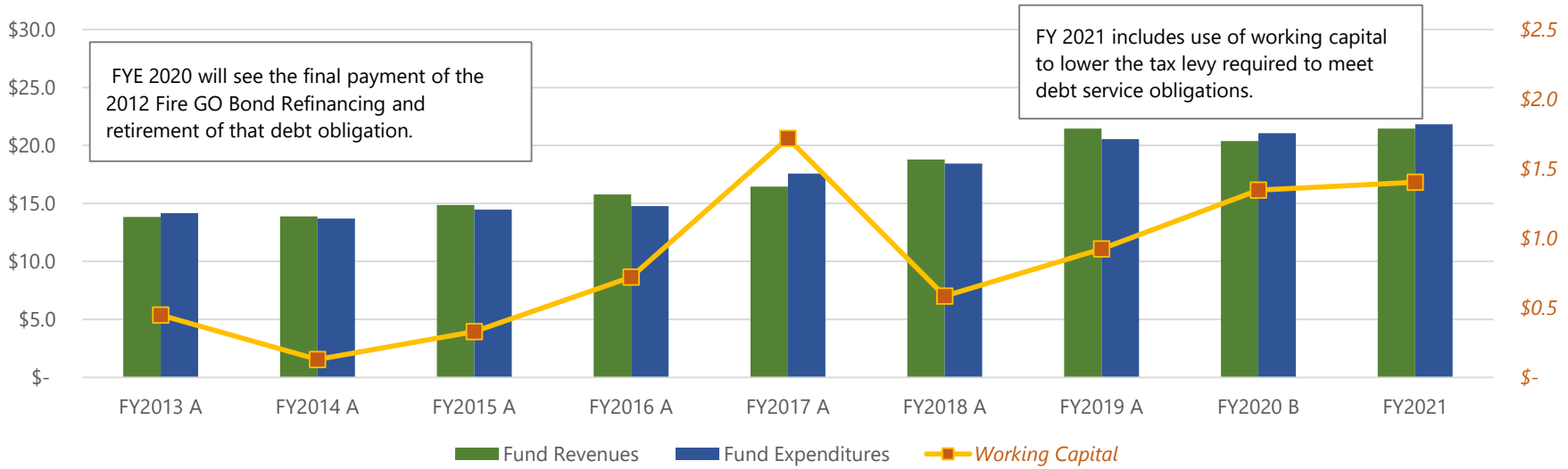
| Account | Assumption | Amount |
|---|---|---|
| | Revenues for General Obligation Bonds | |
| 31110 | Current Year Property Taxes: from voter-approved bond measures, estimating 5.8% increase over the FY 2020 Budget | $ 15,600,080 |
| 31120<br>31130<br>31140 | Property Taxes: from voter-approved bond measures owed for all prior years, estimating a 10.7% increase over the FY 2020 Budget | $ 367,450 |

| Account | Assumption | Amount |
|---|---|---|
| | Revenues for Pension Obligation Bonds | |
| 35211 | Interfund Special Transfers: payments received from City departments for the annual debt service on the City's pension obligation bond, estimating a 3.8% increase over the FY 2020 Budget | $ 5,499,530 |

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 2021

### Debt Service Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 31110 | PROPERTY TAX - CURRENT | $ 13,420,380 | $ 13,544,906 | $ 15,450,820 | $ 15,710,674 | $ 14,746,320 | $ 15,600,080 | $ 15,600,080 | $ 15,600,080 | $ 853,760 | 5.8% |
| 31120 | PROPERTY TAX - FIRST PRIOR YEAR | 95,450 | 112,713 | 154,510 | 117,502 | 147,460 | 163,320 | 163,320 | 163,320 | 15,860 | 10.8% |
| 31130 | PROPERTY TAX - SECOND PRIOR YEAR | 73,770 | 50,703 | 77,260 | 51,236 | 73,730 | 81,650 | 81,650 | 81,650 | 7,920 | 10.7% |
| 31140 | PROPERTY TAX - ALL OTHER PRIOR YEARS | 84,180 | 68,098 | 115,880 | 72,905 | 110,600 | 122,480 | 122,480 | 122,480 | 11,880 | 10.7% |
| 31150 | PROPERTY TAX - OTHER | - | 10,837 | - | 223,184 | - | - | - | - | - | - |
| | Total Taxes | $ 13,673,780 | $ 13,787,257 | $ 15,798,470 | $ 16,175,501 | $ 15,078,110 | $ 15,967,530 | $ 15,967,530 | $ 15,967,530 | $ 889,420 | 5.9% |
| 35211 | INTERFUND - SPECIAL TRANSFERS | $ 4,897,000 | $ 4,897,030 | $ 5,091,950 | $ 5,091,950 | $ 5,297,000 | $ 5,499,530 | $ 5,499,530 | $ 5,499,530 | $ 202,530 | 3.8% |
| 35385 | PAYMENT IN LIEU OF TAXES | - | 9 | - | - | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 4,897,000 | $ 4,897,039 | $ 5,091,950 | $ 5,091,950 | $ 5,297,000 | $ 5,499,530 | $ 5,499,530 | $ 5,499,530 | $ 202,530 | 3.8% |
| 36210 | INTEREST | $ 53,820 | $ 106,173 | $ - | $ 193,258 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Other Revenue | $ 53,820 | $ 106,173 | $ - | $ 193,258 | $ - | $ - | $ - | $ - | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 267,700 | $ 584,442 | $ 544,710 | $ 923,686 | $ 1,345,250 | $ 1,402,390 | $ 1,402,390 | $ 1,402,390 | $ 57,140 | 4.2% |
| | Total Beginning Balance | $ 267,700 | $ 584,442 | $ 544,710 | $ 923,686 | $ 1,345,250 | $ 1,402,390 | $ 1,402,390 | $ 1,402,390 | $ 57,140 | 4.2% |
| | Total Resources | $ 18,892,300 | $ 19,374,911 | $ 21,435,130 | $ 22,384,395 | $ 21,720,360 | $ 22,869,450 | $ 22,869,450 | $ 22,869,450 | $ 1,149,090 | 5.3% |

### Debt Service Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 60120 | PRINCIPAL | $ 11,184,730 | $ 11,874,729 | $ 12,856,280 | $ 12,847,211 | $ 14,029,210 | $ 15,405,000 | $ 15,405,000 | $ 15,405,000 | $ 1,375,790 | 9.8% |
| 60130 | INTEREST | 7,385,820 | 6,576,496 | 7,686,430 | 7,693,399 | 7,032,870 | 6,425,260 | 6,425,260 | 6,425,260 | (607,610) | -8.6% |
| 60135 | PAYMENTS TO ESCROW AGENTS | - | - | - | - | - | - | - | - | - | - |
| | Total Debt Service | $ 18,570,550 | $ 18,451,224 | $ 20,542,710 | $ 20,540,610 | $ 21,062,080 | $ 21,830,260 | $ 21,830,260 | $ 21,830,260 | $ 768,180 | 3.6% |
| | Total Expenditures | $ 18,570,550 | $ 18,451,224 | $ 20,542,710 | $ 20,540,610 | $ 21,062,080 | $ 21,830,260 | $ 21,830,260 | $ 21,830,260 | $ 768,180 | 3.6% |

# City of Salem Budget
# Development District Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| Proceeds and expenses to support capital projects in the Development District Fund | | |
| 32280 | Development District Fee: development district revenue, estimating a 23.8% decrease from the FY 2020 Budget | $ 1,000,000 |

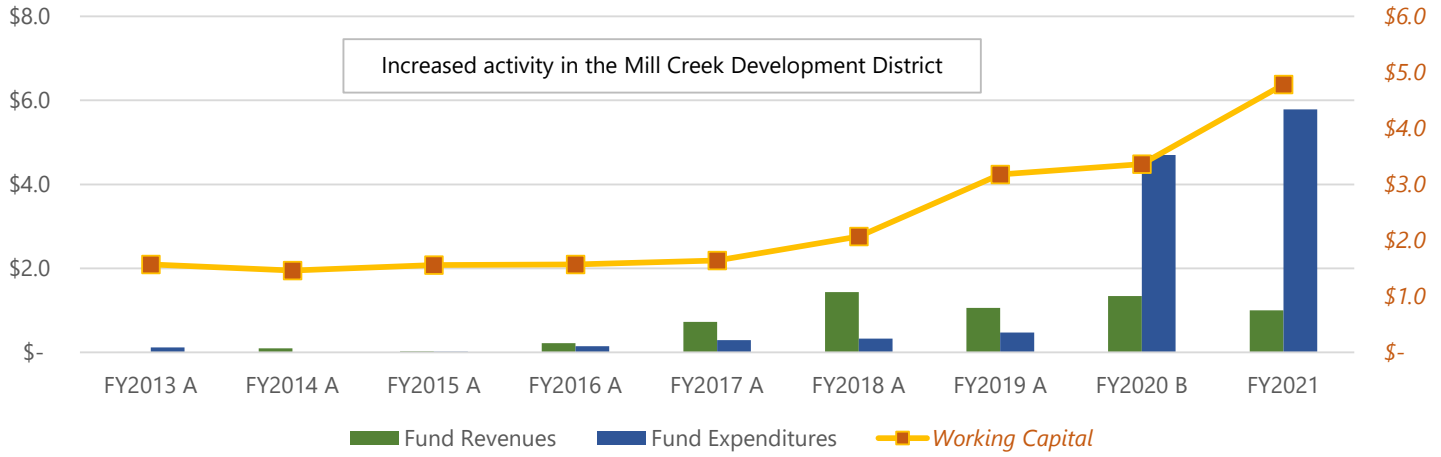
| Account | Assumption | Amount |
|---|---|---|
| 52620 | Construction Contracts: budgeted development district projects, estimating a 13.9% increase over the FY 2020 Budget | $ 4,781,460 |

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

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

### Development District Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



# City of Salem Budget
# Development District Fund
## FY 2021

### Development District Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32280 | DEVELOPMENT DISTRICT FEE | $ 1,355,600 | $ 1,378,797 | $ 3,472,970 | $ 967,137 | $ 1,312,220 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ (312,220) | -23.8% |
| 32282 | REIMBURSEMENT DISTRICT FEE | - | 27,353 | - | 21,492 | - | - | - | - | - | - |
| | Total Sales, Fees, Licenses, Permits | $ 1,355,600 | $ 1,406,151 | $ 3,472,970 | $ 988,629 | $ 1,312,220 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ (312,220) | -23.8% |
| 36210 | INTEREST | $ 15,000 | $ 31,370 | $ 15,000 | $ 66,406 | $ 25,000 | $ - | $ - | $ - | $ (25,000) | -100.0% |
| | Total Other Revenue | $ 15,000 | $ 31,370 | $ 15,000 | $ 66,406 | $ 25,000 | $ - | $ - | $ - | $ (25,000) | -100.0% |
| 39910 | BEGINNING WORKING CAPITAL | $ 2,050,710 | $ 2,068,565 | $ 3,569,670 | $ 3,175,925 | $ 3,360,670 | $ 4,781,460 | $ 4,781,460 | $ 4,781,460 | $ 1,420,790 | 42.3% |
| | Total Beginning Balance | $ 2,050,710 | $ 2,068,565 | $ 3,569,670 | $ 3,175,925 | $ 3,360,670 | $ 4,781,460 | $ 4,781,460 | $ 4,781,460 | $ 1,420,790 | 42.3% |
| | Total Resources | $ 3,421,310 | $ 3,506,086 | $ 7,057,640 | $ 4,230,961 | $ 4,697,890 | $ 5,781,460 | $ 5,781,460 | $ 5,781,460 | $ 1,083,570 | 23.1% |

### Development District Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52620 | CONSTRUCTION CONTRACTS | $ 2,921,310 | $ 292,709 | $ 6,557,640 | $ 443,000 | $ 4,197,890 | $ 4,781,460 | $ 4,781,460 | $ 4,781,460 | $ 583,570 | 13.9% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | - | 4,493 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | - | 989 | - | - | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | - | 2,530 | - | 3,360 | - | - | - | - | - | - |
| 53768 | DIRECT BANKING FEES | - | - | - | 23 | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | - | - | 1,156 | - | - | - | - | - | - |
| 53790 | CONSTRUCTION - UNSPECIFIED | 500,000 | - | 500,000 | - | 500,000 | 500,000 | 500,000 | 500,000 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 2,087 | - | - | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | - | 27,353 | - | 21,492 | - | - | - | - | - | - |
| | Total Materials and Services | $ 3,421,310 | $ 330,161 | $ 7,057,640 | $ 469,031 | $ 4,697,890 | $ 5,281,460 | $ 5,281,460 | $ 5,281,460 | $ 583,570 | 12.4% |
| 62110 | INTERFUND TRANSFERS | $ - | $ - | $ - | $ - | $ - | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | - |
| | Total Interfund Transfers | $ - | $ - | $ - | $ - | $ - | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | - |
| | Total Expenditures | $ 3,421,310 | $ 330,161 | $ 7,057,640 | $ 469,031 | $ 4,697,890 | $ 5,781,460 | $ 5,781,460 | $ 5,781,460 | $ 1,083,570 | 23.1% |

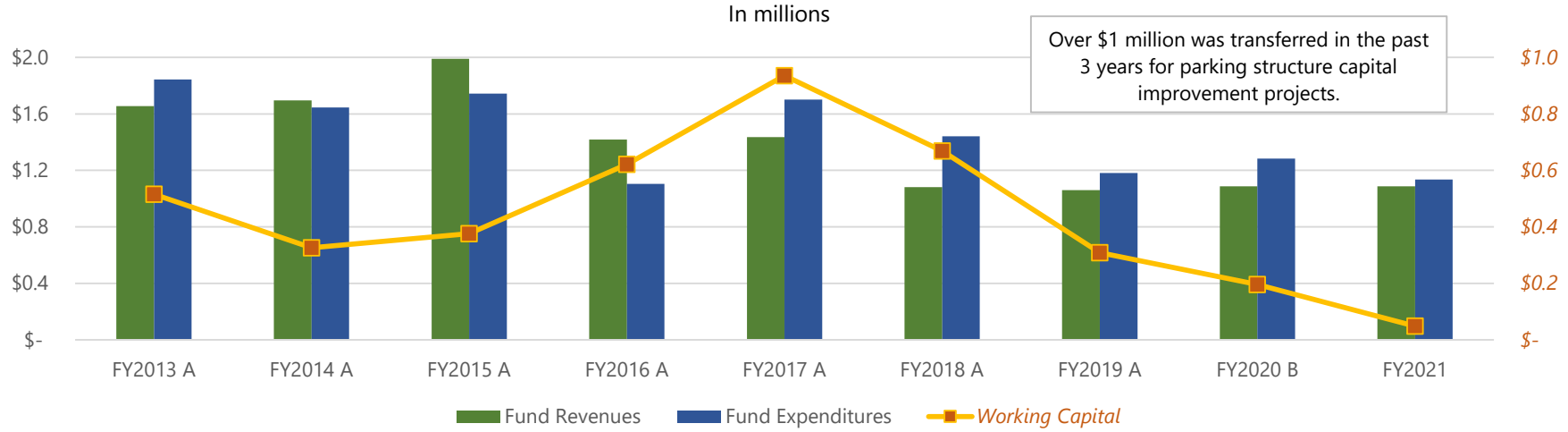
# City of Salem Budget
# Downtown Parking Fund Assumptions and Trends
## FY 2021

| 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 1.9% decrease from the FY 2020 Budget | $ 402,710 |
| 34130 | Parking Rent - Riverfront Monthly Rent: revenue from daily and monthly parking permit sales at the Riverfront Park, estimating a 29.9% decrease from the FY 2020 Budget | $ 15,300 |
| 34136 | Parking Rent - Chemeketa Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Chemeketa Parkade, estimating a 15.3% decrease from the FY 2020 Budget | $ 165,270 |
| 34138 | Parking Rent - Liberty Square Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Liberty Parkade, estimating a 1.1% decrease from the FY 2020 Budget | $ 255,470 |
| 34140 | Parking Rent - Marion Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Marion Parkade, estimating a 16% decrease from the FY 2020 Budget | $ 151,130 |

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 2021

### Downtown Parking Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32310 | ACCIDENT AND FIRE RECOVERY | $ - | $ 57 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 32895 | OTHER PERMITS | 10,000 | 17,603 | 9,750 | 12,684 | 10,000 | 22,500 | 22,500 | 22,500 | 12,500 | 125.0% |
| | Total Sales, Fees, Licenses, Permits | $ 10,000 | $ 17,660 | $ 9,750 | $ 12,684 | $ 10,000 | $ 22,500 | $ 22,500 | $ 22,500 | $ 12,500 | 125.0% |
| 34128 | DOWNTOWN PARKING TAX | $ 467,190 | $ 441,441 | $ 428,880 | $ 422,739 | $ 410,570 | $ 402,710 | $ 402,710 | $ 402,710 | $ (7,860) | -1.9% |
| 34130 | PARKING RENT - RIVERFRONT | 23,850 | 16,595 | 24,430 | 13,719 | 21,830 | 15,300 | 15,300 | 15,300 | (6,530) | -29.9% |
| 34136 | PARKING RENT - CHEMEKETA | 199,380 | 182,264 | 197,590 | 170,073 | 195,010 | 165,270 | 165,270 | 165,270 | (29,740) | -15.3% |
| 34138 | PARKING RENT - LIBERTY | 262,200 | 243,661 | 257,210 | 248,023 | 258,360 | 255,470 | 255,470 | 255,470 | (2,890) | -1.1% |
| 34140 | PARKING RENT - MARION | 175,910 | 157,542 | 176,950 | 159,472 | 179,990 | 151,130 | 151,130 | 151,130 | (28,860) | -16.0% |
| 34148 | PARKING RENT - METERS | - | - | - | 17,669 | - | 65,000 | 65,000 | 65,000 | 65,000 | - |
| 34295 | PARKING RENT - OTHER | 5,000 | - | 5,000 | - | - | - | - | - | - | - |
| | Total Rent | $ 1,133,530 | $ 1,041,503 | $ 1,090,060 | $ 1,031,695 | $ 1,065,760 | $ 1,054,880 | $ 1,054,880 | $ 1,054,880 | $ (10,880) | -1.0% |
| 36210 | INTEREST | $ 7,500 | $ 13,133 | $ 10,000 | $ 12,046 | $ 7,500 | $ 6,000 | $ 6,000 | $ 6,000 | $ (1,500) | -20.0% |
| 36810 | BAD DEBT RECOVERY | 5,000 | 8,881 | 5,000 | 3,383 | 3,500 | 3,500 | 3,500 | 3,500 | - | - |
| | Total Other Revenue | $ 12,500 | $ 22,014 | $ 15,000 | $ 15,430 | $ 11,000 | $ 9,500 | $ 9,500 | $ 9,500 | $ (1,500) | -13.6% |
| 39910 | BEGINNING BALANCE | $ 711,970 | $ 668,670 | $ 344,370 | $ 308,185 | $ 196,370 | $ 48,310 | $ 48,310 | $ 48,310 | $ (148,060) | -75.4% |
| | Total Beginning Balance | $ 711,970 | $ 668,670 | $ 344,370 | $ 308,185 | $ 196,370 | $ 48,310 | $ 48,310 | $ 48,310 | $ (148,060) | -75.4% |
| | Total Resources | $ 1,868,000 | $ 1,749,847 | $ 1,459,180 | $ 1,367,993 | $ 1,283,130 | $ 1,135,190 | $ 1,135,190 | $ 1,135,190 | $ (147,940) | -11.5% |

# City of Salem Budget
# Downtown Parking Fund
## FY 2021

Downtown Parking Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52120 | MAIL | $ 500 | $ - | $ 500 | $ - | $ 100 | $ 50 | $ 50 | $ 50 | $ (50) | -50.0% |
| 52130 | SUPPLIES | 8,000 | 11,935 | - | 2,380 | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | - | 5,000 | - | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 1,090 | - | 1,090 | - | - | - | - | - | - | - |
| 52460 | COMMUNICATION - OTHER | - | 2,327 | - | 2,167 | 2,220 | 2,220 | 2,220 | 2,220 | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 214,760 | 16,818 | 5,000 | - | 5,000 | 15,800 | 15,800 | 15,800 | 10,800 | 216.0% |
| 52660 | TEMP EMPLOYMENT SERVICES | 115,490 | 53,232 | 92,940 | 9,128 | 69,070 | 75,000 | 75,000 | 75,000 | 5,930 | 8.6% |
| 52670 | OTHER PROFESSIONAL SERVICES | 52,150 | 20,416 | 47,160 | 91,143 | 57,460 | 13,500 | 13,500 | 13,500 | (43,960) | -76.5% |
| 52810 | SMALL TOOLS | - | 8 | - | - | - | - | - | - | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | - | - | 866 | - | - | - | - | - | - |
| 52860 | OTHER AUTO SUPPLIES | - | 290 | - | - | - | - | - | - | - | - |
| 53210 | INSURANCE | 30,790 | 30,790 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 31,250 | 31,250 | 34,350 | 34,350 | 34,350 | 34,350 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 545 | - | 2,998 | - | - | - | - | - | - |
| 53620 | ELECTRIC | 81,560 | 67,284 | 70,710 | 60,712 | 71,350 | 62,500 | 62,500 | 62,500 | (8,850) | -12.4% |
| 53630 | WATER | - | 8 | - | - | - | - | - | - | - | - |
| 53650 | REFUSE DISPOSAL | 35,000 | 32,373 | 31,500 | 36,418 | 32,000 | 33,000 | 33,000 | 33,000 | 1,000 | 3.1% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | - | 131 | - | - | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 162 | - | 86 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 7,500 | 1,698 | 7,500 | 1,820 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 53768 | DIRECT BANKING FEES | - | 3,374 | - | 3,665 | 4,000 | 4,000 | 4,000 | 4,000 | - | - |
| 53769 | CARD PROCESSING FEES | - | 5,678 | - | 4,992 | 6,000 | 8,000 | 8,000 | 8,000 | 2,000 | 33.3% |
| 53770 | BAD DEBT - WRITE OFF | 35,000 | 40,861 | 35,000 | 31,716 | 35,000 | 35,000 | 35,000 | 35,000 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 137,700 | 128,014 | 121,290 | 129,697 | 138,010 | 145,290 | 145,290 | 145,290 | 7,280 | 5.3% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 372,340 | 372,340 | 391,460 | 391,460 | 406,080 | 274,240 | 274,240 | 274,240 | (131,840) | -32.5% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 2,070 | 3,905 | 2,060 | 3,637 | 1,810 | 4,730 | 4,730 | 4,730 | 2,920 | 161.3% |
| 53840 | MOTOR POOL RENTAL | 1,570 | 1,093 | 1,530 | - | - | - | - | - | - | - |
| 53851 | COPY | 1,500 | 185 | 1,600 | 38 | 500 | 250 | 250 | 250 | (250) | -50.0% |
| 53860 | BUILDING SERVICES | 151,140 | 250,204 | 147,990 | 112,239 | 142,680 | 156,670 | 156,670 | 156,670 | 13,990 | 9.8% |
| 53900 | SUPPORT SERVICES CHARGE | 65,840 | 65,840 | 165,130 | 165,130 | 199,950 | 219,670 | 219,670 | 219,670 | 19,720 | 9.9% |
| 54850 | OTHER SPECIAL PAYMENTS | 4,000 | 32,150 | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 1,318,000 | $ 1,141,662 | $ 1,158,710 | $ 1,081,542 | $ 1,207,580 | $ 1,086,270 | $ 1,086,270 | $ 1,086,270 | $ (121,310) | -10.0% |
| 61110 | CONTINGENCIES | $ 250,000 | $ - | $ 200,470 | $ - | $ 75,550 | $ 48,920 | $ 48,920 | $ 48,920 | $ (26,630) | -35.2% |
| | Total Contingencies | $ 250,000 | $ - | $ 200,470 | $ - | $ 75,550 | $ 48,920 | $ 48,920 | $ 48,920 | $ (26,630) | -35.2% |
| 62110 | INTERFUND TRANSFERS | $ 300,000 | $ 300,000 | $ 100,000 | $ 100,000 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ 300,000 | $ 300,000 | $ 100,000 | $ 100,000 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 1,868,000 | $ 1,441,662 | $ 1,459,180 | $ 1,181,542 | $ 1,283,130 | $ 1,135,190 | $ 1,135,190 | $ 1,135,190 | $ (147,940) | -11.5% |

| Downtown Parking Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | *DAB Recommend FY 2021* | Adopted Budget FY 2021 |
|---|---|---|---|
| Total Resources | $ 1,283,130 | *$ 1,294,370* | $ 1,135,190 |
| **Expenditures** | | | |
| Regular Maintenance / Operation of Structures | | | |
| Electricity | $ 71,350 | *$ 62,500* | $ 62,500 |
| Insurance | 34,350 | *34,350* | 34,350 |
| Landscape maintenance (Parks Operations) | 500 | *3,000* | 3,000 |
| Miscellaneous downtown repairs | 5,000 | *5,000* | 5,000 |
| Fire riser/valve replacement - Chemeketa Parkade | - | *10,800* | 10,800 |
| Routine maintenance - Chemeketa Parkade | 109,980 | *118,570* | 118,570 |
| Routine maintenance - Liberty Parkade | 42,430 | *46,240* | 46,240 |
| Routine maintenance - Marion Parkade | 89,210 | *97,970* | 97,970 |
| Striping, meters (Transportation Services) | 700 | *1,100* | 1,100 |
| | $ 353,520 | *$ 379,530* | $ 379,530 |
| Maintenance of District | | | |
| Refuse disposal | $ 32,000 | *$ 33,000* | $ 33,000 |
| Refuse container maintenance (Transportation Services) | 610 | *630* | 630 |
| | $ 32,610 | *$ 33,630* | $ 33,630 |

| Downtown Parking Fund - FY 2021 Project Budget | Adopted Budget FY 2020 | *DAB Recommend FY 2021* | Adopted Budget FY 2021 |
|---|---|---|---|
| Police | | | |
| Police services provided downtown | $ 340,020 | *$ 350,260* | $ 200,000 |
| | $ 340,020 | *$ 350,260* | $ 200,000 |
| Administration and Overhead | | | |
| Administration and board support (Urban Development) | $ 53,890 | *$ 55,700* | $ 55,700 |
| Support Services Charge (indirect cost allocation plan) | 199,950 | *219,670* | 219,670 |
| Parking permit administration (Building and Safety Division) | 66,060 | *74,240* | 74,240 |
| | $ 319,900 | *$ 349,610* | $ 349,610 |
| Downtown Contracted Services | | | |
| Downtown Clean Team | $ 69,070 | *$ 75,000* | $ 75,000 |
| Downtown pressure washing services | 30,000 | - | - |
| Marketing and promotions | 22,460 | *25,000* | - |
| Parking sensor maintenance | 5,000 | - | - |
| Parkade security services during winter holidays | - | *10,000* | 10,000 |
| Seasonal banners | - | *3,500* | 3,500 |
| | $ 126,530 | *$ 113,500* | $ 88,500 |
| Total Operating Expenditures | $ 1,172,580 | *$ 1,226,530* | $ 1,051,270 |
| Bad Debt Write Off | $ 35,000 | *$ 35,000* | $ 35,000 |
| Capital Improvements / Reserve (to Fund 255) | | *39,060* | - |
| Contingencies | 75,550 | *100,000* | 48,920 |
| Total Expenditures | $ 1,283,130 | *$ 1,400,590* | $ 1,135,190 |
| Unappropriated Ending Balance | $ - | $ - | $ - |

# City of Salem Budget
# Emergency Medical Services (EMS) Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from Emergency Medical Services Fund program activities | |
| 32385 | Ambulance Service: fees charged for City of Salem ambulance service, estimating a 5.3% increase over the FY 2020 Budget | $ 94,770 |
| 32391 | Ambulance Contractor Fee: payment from Falck Ambulance NW, the City's ambulance transport service provider, estimating a 3% increase over the FY 2020 Budget | $ 693,240 |

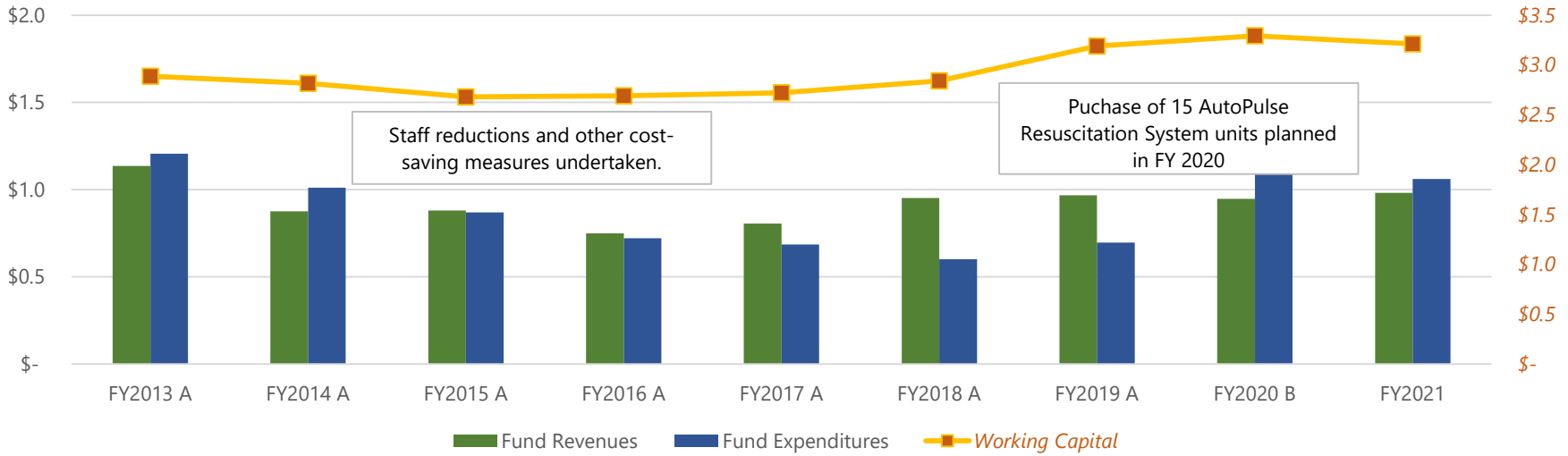
| Account | Assumption | Amount |
|---|---|---|
| 32642 | Ambulance Subscription Fee: fees charged for Capital FireMed Subscription, estimating no change from the FY 2020 Budget | $ 2,520 |

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 2021

EMS Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32385 | AMBULANCE SERVICE | $ 52,800 | $ 84,262 | $ 62,250 | $ 94,089 | $ 90,000 | $ 94,770 | $ 94,770 | $ 94,770 | $ 4,770 | 5.3% |
| 32391 | AMBULANCE CONTRACTOR FEE | 638,370 | 638,370 | 655,510 | 655,507 | 673,210 | 693,240 | 693,240 | 693,240 | 20,030 | 3.0% |
| 32642 | AMBULANCE SUBSCRIPTION FEE | 5,000 | 5,578 | 2,700 | 1,317 | 2,520 | 2,520 | 2,520 | 2,520 | - | - |
| | Total Sales, Fees, Licenses, Permits | $ 696,170 | $ 728,210 | $ 720,460 | $ 750,913 | $ 765,730 | $ 790,530 | $ 790,530 | $ 790,530 | $ 24,800 | 3.2% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ - | $ 9,504 | $ - | $ 10,244 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | - |
| | Total Internal / Intergovernmental | $ - | $ 9,504 | $ - | $ 10,244 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ - | - |
| 36195 | OTHER FINES AND FORFEITS | $ 56,000 | $ 170,400 | $ 64,000 | $ 131,700 | $ 120,000 | $ 100,000 | $ 100,000 | $ 100,000 | $ (20,000) | -16.7% |
| 36210 | INTEREST | 16,000 | 42,930 | 25,000 | 73,416 | 50,000 | 80,000 | 80,000 | 80,000 | 30,000 | 60.0% |
| 36810 | BAD DEBT RECOVERY | 1,000 | 614 | 1,000 | 571 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 36895 | OTHER REVENUE | - | 861 | - | 285 | - | - | - | - | - | - |
| | Total Other Revenue | $ 73,000 | $ 214,805 | $ 90,000 | $ 205,972 | $ 171,000 | $ 181,000 | $ 181,000 | $ 181,000 | $ 10,000 | 5.8% |
| 39910 | BEGINNING WORKING CAPITAL | $ 2,709,370 | $ 2,840,766 | $ 2,989,350 | $ 3,192,131 | $ 3,293,100 | $ 3,212,990 | $ 3,212,990 | $ 3,212,990 | $ (80,110) | -2.4% |
| | Total Beginning Balance | $ 2,709,370 | $ 2,840,766 | $ 2,989,350 | $ 3,192,131 | $ 3,293,100 | $ 3,212,990 | $ 3,212,990 | $ 3,212,990 | $ (80,110) | -2.4% |
| | Total Resources | $ 3,478,540 | $ 3,793,286 | $ 3,799,810 | $ 4,159,260 | $ 4,239,830 | $ 4,194,520 | $ 4,194,520 | $ 4,194,520 | $ (45,310) | -1.1% |

# City of Salem Budget
## Emergency Medical Services Fund
### FY 2021

EMS Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARY AND WAGES | $ 205,730 | $ 226,231 | $ 211,890 | $ 198,946 | $ 214,070 | $ 220,490 | $ 220,490 | $ 220,490 | $ 6,420 | 3.0% |
| 51030 | OVERTIME | 15,000 | 11,086 | 15,000 | 21,177 | 15,010 | 15,000 | 15,000 | 15,000 | (10) | -0.1% |
| 51100 | INCENTIVES | 16,060 | 20,930 | 14,530 | 20,743 | 14,980 | 15,450 | 15,450 | 15,450 | 470 | 3.1% |
| 51120 | LEAVE PAYOFF | - | 3,213 | - | 3,630 | - | 10,000 | 10,000 | 10,000 | 10,000 | - |
| 51210 | FICA AND MEDICARE | 18,110 | 17,762 | 18,470 | 18,956 | 18,680 | 19,890 | 19,890 | 19,890 | 1,210 | 6.5% |
| 51221 | WORKERS' COMP PREMIUM | 2,100 | 2,100 | 1,850 | 1,850 | 1,780 | - | - | - | (1,780) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 60 | 55 | 60 | 51 | 60 | 60 | 60 | 60 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 44,670 | 44,995 | 45,780 | 47,839 | 56,920 | 60,870 | 60,870 | 60,870 | 3,950 | 6.9% |
| 51243 | PERS UNFUNDED LIABILITY | 12,260 | 12,260 | 12,790 | 12,790 | 12,910 | 13,140 | 13,140 | 13,140 | 230 | 1.8% |
| 51245 | EMPLOYER - PERS PICKUP | 14,210 | 14,103 | 14,490 | 15,164 | 14,650 | 15,660 | 15,660 | 15,660 | 1,010 | 6.9% |
| 51250 | INSURANCE - MEDICAL | 43,900 | 29,015 | 30,470 | 30,454 | 32,280 | 24,120 | 24,120 | 24,120 | (8,160) | -25.3% |
| 51255 | INSURANCE - VISION | 1,190 | 812 | 820 | 819 | 810 | 610 | 610 | 610 | (200) | -24.7% |
| 51260 | INSURANCE - DENTAL | 3,870 | 2,656 | 2,740 | 2,740 | 2,760 | 2,050 | 2,050 | 2,050 | (710) | -25.7% |
| 51265 | INSURANCE - LIFE | 200 | 197 | 200 | 197 | 180 | 200 | 200 | 200 | 20 | 11.1% |
| 51275 | OTHER HEALTH BENEFITS | 2,160 | 2,160 | 2,160 | 2,160 | 2,150 | 2,160 | 2,160 | 2,160 | 10 | 0.5% |
| | Total Personal Services | $ 379,520 | $ 387,574 | $ 371,250 | $ 377,516 | $ 387,240 | $ 399,700 | $ 399,700 | $ 399,700 | $ 12,460 | 3.2% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 750 | $ 1,555 | $ 1,000 | $ 676 | $ 1,000 | $ 1,500 | $ 1,500 | $ 1,500 | $ 500 | 50.0% |
| 52120 | MAIL | 100 | 3 | - | 22 | - | 100 | 100 | 100 | 100 | - |
| 52130 | SUPPLIES | 2,000 | 1,101 | 2,500 | 1,839 | 1,980 | 2,000 | 2,000 | 2,000 | 20 | 1.0% |
| 52405 | TELEPHONE - OFFICE | 2,720 | 3,020 | 3,060 | 3,010 | 2,460 | 2,480 | 2,480 | 2,480 | 20 | 0.8% |
| 52410 | TELEPHONE - CELLULAR | 2,400 | 2,351 | 2,400 | 2,408 | 2,400 | 2,400 | 2,400 | 2,400 | - | - |
| 52460 | COMMUNICATION - OTHER | 17,040 | 11,866 | 14,900 | 12,843 | 13,860 | 13,840 | 13,840 | 13,840 | (20) | -0.1% |
| 52510 | TRAINING | 6,500 | 6,189 | 7,500 | 1,901 | 5,000 | 6,000 | 6,000 | 6,000 | 1,000 | 20.0% |
| 52550 | MILEAGE | 100 | - | 100 | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 2,000 | 4,090 | 3,000 | 5,572 | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| 52710 | MEMBERSHIP DUES | 50 | 50 | 50 | - | 60 | 50 | 50 | 50 | (10) | -16.7% |
| 52720 | LICENSES / CERTIFICATIONS | 810 | 560 | 24,310 | 24,305 | 840 | 26,310 | 26,310 | 26,310 | 25,470 | 3032.1% |
| 52815 | CONTROLLED EQUIPMENT | 12,500 | 16,088 | 38,490 | - | 17,000 | 3,000 | 3,000 | 3,000 | (14,000) | -82.4% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 70,250 | 4,360 | 58,130 | 4,719 | 75,500 | 57,500 | 57,500 | 57,500 | (18,000) | -23.8% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 41,500 | 20,675 | 55,390 | 35,150 | 57,250 | 55,580 | 55,580 | 55,580 | (1,670) | -2.9% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 53 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | - | 798 | 500 | 505 | 560 | 560 | 560 | 560 | - | - |
| 52930 | GASOLINE | 2,400 | 2,625 | 2,800 | 2,582 | 2,580 | 2,570 | 2,570 | 2,570 | (10) | -0.4% |
| 53210 | INSURANCE | 2,760 | 2,760 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 4,850 | 4,850 | 4,020 | 4,170 | 4,170 | 4,170 | 150 | 3.7% |
| 53310 | VEHICLE MAINTENANCE | 1,600 | 1,657 | 2,500 | 4,388 | 3,600 | 3,600 | 3,600 | 3,600 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 11,250 | 190 | 11,750 | 5,227 | 15,000 | 19,000 | 19,000 | 19,000 | 4,000 | 26.7% |
| 53610 | GAS | 4,080 | 2,832 | 3,500 | 2,807 | 3,180 | 3,150 | 3,150 | 3,150 | (30) | -0.9% |
| 53620 | ELECTRIC | 4,400 | 3,468 | 4,800 | 5,028 | 5,280 | 5,280 | 5,280 | 5,280 | - | - |
| 53650 | REFUSE DISPOSAL | - | 430 | - | 446 | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 95 | - | - | - | 20,000 | 20,000 | 20,000 | 20,000 | - |
| 53763 | MEDICAL - SUPPLIES | 22,000 | 22,125 | 22,000 | 25,471 | 24,000 | 35,500 | 35,500 | 35,500 | 11,500 | 47.9% |
| 53767 | BANKING AND INVESTMENT FEES | - | 3,413 | - | 3,714 | - | - | - | - | - | - |
| 53770 | BAD DEBT - WRITE OFF | 5,000 | 12,654 | 15,000 | (4,753) | 15,000 | 15,000 | 15,000 | 15,000 | - | - |
| 53771 | BAD DEBT - MEDICARE WRITE OFF | 6,800 | 15,783 | 15,000 | 23,280 | 28,000 | 28,000 | 28,000 | 28,000 | - | - |

# City of Salem Budget
# Emergency Medical Services Fund
## FY 2021

EMS Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53772 | BAD DEBT - MEDICAID WRITE OFF | 8,850 | 16,335 | 15,000 | 20,466 | 28,000 | 28,000 | 28,000 | 28,000 | - | - |
| 53773 | BAD DEBT - AMBULANCE SUBS. WRITE OFF | 2,550 | 3,072 | 2,700 | 1,859 | 2,700 | 2,700 | 2,700 | 2,700 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 3,567 | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 9,350 | 9,350 | 10,760 | 10,760 | 10,800 | 10,800 | 10,800 | 10,800 | - | - |
| 53840 | MOTOR POOL RENTAL | 8,110 | 6,749 | 7,320 | 7,320 | 9,230 | 10,120 | 10,120 | 10,120 | 890 | 9.6% |
| 53851 | COPY | 2,040 | 1,141 | 2,000 | 1,081 | 1,500 | 2,000 | 2,000 | 2,000 | 500 | 33.3% |
| 53853 | PRINTING | 500 | - | 500 | - | 490 | 500 | 500 | 500 | 10 | 2.0% |
| 53854 | PHOTOCOPIES | 1,020 | 297 | 1,020 | 152 | 1,020 | 1,000 | 1,000 | 1,000 | (20) | -2.0% |
| 53900 | COST ALLOCATION PLAN | 32,330 | 32,330 | 36,200 | 36,200 | 37,250 | 32,760 | 32,760 | 32,760 | (4,490) | -12.1% |
| | Total Materials and Services | $ 283,760 | $ 213,580 | $ 369,030 | $ 243,880 | $ 375,560 | $ 401,470 | $ 401,470 | $ 401,470 | $ 25,910 | 6.9% |
| 55130 | EQUIPMENT AND MACHINERY | $ - | $ - | $ - | $ - | $ 250,000 | $ - | $ - | $ - | $ (250,000) | -100.0% |
| 55150 | FLEET REPLACEMENT | - | - | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | - |
| | Total Capital Outlay | $ - | $ - | $ - | $ - | $ 250,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ (200,000) | -80.0% |
| 61110 | CONTINGENCIES | $ 60,000 | $ - | $ 60,000 | $ - | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ - | - |
| | Total Contingencies | $ 60,000 | $ - | $ 60,000 | $ - | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ - | - |
| 62110 | INTERFUND TRANSFERS | $ - | $ - | $ 75,000 | $ 75,000 | $ 75,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 75,000 | 100.0% |
| | Total Interfund Transfers | $ - | $ - | $ 75,000 | $ 75,000 | $ 75,000 | $ 150,000 | $ 150,000 | $ 150,000 | $ 75,000 | 100.0% |
| | Total Expenditures | $ 723,280 | $ 601,154 | $ 875,280 | $ 696,396 | $ 1,147,800 | $ 1,061,170 | $ 1,061,170 | $ 1,061,170 | $ (86,630) | -7.5% |

# City of Salem Budget
## Equipment Replacement Reserve Fund Assumptions and Trends
### FY 2021

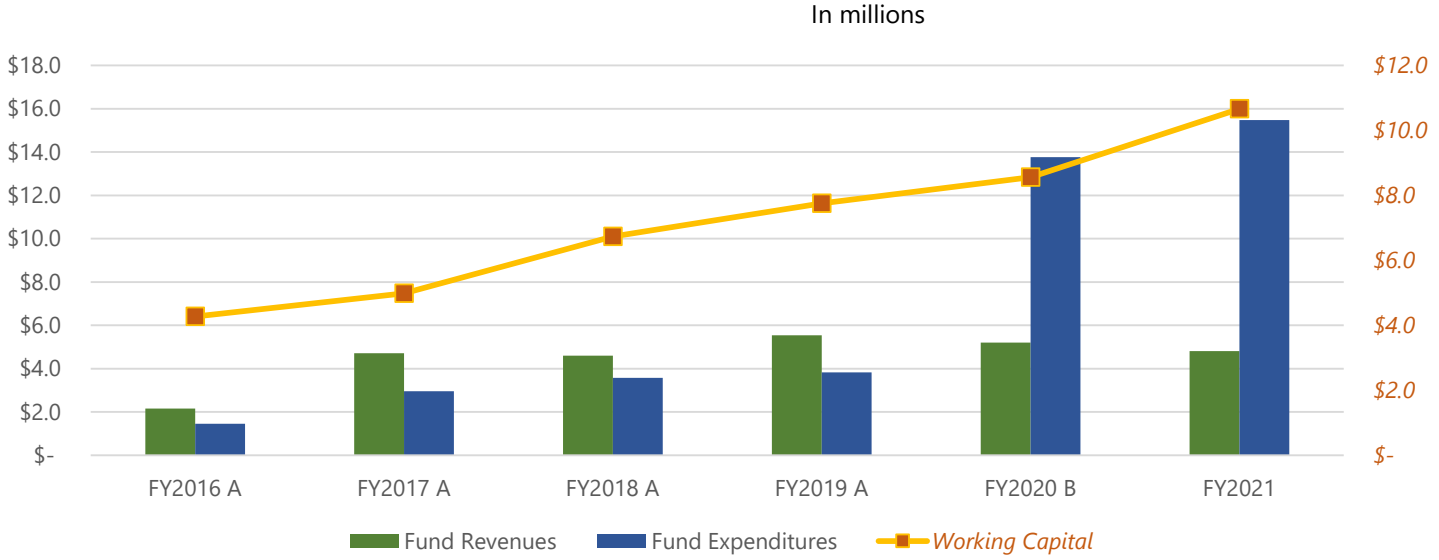
| Account | Assumption | Amount |
|---|---|---|
| 35105 | Internal Usage Revenue: for fleet equipment replacement charges collected from departments, a 0.8% decrease from the FY 2020 Budget | $ 3,366,510 |

| Account | Assumption | Amount |
|---|---|---|
| 39110 | Interfund Transfer: operating budget transfers into the reserve, a 28.1% decrease from the FY 2020 Budget | $ 1,089,250 |

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




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 2021

Equipment Replacement Reserve Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32310 | ACCIDENT AND FIRE RECOVERY | $ - | $ 158,549 | $ - | $ 58,307 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses, Permits | $ - | $ 158,549 | $ - | $ 58,307 | $ - | $ - | $ - | $ - | $ - | - |
| 35105 | INTERNAL USAGE REVENUE | $ 3,239,000 | $ 3,527,464 | $ 2,773,000 | $ 3,603,000 | $ 3,395,000 | $ 3,366,510 | $ 3,366,510 | $ 3,366,510 | $ (28,490) | -0.8% |
| 35615 | OTHER FEDERAL GRANTS | - | - | 250,000 | - | - | - | - | - | - | - |
| 35635 | US DEPT OF HOMELAND SECURITY | - | - | - | 250,000 | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 3,239,000 | $ 3,527,464 | $ 3,023,000 | $ 3,853,000 | $ 3,395,000 | $ 3,366,510 | $ 3,366,510 | $ 3,366,510 | $ (28,490) | -0.8% |
| 36210 | INTEREST | $ 22,020 | $ 90,034 | $ 42,020 | $ 179,029 | $ 108,670 | $ 158,540 | $ 158,540 | $ 158,540 | $ 49,870 | 45.9% |
| 36820 | DONATIONS | - | - | 100,000 | 100,000 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 249,500 | - | - | 2,378 | - | - | - | - | - | - |
| 38755 | SALE OF ASSETS | - | 178,145 | 139,670 | 332,160 | 181,260 | 200,040 | 200,040 | 200,040 | 18,780 | 10.4% |
| | Total Other Revenue | $ 271,520 | $ 268,179 | $ 281,690 | $ 613,567 | $ 289,930 | $ 358,580 | $ 358,580 | $ 358,580 | $ 68,650 | 23.7% |
| 39110 | INTERFUND TRANSFERS | $ 939,250 | $ 639,250 | $ 1,014,250 | $ 1,014,250 | $ 1,514,250 | $ 1,089,250 | $ 1,089,250 | $ 1,089,250 | $ (425,000) | -28.1% |
| 39111 | TRANSFER OF ASSET DISPOSAL PROCEEDS | 80,000 | - | - | - | - | - | - | - | - | - |
| | Total Interfund Transfers | $ 1,019,250 | $ 639,250 | $ 1,014,250 | $ 1,014,250 | $ 1,514,250 | $ 1,089,250 | $ 1,089,250 | $ 1,089,250 | $ (425,000) | -28.1% |
| 39910 | BEGINNING WORKING CAPITAL | $ 5,850,100 | $ 6,733,154 | $ 6,424,510 | $ 7,751,081 | $ 8,560,280 | $ 10,568,230 | $ 10,568,230 | $ 10,660,020 | $ 2,099,740 | 24.5% |
| | Total Beginning Balance | $ 5,850,100 | $ 6,733,154 | $ 6,424,510 | $ 7,751,081 | $ 8,560,280 | $ 10,568,230 | $ 10,568,230 | $ 10,660,020 | $ 2,099,740 | 24.5% |
| | Total Resources | $ 10,379,870 | $ 11,326,596 | $ 10,743,450 | $ 13,290,205 | $ 13,759,460 | $ 15,382,570 | $ 15,382,570 | $ 15,474,360 | $ 1,714,900 | 12.5% |

# City of Salem Budget
# Equipment Replacement Reserve Fund
## FY 2021

Equipment Replacement Reserve Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52670 | OTHER PROFESSIONAL SERVICES | $ - | $ - | $ - | $ 2,550 | $ - | $ - | $ - | $ - | $ - | - |
| 52815 | CONTROLLED EQUIPMENT | - | - | - | - | - | 34,000 | 34,000 | 125,790 | 125,790 | - |
| 53310 | VEHICLE MAINTENANCE | - | 4,032 | - | 119 | - | - | - | - | - | - |
| 53320 | EQUIPMENT MAINTENANCE | - | 43 | - | - | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 1,900 | 7,252 | 1,900 | 9,044 | 6,580 | 6,870 | 6,870 | 6,870 | 290 | 4.4% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 7,352 | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 1,900 | $ 18,680 | $ 1,900 | $ 11,713 | $ 6,580 | $ 40,870 | $ 40,870 | $ 132,660 | $ 126,080 | 1916.1% |
| 55130 | EQUIPMENT AND MACHINERY | $ 1,156,010 | $ 129,369 | $ 2,454,630 | $ 638,870 | $ 2,824,080 | $ 3,686,710 | $ 3,686,710 | $ 3,686,710 | $ 862,630 | 30.5% |
| 55150 | FLEET REPLACEMENT | 4,876,960 | 3,267,537 | 3,491,720 | 3,099,718 | 3,319,000 | 3,334,000 | 3,334,000 | 3,334,000 | 15,000 | 0.5% |
| 55151 | EQUIPMENT REPLACEMENT - RESERVE | 3,786,270 | - | 4,582,050 | - | 7,609,800 | 8,320,990 | 8,320,990 | 8,320,990 | 711,190 | 9.3% |
| | Total Capital Outlay | $ 9,819,240 | $ 3,396,906 | $ 10,528,400 | $ 3,738,588 | $ 13,752,880 | $ 15,341,700 | $ 15,341,700 | $ 15,341,700 | $ 1,588,820 | 11.6% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 159,930 | $ 159,930 | $ 73,480 | $ 73,480 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ 159,930 | $ 159,930 | $ 73,480 | $ 73,480 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 9,981,070 | $ 3,575,515 | $ 10,603,780 | $ 3,823,781 | $ 13,759,460 | $ 15,382,570 | $ 15,382,570 | $ 15,474,360 | $ 1,714,900 | 12.5% |

# FY 2021 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 Cost | Primary User | Primary User Fund |
|---|---|---|---|---|
| 1 | Eq# 10445 - Pickup mid-sz 4x2 x-cab Colorado | $ 33,000 | Parking Services | General Fund |
| 2 | Eq# 0190 - Pickup 1T 4X2 X-cab | 60,000 | Parks Operations | General Fund |
| 3 | Eq# 10512 - Mower riding 72" 4X4 | 40,000 | Parks Operations | General Fund |
| 4 | Eq# 10625 - Ford F350 1 ton Pick-up Truck | 90,000 | Parks Operations | General Fund |
| 5 | Eq# 1713 - John Deere Gator ATV | 15,000 | Parks Operations | General Fund |
| 6 | Eq# 1974 - Tractor w/loader B7500DT 4X4 20hp | 70,000 | Parks Operations | General Fund |
| 7 | Eq# 8181 - Pickup 1T 4X2 X-cab DRW | 60,000 | Parks Operations | General Fund |
| 8 | Eq# 10458 - Truck 3/4 T | 36,000 | Police | General Fund |
| 9 | Eq# 10771 - Mid-Size Sedan | 25,000 | Police | General Fund |
| 10 | Eq# 10790 - K9 Patrol Car | 51,000 | Police | General Fund |
| 11 | Eq# 11008 - Police Motorcycle | 41,000 | Police | General Fund |
| 12 | Eq# 11009 - Police Motorcycle | 41,000 | Police | General Fund |
| 13 | Eq# 10897 - Patrol Car | 47,000 | Police | General Fund |
| 14 | Eq# 11034 - Patrol Car | 47,000 | Police | General Fund |
| 15 | Eq# 11085 - Patrol Car | 47,000 | Police | General Fund |
| 16 | Eq# 11086 - Patrol Car | 47,000 | Police | General Fund |
| 17 | Eq# 11088 - Patrol Car | 47,000 | Police | General Fund |
| 18 | Eq# 11089 - Patrol Car | 47,000 | Police | General Fund |
| 19 | Eq# 11090 - Patrol Car | 47,000 | Police | General Fund |
| 20 | Eq# 11091 - Patrol Car | 47,000 | Police | General Fund |
| 21 | Eq# 10174 - Cleasby Asphalt Kettle heated w/Pump | 42,000 | Public Works | Transportation Services Fund |
| 22 | Eq# 10303 - Pickup mid-sz 4x2 std cab Colorado | 33,000 | Public Works | Transportation Services Fund |
| 23 | Eq# 10451 - Dump truck 12yd 7600 66kgvw Internationl | 260,000 | Public Works | Transportation Services Fund |
| 24 | Eq# 10863 - Mower deck attaches to tractor | 22,000 | Public Works | Transportation Services Fund |
| 25 | Eq# 5605 - Pickup 1/2T 4X2 std cab | 33,000 | Public Works | Transportation Services Fund |
| 26 | Eq# 6300 - Truck 41' Aerial Lift w/manlift #6988 | 180,000 | Public Works | Transportation Services Fund |
| 27 | Eq# 0372 - Beall Biogrow Tank Trailer | 125,000 | Public Works | Utility Fund |
| 28 | Eq# 10305 - Pickup mid-sz 4X4 x-cab Colorado | 33,000 | Public Works | Utility Fund |
| 29 | Eq# 10392 - Pickup mid-sz 4X2 x-cab p/u Colorado | 33,000 | Public Works | Utility Fund |
| 30 | Eq# 10453 - Pickup 1/2t 4x2 x-cab storage units in | 33,000 | Public Works | Utility Fund |

# FY 2021 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.

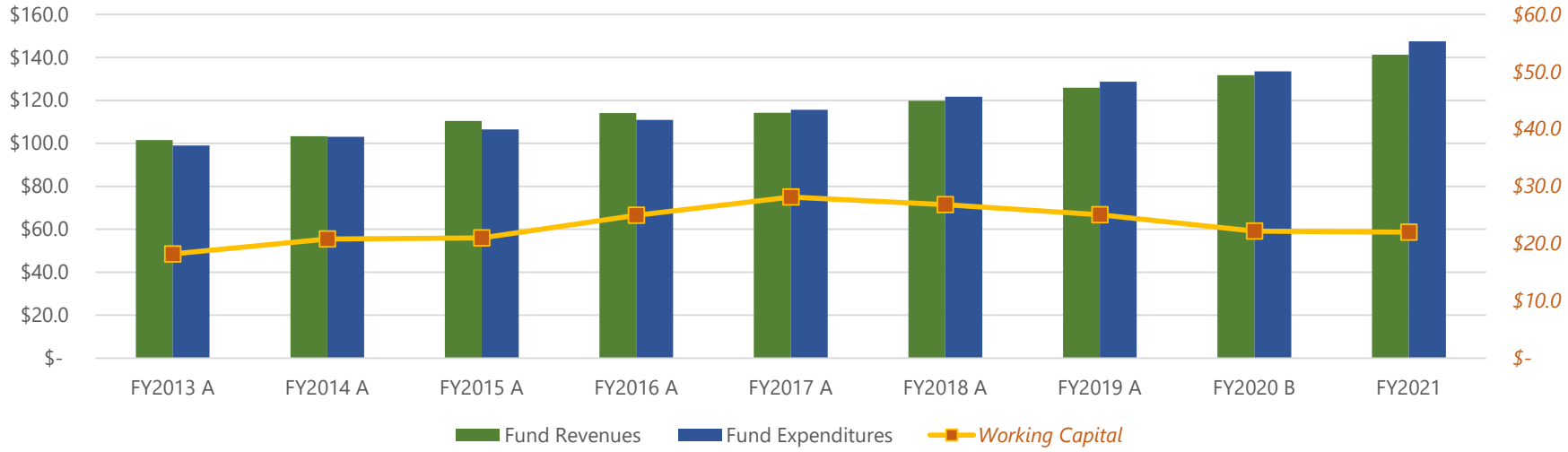
Adjustments may be made to the replacement list due to unforeseen circumstances such as vehicle collisions or mechanical failures. Surplus vehicles will be sold and the proceeds used to fund future replacements.

| Number | Equipment No. and Description | Estimated Replacement Cost | Primary User | Primary User Fund |
|---|---|---|---|---|
| 31 | Eq# 10685 - Pickup mid-sz 4x2 Std cab Short Box | 33,000 | Public Works | Utility Fund |
| 32 | Eq# 10686 - Pickup mid-sz Std Cab 4x2 Short Box | 33,000 | Public Works | Utility Fund |
| 33 | Eq# 10688 - Pickup mid-sz Std Cab 4x2 Short Box | 33,000 | Public Works | Utility Fund |
| 34 | Eq# 10806 - Truck Sewer-Cleaner | 440,000 | Public Works | Utility Fund |
| 35 | Eq# 1116 - Truck flatbed 25,950# GVW 4X2 | 115,000 | Public Works | Utility Fund |
| 36 | Eq# 4705 - Trailer inmate WC 2-axle 14kgvw | 12,000 | Public Works | Utility Fund |
| 37 | Eq# 6100 - Pickup 3/4T 4X2 x-cab | 48,000 | Public Works | Utility Fund |
| 38 | Eq# 7900 - Excavator XL4100 6X4 w/boom 7915 Gradall | 425,000 | Public Works | Utility Fund |
| 39 | Eq# 8899 - Dodge Caravan 7-passenger Mini-Van | 33,000 | Public Works | Utility Fund |
| 40 | Eq# 9973 - Truck tractor FLD 120SD 54kgvw Willow | 170,000 | Public Works | Utility Fund |
| 41 | Eq# 9985 - Dump truck Mod376 10yd 6X4 49500gvw | 260,000 | Public Works | Utility Fund |
| | Total | $ 3,334,000 | | |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

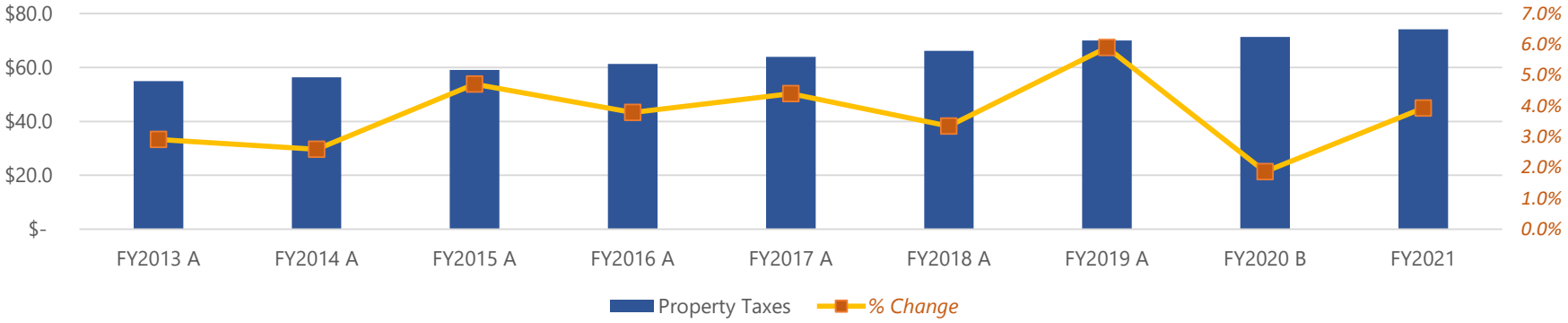
### General Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions




### General Fund Property Tax Revenue - Multi-Year View

In millions



# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|
| Taxes | | | | |
| | 31110<br>31120<br>31130<br>31140 | Property Taxes: the General Fund's single largest revenue source, estimating a 3.9% increase or an additional $2.80 million over the FY 2020 YEE. The City's permanent operating tax rate is $5.83 per $1,000 of assessed value. Under Measure 50, assessed property values are allowed to increase a maximum of 3 percent per year. In addition, new construction and annexations can increase the City's assessed property values. | $ 74,138,100 | 3.9% |
| | 31410 | Marijuana Sales Tax: 3 percent on sales within the City limits, estimating a 3.5% increase over the FY 2020 YEE. | $ 1,154,800 | 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 1.2% increase over the FY 2020 YEE. | $ 6,899,900 | 1.2% |
| | 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 32% decrease from the FY 2020 YEE. | $ 1,061,880 | -32.0% |
| | 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 2020 YEE due to rate reductions. | $ 1,920,880 | 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 4% over the FY 2020 YEE. | $ 2,476,280 | 4.0% |
| | 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 2020 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 a 2% decrease from the FY 2020 YEE. | $ 1,665,150 | -2.0% |
| | 32160 | Stormwater / Wastewater / Water Franchise Fees: received from the City's Utility Fund and are assessed at 5 percent of water, wastewater, and stormwater receipts. Estimated to increase .9% over the FY 2020 YEE. | $ 3,811,270 | 0.9% |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|
| Fees for Services | | | | |
| | 32315 | Community Events: park use fees and charges for event special use permits, estimating a 13.5% increase over the FY 2020 YEE. | $ 68,100 | 13.5% |
| | 32320 | Document Sales: copies of City documents to requesting individuals. Most document fees occur within the Police Department when providing records requests. Estimating a 19.3% increase over the FY 2020 YEE. | $ 121,090 | 19.3% |
| | 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 4.3% increase over the FY 2020 YEE. | $ 1,049,570 | 4.3% |
| | 32345 | Code Compliance Cost Recovery: penalties paid by property owners for City elimination of nuisances or improper care of vacant and abandoned buildings. Also included in this revenue are fees for inspecting and enforcing remediation of buildings deemed dangerous. Estimating a 44% decrease from the FY 2020 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. | $ 59,600 | -44.0% |
| | 32350 | Planning Fees: collected for processing and reviewing various land use planning applications, estimating a 27.3% decrease from the FY 2020 YEE. | $ 25,200 | -27.3% |
| | 32351-32353 | Site Plan Review, Dwelling Plan Review and Design Review: revenues that highlight specific functions within the broader category of planning fees, estimating a 106% increase over the FY 2020 YEE. | $ 871,030 | 106.0% |
| | 32356-32361 | Annexation Fees, Land Development Fees, Natural Resources Application Fees, Pre-application Fees, and Zoning fees: revenues that highlight specific functions within the broader category of planning fees, estimating a 39.9% increase over the FY 2020 YEE. | $ 884,850 | 39.9% |
| | 32365 | Security Service: payments received for the provision of Salem police services for protective details and other security requests, estimating a 15.2% decrease from the FY 2020 YEE. | $ 25,000 | -15.2% |
| | 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 2020 YEE. | $ 219,960 | 0.0% |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|
| | 32490 | Lien Search Fee: accounts for funds received from title companies seeking property lien information from City records via the internet. The amount reflects total receipts, which are offset by expenses in the Budget, Finance, and Purchasing Division budget for services received from the vendor. Estimating a 12.8% increase over the FY 2020 YEE. | $ 213,360 | 12.8% |
| | 32610 | Senior Center Fees: program charges at Center 50+, estimating a 18.8% increase over the FY 2020 YEE. | $ 310,000 | 18.8% |
| | 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 27.8% increase over the FY 2020 YEE. | $ 92,000 | 27.8% |
| | 32621 | Softball Program Fees: collected from participants for tournament fees and rentals, league fees, and concessions, estimating a 25% decrease from the FY 2020 YEE. | $ 300,000 | 25.0% |
| | 32625 | Parks Reservations: fee revenue from the reservation of City parks and Pringle Hall, estimating a 10.5% increase over the FY 2020 YEE. | $ 184,800 | 10.5% |
| | 32630<br>32633 | Library: grouping of Library fees includes collections made for overdue materials, art / book rental, and out-of-city library cards. Estimating a 5.2% increase over the FY 2020 YEE. | $ 48,530 | 5.2% |
| | 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 1% increase over the FY 2020 YEE. | $ 92,420 | 1.0% |
| Licenses and Permits | | | | |
| | 32805 | Marijuana Licenses: licensing involved with an allowed facility. Estimating no change from the FY 2020 YEE. | $ 2,200 | 0.0% |
| | 32806 | Tree Permit: for planting, removal, pruning, and other activities retlated to trees on City property. Estimating a 38.5% decrease from the FY 2020 YEE. | $ 4,000 | -38.5% |
| | 32810 | Apartment Licenses: for multi-family housing of three or more units, estimating a 3.2% decrease from the FY 2020 YEE following a significant fee increase in FY 2019. | $ 382,380 | -3.2% |
| | 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 8.5% increase over the FY 2020 YEE. | $ 1,031,070 | 8.5% |

# City of Salem Budget
## General Fund Assumptions and Trends
### FY 2021

YEE = Year End Estimate

| Category | Account | Description | | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|---|
| | 32830 | Automation Surcharge: assessed on each building, public works, and parking permit for the purpose of offsetting the annual maintenance cost of software supporting permit issuance, estimating a 1.5% decrease from the FY 2020 YEE. | $ | 101,010 | -1.5% |
| | 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 182.7% increase over the FY 2020 YEE. | $ | 213,140 | 182.7% |
| 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 15.8% increase over the FY 2020 YEE. | $ | 83,700 | 15.8% |
| | 34132<br>34134 | Parking Rent: collections from employee and monthly permit holder parking fees for their use of a parking space at the Civic Center, Library, and Pringle parking structures. Estimating a 1.9% decrease from the FY 2020 YEE. | $ | 266,800 | -1.9% |
| | 34146 | Parking Carpool: revenue represents collection of fees derived from carpool parking permits in and around downtown Salem, estimating a 4% increase over the FY 2020 YEE. | $ | 208,560 | 4.0% |
| | 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 38.4% increase over the FY 2020 YEE as FY 2021 will have a long legislative session. | $ | 1,558,000 | 38.4% |
| Internal Charges | | | | | |
| | 35130 | Support Services Charge (Indirect Cost Allocation or Allocated Overhead): includes funds received through use of the indirect cost allocation plan. This plan, updated annually, accounts for the value of services provided by General Fund departments in support of all other City funds, a decrease of 3.1% from the FY 2020 YEE. | $ | 8,737,020 | -3.1% |
| | 35212 | Intrafund - Direct Charge: generated when one department and / or fund performs work for another City department and / or fund. In particular, these revenues are captured when General Fund employees perform salaried work for other funds. For example, much of the work performed by the Urban Development Department for the Urban Renewal Agency is reimbursed through this labor charge. Estimating an increase of 20.8% over the FY 2020 YEE. The FY 2020 YEE anticipates lowered receipts due to position vacancies, which create expenditure savings and less revenue as the result. The FY 2021 budget demonstrates full reimbursement because the budget reflects the full cost of positions without anticipating vacancies. | $ | 2,591,100 | 20.8% |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|
| | 35213 | Intrafund - Budgeted Transfers: revenues received as budgeted and generally will bring in exactly the amount planned. One twelfth of the budget amount is recorded each month. Within the General Fund, these monies are received due to assessment of General Fund department administrative overhead charges reallocated to the particular funds for which the General Fund provides oversight. | $ 5,437,970 | 15.7% |
| | 35215 | Intrafund - Interdepartmental Reimbursements: charges occur after all General Fund costs for a project are accumulated then assessed or "billed" to the benefiting department. | $ 208,850 | -5.7% |
| | 39110 | Interfund Transfers: accounts for financial activity between two funds. | $ 1,936,070 | 15.8% |
| State Shared Revenue | | | | |
| | 35315 | Alcoholic Beverage: Each month Oregon cities receive 20 percent of the net proceeds from the Oregon Liquor Control Commission's (OLCC) sale of alcoholic beverages. These funds are distributed based on population, estimating an increase of 3.5% over the FY 2020 YEE. | $ 2,977,260 | 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 2020 YEE. | $ 191,680 | 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. Estimating an increase of 3.5% over the FY 2020 YEE. | $ 1,974,130 | 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, estimating an increase of 3.5% over the FY 2020 YEE . | $ 806,070 | 3.5% |
| | 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 34.4% over the FY 2020 YEE. | $ 1,144,470 | 34.4% |
| Other Agencies | | | | |
| | 35350 | Chemeketa Community College: reimbursement to Salem for the Chemeketa Cooperative Regional Library Service (CCRLS). Estimated to increase by 2.6% from the FY 2020 YEE. | $ 673,670 | 2.6% |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|---|
| | 35355 | Housing Authority: costs for legal and payroll services provided to the Housing Authority. Estimating a 2.5% decrease from the FY 2020 YEE. | $ | 58,500 | -2.5% |
| | 35361 | State Reimbursement: costs incurred for hazmat regional team training estimated to be $86,000. The 57.7% decrease is due to the unpredictability of this revenue source. | $ | 88,000 | -57.7% |
| | 35370 | Marion County: reimbursement from Marion County for costs associated with the Mobile Crisis Response Team, estimating a 12.8% increase over the FY 2020 YEE. | $ | 338,300 | 12.8% |
| | 35375 | Polk County: reimbursement from Polk County for costs associated with the Mobile Crisis Response Team, estimating a 2.3% increase over the FY 2020 YEE. | $ | 154,300 | 2.3% |
| | 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 1.2% increase over the FY 2020 YEE. | $ | 622,590 | 1.2% |
| | 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 2020 YEE. | $ | 141,580 | 2.5% |
| | 35395 | Other Government Agencies: all other agencies that pay for the cost of services provided by Salem, estimating a 6.3% increase over the FY 2020 YEE. | $ | 177,070 | 6.3% |
| | 35495 | Other Agencies: all other agencies that provide grant funds or pay for the cost of services performed by City departments, estimating a 3.2% decrease from the FY 2020 YEE. | $ | 17,430 | -3.2% |
| | 35510 | State Grants: received from the State of Oregon for specific programs / services provided by the City of Salem. | $ | 4,700 | 0.0% |

# City of Salem Budget
# General Fund Assumptions and Trends
## FY 2021

YEE = Year End Estimate

| Category | Account | Description | Amount | % Chg from FY 2020 YEE |
|---|---|---|---|---|
| | 35615-35640 | Federal Grants: awarded from the federal government to accomplish specific programs or services. Estimating a 22.4% decrease from the FY 2020 YEE. The FY 2021 estimate represents a base amount of grant funding. The number of awards and grant amounts can vary from year to year. | $ 439,120 | -22.4% |
| Fines, Forfeitures, and Penalties | | | | |
| | 36110 | Parking Fines: collected for violation of Salem's parking ordinances, estimating a 19.9% increase over the FY 2020 YEE. | $ 892,860 | 19.9% |
| | 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 2020 YEE. | $ 1,417,670 | 2.0% |
| | 36130 | Civil Penalties: collected as the result of penalties imposed for code violations, estimating a 36.4% decrease from the FY 2020 YEE. | $ 35,000 | -36.4% |
| 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 0.9% from the FY 2020 YEE. | $ 21,989,560 | -0.9% |

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

# City of Salem Budget
## General Fund
### FY 2021

General Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 31110 | PROPERTY TAX - CURRENT | $ 65,174,720 | $ 64,772,793 | $ 67,347,710 | $ 67,345,574 | $ 69,788,290 | $ 70,020,000 | $ 72,506,700 | $ 72,506,700 | $ 72,506,700 | $ 2,486,700 | 3.6% |
| 31120 | PROPERTY TAX - FIRST PRIOR YEAR | 651,750 | 617,196 | 673,480 | 561,905 | 697,880 | 593,198 | 725,100 | 725,100 | 725,100 | 131,902 | 22.2% |
| 31130 | PROPERTY TAX - SECOND PRIOR YEAR | 325,870 | 277,282 | 336,740 | 280,559 | 348,940 | 279,152 | 362,500 | 362,500 | 362,500 | 83,348 | 29.9% |
| 31140 | PROPERTY TAX - ALL OTHER PRIOR YEARS | 488,410 | 406,506 | 505,110 | 456,494 | 523,410 | 444,899 | 543,800 | 543,800 | 543,800 | 98,902 | 22.2% |
| 31150 | PROPERTY TAX - OTHER | - | 54,626 | - | 1,384,221 | - | - | - | - | - | - | - |
| | Total Property Taxes | $ 66,640,750 | $ 66,128,401 | $ 68,863,040 | $ 70,028,752 | $ 71,358,520 | $ 71,337,249 | $ 74,138,100 | $ 74,138,100 | $ 74,138,100 | $ 2,800,852 | 3.9% |
| 31410 | MARIJUANA SALES TAX | $ 401,100 | $ 758,247 | $ 723,630 | $ 1,004,285 | $ 969,830 | $ 1,115,751 | $ 1,154,800 | $ 1,154,800 | $ 1,154,800 | $ 39,049 | 3.5% |
| | Total Sales Tax | $ 401,100 | $ 758,247 | $ 723,630 | $ 1,004,285 | $ 969,830 | $ 1,115,751 | $ 1,154,800 | $ 1,154,800 | $ 1,154,800 | $ 39,049 | 3.5% |
| 32110 | ELECTRIC FRANCHISE FEE | $ 6,542,060 | $ 6,692,916 | $ 6,935,530 | $ 6,705,601 | $ 6,868,280 | $ 6,814,717 | $ 6,899,900 | $ 6,899,900 | $ 6,899,900 | $ 85,183 | 1.2% |
| 32120 | TELEPHONE FRANCHISE FEE | 1,491,950 | 1,849,261 | 1,935,680 | 1,853,581 | 1,945,820 | 1,561,879 | 1,061,880 | 1,061,880 | 1,061,880 | (499,999) | -32.0% |
| 32130 | NATURAL GAS FRANCHISE FEE | 1,778,770 | 1,973,156 | 1,876,990 | 1,814,021 | 1,814,660 | 1,920,875 | 1,920,880 | 1,920,880 | 1,920,880 | 5 | 0.0% |
| 32140 | REFUSE FRANCHISE FEE | 1,932,970 | 2,180,128 | 2,274,030 | 2,272,210 | 2,517,210 | 2,381,034 | 2,476,280 | 2,476,280 | 2,476,280 | 95,246 | 4.0% |
| 32150 | CABLE TV FRANCHISE FEE | 1,894,770 | 1,833,018 | 1,868,840 | 1,759,039 | 1,773,550 | 1,699,135 | 1,665,150 | 1,665,150 | 1,665,150 | (33,985) | -2.0% |
| 32160 | WATER / SEWER FRANCHISE FEE | 3,419,800 | 3,473,165 | 3,545,280 | 3,598,906 | 3,681,540 | 3,778,470 | 3,811,270 | 3,811,270 | 3,811,270 | 32,800 | 0.9% |
| | Total Franchise Fees | $ 17,060,320 | $ 18,001,644 | $ 18,436,350 | $ 18,003,359 | $ 18,601,060 | $ 18,156,110 | $ 17,835,360 | $ 17,835,360 | $ 17,835,360 | $ (320,750) | -1.8% |
| 32305 | CITY OPERATIONS FEE | $ - | $ - | $ - | $ - | $ - | $ 3,521,000 | $ 7,218,050 | $ 7,218,050 | $ 7,218,050 | $ 3,697,050 | 105.0% |
| 32310 | ACCIDENT AND FIRE RECOVERY | 10,060 | 23,958 | 34,990 | 14,977 | 17,760 | 20,500 | 21,000 | 21,000 | 21,000 | 500 | 2.4% |
| 32315 | COMMUNITY EVENTS | 103,850 | 55,539 | 55,000 | 63,132 | 66,510 | 60,000 | 68,100 | 68,100 | 68,100 | 8,100 | 13.5% |
| 32320 | DOCUMENT SALES | 119,650 | 112,939 | 118,530 | 121,425 | 122,350 | 101,500 | 121,090 | 121,090 | 121,090 | 19,590 | 19.3% |
| 32335 | FIRE PROTECTION | 946,160 | 938,255 | 964,340 | 976,704 | 1,006,750 | 1,006,750 | 1,049,570 | 1,049,570 | 1,049,570 | 42,820 | 4.3% |
| 32345 | COMMUNITY ENFORCEMENT FEES | 137,800 | 157,531 | 150,000 | 5,072 | 22,500 | 106,350 | 59,600 | 59,600 | 59,600 | (46,750) | -44.0% |
| 32350 | PLANNING FEES | 368,300 | 372,055 | 616,090 | 32,998 | 21,400 | 34,648 | 25,200 | 25,200 | 25,200 | (9,448) | -27.3% |
| 32351 | SITE PLAN REVIEW | 201,200 | 250,756 | 355,400 | 267,178 | 250,730 | 269,850 | 581,350 | 581,350 | 581,350 | 311,500 | 115.4% |
| 32352 | DWELLING PLAN REVIEW | 99,760 | 108,773 | 102,170 | 157,681 | 173,400 | 115,000 | 178,340 | 178,340 | 178,340 | 63,340 | 55.1% |
| 32353 | DESIGN REVIEW | - | - | - | 42,515 | 32,800 | 38,000 | 111,340 | 111,340 | 111,340 | 73,340 | 193.0% |
| 32356 | ANNEXATION FEES | - | - | - | 37,720 | 34,860 | 34,860 | 68,590 | 68,590 | 68,590 | 33,730 | 96.8% |
| 32357 | LAND DEVELOPMENT FEES | - | - | - | 332,209 | 458,460 | 250,000 | 409,610 | 409,610 | 409,610 | 159,610 | 63.8% |
| 32358 | NATURAL RESOURCES APPLICATION FEES | - | - | - | 19,215 | 20,460 | 19,400 | 38,230 | 38,230 | 38,230 | 18,830 | 97.1% |
| 32359 | PRE-APPLICATION FEES | - | - | - | 50,929 | 43,330 | 47,500 | 81,410 | 81,410 | 81,410 | 33,910 | 71.4% |
| 32361 | ZONING FEES | - | - | - | 168,294 | 134,730 | 180,000 | 287,010 | 287,010 | 287,010 | 107,010 | 59.5% |
| 32365 | SECURITY SERVICE | 31,620 | 30,101 | 25,000 | 30,908 | 28,730 | 29,480 | 25,000 | 25,000 | 25,000 | (4,480) | -15.2% |
| 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 | 208,110 | 202,200 | 219,600 | 176,000 | 209,580 | 189,220 | 213,360 | 213,360 | 213,360 | 24,140 | 12.8% |
| 32495 | OTHER CHARGE FOR SERVICE | 920 | 565 | - | 29,193 | - | 4,600 | 1,000 | 1,000 | 1,000 | (3,600) | -78.3% |
| 32610 | SENIOR CENTER FEE | 286,080 | 293,473 | 301,840 | 268,650 | 310,040 | 261,000 | 310,000 | 310,000 | 310,000 | 49,000 | 18.8% |
| 32615 | RECREATION FEE | 32,010 | 61,627 | 53,720 | 91,229 | 86,820 | 72,000 | 92,000 | 92,000 | 92,000 | 20,000 | 27.8% |
| 32621 | SOFTBALL PROGRAM FEES | 338,800 | 298,464 | 327,720 | 304,241 | 300,000 | 240,000 | 300,000 | 300,000 | 300,000 | 60,000 | 25.0% |
| 32625 | PARKS RESERVATION FEE | 168,000 | 195,512 | 190,610 | 185,856 | 183,810 | 167,200 | 184,800 | 184,800 | 184,800 | 17,600 | 10.5% |
| 32630 | LIBRARY FEE | 150,410 | 154,742 | 117,100 | 104,988 | 124,740 | 42,500 | 45,360 | 45,360 | 45,360 | 2,860 | 6.7% |
| 32632 | LIBRARY - NON-RESIDENT FEE | 8,500 | 4,551 | 5,520 | 3,679 | 4,480 | 3,650 | 3,170 | 3,170 | 3,170 | (480) | -13.2% |
| 32636 | TOWING FEE | 126,450 | 115,725 | 130,550 | 102,375 | 113,250 | 91,500 | 92,420 | 92,420 | 92,420 | 920 | 1.0% |
| 32644 | PROCESSING FEE | 86,020 | 120,473 | 101,130 | 97,299 | 95,890 | 165,800 | 165,800 | 165,800 | 165,800 | - | - |
| 32695 | OTHER FEE | 16,500 | 25,821 | 15,600 | 28,109 | 27,940 | 15,000 | 20,000 | 20,000 | 20,000 | 5,000 | 33.3% |
| 32801 | LICENSE FEES | - | - | - | 2,129 | 1,860 | 1,800 | 9,020 | 9,020 | 9,020 | 7,220 | 401.1% |
| 32805 | MARIJUANA LICENSING FEE | 5,000 | 2,800 | 2,460 | 4,100 | 2,800 | 2,200 | 2,200 | 2,200 | 2,200 | - | - |
| 32806 | TREE PERMIT | 4,900 | 6,588 | 6,640 | 3,993 | 6,500 | 6,500 | 4,000 | 4,000 | 4,000 | (2,500) | -38.5% |
| 32810 | APARTMENT LICENSES | 251,200 | 257,623 | 363,270 | 367,375 | 358,760 | 395,000 | 382,380 | 382,380 | 382,380 | (12,620) | -3.2% |
| 32825 | FIRE SAFETY PERMITS | 469,220 | 610,256 | 710,760 | 945,294 | 985,500 | 950,000 | 1,031,070 | 1,031,070 | 1,031,070 | 81,070 | 8.5% |

# City of Salem Budget
## General Fund
### FY 2021

General Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 32830 | AUTOMATION SURCHARGE | 100,520 | 102,739 | 105,410 | 104,465 | 106,800 | 102,500 | 101,010 | 101,010 | 101,010 | (1,490) | -1.5% |
| 32835 | BUILDING PERMITS | - | - | - | 9,465 | 9,410 | 15,000 | 147,030 | 147,030 | 147,030 | 132,030 | 880.2% |
| 32855 | SIGNS PERMITS | 72,130 | 89,525 | 77,470 | 84,374 | 89,960 | 75,400 | 213,140 | 213,140 | 213,140 | 137,740 | 182.7% |
| 32895 | OTHER PERMITS | 200 | 273 | 1,470 | 1,245 | 2,820 | 1,500 | 1,030 | 1,030 | 1,030 | (470) | -31.3% |
| | Total Sales, Fees, Licenses, and Permits | $ 4,563,330 | $ 4,812,822 | $ 5,372,350 | $ 5,454,975 | $ 5,675,690 | $ 8,857,168 | $ 13,882,240 | $ 13,882,240 | $ 13,882,240 | $ 5,025,072 | 56.7% |
| 33115 | ASSESSMENT - INTEREST | $ - | $ - | $ - | $ 1,409 | $ - | $ 5,200 | $ 5,200 | $ 5,200 | $ 5,200 | $ - | - |
| | Total Assessments | $ - | $ - | $ - | $ 1,409 | $ - | $ 5,200 | $ 5,200 | $ 5,200 | $ 5,200 | $ - | - |
| 34110 | LAND / BUILDING RENT | $ 74,010 | $ 80,820 | $ 81,120 | $ 77,332 | $ 92,030 | $ 72,300 | $ 83,700 | $ 83,700 | $ 83,700 | $ 11,400 | 15.8% |
| 34132 | PARKING RENT - CIVIC CENTER | 91,300 | 92,386 | 91,920 | 90,668 | 93,390 | 82,500 | 50,400 | 50,400 | 50,400 | (32,100) | -38.9% |
| 34134 | PARKING RENT - PRINGLE CREEK | 159,180 | 150,473 | 159,360 | 181,732 | 187,440 | 189,600 | 216,400 | 216,400 | 216,400 | 26,800 | 14.1% |
| 34146 | PARKING RENT - CARPOOL | 195,670 | 183,430 | 188,780 | 213,869 | 211,360 | 200,480 | 208,560 | 208,560 | 208,560 | 8,080 | 4.0% |
| 34148 | PARKING RENT - METERS | 925,470 | 1,077,290 | 1,227,450 | 1,515,718 | 1,226,690 | 1,125,500 | 1,558,000 | 1,558,000 | 1,558,000 | 432,500 | 38.4% |
| 34295 | PARKING RENT - OTHER | 88,050 | 35,508 | 90,550 | 82,047 | 75,000 | 55,200 | 80,000 | 80,000 | 80,000 | 24,800 | 44.9% |
| | Total Rents | $ 1,533,680 | $ 1,619,906 | $ 1,839,180 | $ 2,161,366 | $ 1,885,910 | $ 1,725,580 | $ 2,197,060 | $ 2,197,060 | $ 2,197,060 | $ 471,480 | 27.3% |
| 35130 | SUPPORT SERVICES CHARGE (ICAP) | $ 7,944,160 | $ 7,944,160 | $ 8,277,510 | $ 8,277,510 | $ 9,021,130 | $ 9,021,130 | $ 8,737,020 | $ 8,737,020 | $ 8,737,020 | $ (284,110) | -3.1% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | 2,346,880 | 2,217,087 | 2,314,710 | 2,042,159 | 2,373,110 | 2,144,080 | 2,593,670 | 2,593,670 | 2,591,100 | 447,020 | 20.8% |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 4,350,360 | 4,139,017 | 4,589,800 | 4,506,747 | 4,750,190 | 4,702,050 | 5,437,970 | 5,437,970 | 5,437,970 | 735,920 | 15.7% |
| 35215 | INTRAFUND - INTERDEPARTMENTAL BILLINGS | 298,850 | 136,923 | 186,280 | 248,137 | 210,740 | 221,500 | 206,280 | 206,280 | 208,850 | (12,650) | -5.7% |
| | Total Internal Charges | $ 14,940,250 | $ 14,437,186 | $ 15,368,300 | $ 15,074,553 | $ 16,355,170 | $ 16,088,760 | $ 16,974,940 | $ 16,974,940 | $ 16,974,940 | $ 886,180 | 5.5% |
| 35315 | STATE ALCOHOLIC BEVERAGE | $ 2,401,390 | $ 2,597,599 | $ 2,720,230 | $ 2,741,561 | $ 2,857,230 | $ 2,876,576 | $ 2,977,260 | $ 2,977,260 | $ 2,977,260 | $ 100,684 | 3.5% |
| 35320 | STATE CIGARETTE TAX | 205,580 | 200,819 | 213,320 | 188,963 | 180,820 | 191,679 | 191,680 | 191,680 | 191,680 | 1 | 0.0% |
| 35325 | STATE REVENUE SHARING | 1,629,940 | 1,736,498 | 1,776,830 | 1,815,025 | 1,890,680 | 1,907,373 | 1,974,130 | 1,974,130 | 1,974,130 | 66,757 | 3.5% |
| 35326 | STATE MARIJUANA TAX | 231,920 | 917,013 | 385,010 | 645,834 | 690,770 | 778,811 | 806,070 | 806,070 | 806,070 | 27,259 | 3.5% |
| 35330 | STATE 911 | 809,400 | 825,363 | 835,610 | 848,901 | 873,820 | 851,692 | 1,144,470 | 1,144,470 | 1,144,470 | 292,778 | 34.4% |
| | Total State Shared Revenue | $ 5,278,230 | $ 6,277,293 | $ 5,931,000 | $ 6,240,284 | $ 6,493,320 | $ 6,606,131 | $ 7,093,610 | $ 7,093,610 | $ 7,093,610 | $ 487,479 | 7.4% |
| 35350 | CHEMEKETA COMM COLLEGE | $ 652,270 | $ 617,737 | $ 635,860 | $ 637,066 | $ 656,610 | $ 656,610 | $ 673,670 | $ 673,670 | $ 673,670 | $ 17,060 | 2.6% |
| 35355 | HOUSING AUTHORITY | 25,010 | 29,477 | 41,680 | 61,740 | 42,910 | 60,000 | 58,500 | 58,500 | 58,500 | (1,500) | -2.5% |
| 35361 | STATE REIMBURSEMENT | 27,800 | 720,019 | 375,880 | 326,230 | 86,000 | 207,800 | 88,000 | 88,000 | 88,000 | (119,800) | -57.7% |
| 35370 | MARION COUNTY | 139,950 | 117,026 | 150,900 | 149,626 | 150,900 | 300,000 | 338,300 | 338,300 | 338,300 | 38,300 | 12.8% |
| 35375 | POLK COUNTY | 211,750 | 182,646 | 150,900 | 150,940 | 150,900 | 150,900 | 154,300 | 154,300 | 154,300 | 3,400 | 2.3% |
| 35380 | SCHOOL DISTRICT | 556,600 | 583,177 | 580,270 | 596,216 | 617,530 | 615,400 | 622,590 | 622,590 | 622,590 | 7,190 | 1.2% |
| 35385 | PAYMENT IN LIEU OF TAXES | 106,010 | 117,210 | 123,030 | 134,763 | 138,130 | 138,130 | 141,580 | 141,580 | 141,580 | 3,450 | 2.5% |
| 35395 | OTHER GOVERNMENT AGENCIES | 145,670 | 148,073 | 147,800 | 149,830 | 154,500 | 166,520 | 177,070 | 177,070 | 177,070 | 10,550 | 6.3% |
| 35495 | OTHER AGENCIES | 30,720 | 35,219 | 28,800 | 29,488 | 30,290 | 18,000 | 17,430 | 17,430 | 17,430 | (570) | -3.2% |
| | Total Other Agencies | $ 1,895,780 | $ 2,550,583 | $ 2,235,120 | $ 2,235,899 | $ 2,027,770 | $ 2,313,360 | $ 2,271,440 | $ 2,271,440 | $ 2,271,440 | $ (41,920) | -1.8% |

# City of Salem Budget
## General Fund
### FY 2021

General Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 35510 | STATE GRANTS | $ 5,100 | $ 3,500 | $ 31,350 | $ 21,504 | $ 4,700 | $ - | $ 4,700 | $ 4,700 | $ 4,700 | $ 4,700 | - |
| 35615 | OTHER FEDERAL GRANTS | 312,090 | - | 206,480 | 21,964 | 167,570 | 110,000 | 28,000 | 28,000 | 28,000 | (82,000) | -74.5% |
| 35629 | US ENVIRONMENTAL PROTECTION AGENCY | - | 97,759 | - | 53,934 | - | 15,970 | - | - | - | (15,970) | -100.0% |
| 35633 | US FEDERAL HIGHWAY TRANSPORTATION | 130,000 | 55,546 | 102,600 | 48,645 | 58,750 | 56,050 | 29,000 | 29,000 | 29,000 | (27,050) | -48.3% |
| 35635 | US DEPT OF HOMELAND SECURITY | - | 225,735 | 17,290 | 161,179 | 147,700 | 130,500 | 152,300 | 152,300 | 152,300 | 21,800 | 16.7% |
| 35640 | US DEPT OF JUSTICE (OTHER) | 218,260 | 179,540 | 224,120 | 165,761 | 124,120 | 253,420 | 229,820 | 229,820 | 229,820 | (23,600) | -9.3% |
| 35655 | OTHER GRANTS | - | - | - | 6,556 | - | 17,300 | - | - | - | (17,300) | -100.0% |
| | Total Grants | $ 665,450 | $ 562,079 | $ 581,840 | $ 479,543 | $ 502,840 | $ 583,240 | $ 443,820 | $ 443,820 | $ 443,820 | $ (139,420) | -23.9% |
| 36110 | PARKING FINES | $ 820,000 | $ 842,941 | $ 839,990 | $ 916,241 | $ 884,020 | $ 744,500 | $ 892,860 | $ 892,860 | $ 892,860 | $ 148,360 | 19.9% |
| 36115 | COURT FINES | 1,763,540 | 1,441,731 | 1,510,130 | 1,426,944 | 1,510,730 | 1,389,872 | 1,417,670 | 1,417,670 | 1,417,670 | 27,798 | 2.0% |
| 36116 | PHOTO RED LIGHT FINES | 407,260 | 494,860 | 485,480 | 522,557 | - | - | - | - | - | - | - |
| 36130 | CIVIL PENALTIES | - | 17,350 | - | 25,836 | 150,000 | 55,000 | 35,000 | 35,000 | 35,000 | (20,000) | -36.4% |
| 36195 | OTHER FINES AND FORFEITS | 105,030 | 94,879 | 98,380 | 86,336 | 84,020 | 110,000 | 91,500 | 91,500 | 91,500 | (18,500) | -16.8% |
| 36210 | INTEREST | 314,610 | 510,207 | 413,360 | 767,042 | 494,000 | 693,500 | 615,780 | 615,780 | 615,780 | (77,720) | -11.2% |
| 36315 | LOAN INTEREST | - | 9,625 | 12,000 | (126) | - | 1,000 | - | - | - | (1,000) | -100.0% |
| 36810 | BAD DEBT RECOVERY | 4,300 | 46,506 | 15,000 | 5,581 | 6,000 | 26,000 | 6,300 | 6,300 | 6,300 | (19,700) | -75.8% |
| 36815 | WAGE RECOVERY | 92,860 | 17,300 | 32,000 | 85 | 1,000 | 124,300 | 25,000 | 25,000 | 25,000 | (99,300) | -79.9% |
| 36820 | DONATIONS | 112,500 | 80,942 | 78,000 | 81,862 | 100,000 | 90,000 | 103,500 | 103,500 | 103,500 | 13,500 | 15.0% |
| 36830 | CORPORATE CARD REBATE | - | 5,461 | - | 4,855 | - | 8,000 | - | - | - | (8,000) | -100.0% |
| 36825 | ENERGY INCENTIVES | - | 300 | - | - | - | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 125,790 | 70,907 | 124,060 | 79,473 | 85,000 | 100,000 | 87,800 | 87,800 | 87,800 | (12,200) | -12.2% |
| | Total Other Revenue | $ 3,745,890 | $ 3,633,008 | $ 3,608,400 | $ 3,916,686 | $ 3,314,770 | $ 3,342,172 | $ 3,275,410 | $ 3,275,410 | $ 3,275,410 | $ (66,762) | -2.0% |
| 38755 | SALE OF ASSETS | $ - | $ 2,417 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sale of Assets | $ - | $ 2,417 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 39110 | INTERFUND TRANSFERS | $ 1,375,820 | $ 1,075,947 | $ 1,420,470 | $ 1,320,470 | $ 1,672,440 | $ 1,672,440 | $ 1,936,070 | $ 1,936,070 | $ 1,936,070 | $ 263,630 | 15.8% |
| | Total Interfund Transfers | $ 1,375,820 | $ 1,075,947 | $ 1,420,470 | $ 1,320,470 | $ 1,672,440 | $ 1,672,440 | $ 1,936,070 | $ 1,936,070 | $ 1,936,070 | $ 263,630 | 15.8% |
| 39910 | BEGINNING WORKING CAPITAL | $ 26,430,480 | $ 26,821,257 | $ 25,879,730 | $ 25,024,409 | $ 21,192,270 | $ 22,198,336 | $ 20,514,920 | $ 20,514,920 | $ 21,989,560 | $ (208,776) | -0.9% |
| | Total Beginning Balance | $ 26,430,480 | $ 26,821,257 | $ 25,879,730 | $ 25,024,409 | $ 21,192,270 | $ 22,198,336 | $ 20,514,920 | $ 20,514,920 | $ 21,989,560 | $ (208,776) | -0.9% |
| | Total Resources | $ 144,531,080 | $ 146,680,792 | $ 150,259,410 | $ 150,945,989 | $ 150,049,590 | $ 154,001,497 | $ 161,722,970 | $ 161,722,970 | $ 163,197,610 | $ 9,196,113 | 6.0% |

# City of Salem Budget
## General Fund
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 52,323,200 | $ 50,148,724 | $ 55,171,290 | $ 52,753,481 | $ 56,751,990 | $ 55,148,079 | $ 60,042,290 | $ 60,042,290 | $ 60,042,290 | $ 4,894,211 | 8.9% |
| 51020 | SEASONAL AND RELIEF | 1,650,950 | 1,555,267 | 1,616,080 | 1,537,830 | 1,529,320 | 907,244 | 1,048,910 | 1,048,910 | 1,048,910 | 141,666 | 15.6% |
| 51025 | HOLIDAY - REGULAR | 132,320 | 125,139 | 119,800 | 130,888 | 125,800 | 130,700 | 135,600 | 135,600 | 135,600 | 4,900 | 3.7% |
| 51030 | OVERTIME | 2,345,070 | 2,657,018 | 2,815,290 | 3,340,766 | 2,961,030 | 3,833,324 | 3,482,060 | 3,482,060 | 3,482,060 | (351,264) | -9.2% |
| 51080 | STANDBY | 49,080 | 20,470 | 48,970 | 20,051 | 66,430 | 21,600 | 79,870 | 79,870 | 79,870 | 58,270 | 269.8% |
| 51090 | DIFFERENTIAL | 61,520 | 53,140 | 61,270 | 48,487 | 65,160 | 43,250 | 69,140 | 69,140 | 69,140 | 25,890 | 59.9% |
| 51100 | INCENTIVES | 2,303,940 | 2,438,952 | 2,628,110 | 2,744,489 | 2,773,270 | 2,714,926 | 2,796,360 | 2,796,360 | 2,796,360 | 81,434 | 3.0% |
| 51120 | LEAVE PAYOFF | 820,780 | 843,792 | 785,420 | 848,973 | 762,100 | 731,992 | 770,500 | 770,500 | 770,500 | 38,508 | 5.3% |
| 51130 | CAR ALLOWANCE | 18,300 | 17,168 | 18,300 | 18,342 | 19,440 | 19,440 | 20,460 | 20,460 | 20,460 | 1,020 | 5.2% |
| 51135 | CELL PHONE ALLOWANCE | 940 | 1,055 | 1,290 | 1,228 | 970 | 2,290 | 940 | 940 | 940 | (1,350) | -59.0% |
| 51140 | CLOTHING ALLOWANCE | 23,580 | 23,220 | 26,120 | 23,808 | 35,880 | 26,000 | 37,370 | 37,370 | 37,370 | 11,370 | 43.7% |
| 51145 | MOVING ALLOWANCE | - | 8,245 | - | 1,622 | - | 12,772 | - | - | - | (12,772) | -100.0% |
| 51150 | DEPT HEAD ANNUITY | 77,550 | 77,176 | 84,710 | 80,120 | 83,020 | 78,560 | 84,780 | 84,780 | 84,780 | 6,220 | 7.9% |
| 51195 | OTHER PAY / BENEFITS | 65,150 | (108,911) | 37,890 | (43,422) | 61,820 | (56,840) | 74,330 | 74,330 | 74,330 | 131,170 | -230.8% |
| 51210 | FICA AND MEDICARE | 4,533,590 | 4,307,065 | 4,820,970 | 4,567,026 | 4,941,840 | 4,822,997 | 5,196,350 | 5,196,350 | 5,196,350 | 373,353 | 7.7% |
| 51221 | WORKERS' COMP PREMIUM | 1,557,700 | 1,557,700 | 1,392,870 | 1,392,870 | 1,380,700 | 1,380,700 | - | - | - | (1,380,700) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 21,140 | 20,358 | 21,200 | 19,413 | 22,400 | 18,230 | 22,480 | 22,480 | 22,480 | 4,250 | 23.3% |
| 51230 | UNEMPLOYMENT | 120,000 | 80,663 | 105,320 | 99,973 | 100,000 | 90,000 | 86,000 | 86,000 | 86,000 | (4,000) | -4.4% |
| 51240 | EMPLOYER - RETIREMENT PERS | 10,444,580 | 9,748,558 | 10,986,290 | 10,267,518 | 13,840,140 | 13,344,021 | 14,538,670 | 14,538,670 | 14,538,670 | 1,194,649 | 9.0% |
| 51243 | PERS UNFUNDED LIABILITY | 3,040,050 | 3,040,050 | 3,166,660 | 3,166,650 | 3,312,460 | 3,332,070 | 3,412,160 | 3,412,160 | 3,412,160 | 80,090 | 2.4% |
| 51245 | EMPLOYER - PERS PICKUP | 3,529,390 | 3,290,060 | 3,775,600 | 3,517,073 | 3,838,400 | 3,771,467 | 4,077,420 | 4,077,420 | 4,077,420 | 305,953 | 8.1% |
| 51250 | INSURANCE - MEDICAL | 12,294,420 | 11,286,392 | 12,963,530 | 11,975,056 | 13,232,050 | 12,552,071 | 13,852,310 | 13,852,310 | 13,852,310 | 1,300,239 | 10.4% |
| 51255 | INSURANCE - VISION | 333,750 | 314,247 | 347,280 | 321,799 | 341,300 | 323,161 | 351,960 | 351,960 | 351,960 | 28,799 | 8.9% |
| 51260 | INSURANCE - DENTAL | 1,100,310 | 1,037,765 | 1,172,970 | 1,088,493 | 1,158,120 | 1,098,708 | 1,203,870 | 1,203,870 | 1,203,870 | 105,162 | 9.6% |
| 51265 | INSURANCE - LIFE | 87,860 | 71,926 | 90,700 | 89,968 | 98,840 | 92,820 | 105,820 | 105,820 | 105,820 | 13,000 | 14.0% |
| 51270 | INSURANCE - DISABILITY | 155,830 | 153,568 | 157,720 | 155,649 | 157,730 | 148,250 | 164,010 | 164,010 | 164,010 | 15,760 | 10.6% |
| 51275 | OTHER HEALTH BENEFITS | 421,680 | 401,613 | 429,780 | 410,462 | 433,360 | 411,000 | 854,250 | 854,250 | 854,250 | 443,250 | 107.8% |
| 51310 | PHYSICAL EXAMINATIONS | - | 380 | - | 18,245 | - | 7,500 | - | - | - | (7,500) | -100.0% |
| | Total Personal Services | $ 97,512,680 | $ 93,170,801 | $ 102,845,430 | $ 98,596,858 | $ 108,093,570 | $ 105,006,332 | $ 112,507,910 | $ 112,507,910 | $ 112,507,910 | $ 7,501,578 | 7.1% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 486,670 | $ 476,833 | $ 495,040 | $ 496,562 | $ 520,830 | $ 417,840 | $ 535,560 | $ 535,560 | $ 565,060 | $ 147,220 | 35.2% |
| 52120 | MAIL | 95,230 | 95,613 | 96,480 | 108,834 | 103,480 | 128,360 | 125,410 | 125,410 | 125,410 | (2,950) | -2.3% |
| 52130 | SUPPLIES | 798,840 | 815,164 | 744,550 | 794,244 | 808,640 | 752,450 | 842,120 | 842,120 | 852,320 | 99,870 | 13.3% |
| 52140 | PRINTING AND DUPLICATION | 4,000 | 992 | 4,000 | 4,394 | 5,000 | 725 | 2,000 | 2,000 | 2,000 | 1,275 | 175.9% |
| 52150 | RECORDING FEES | 1,700 | 432 | 540 | 1,191 | 1,140 | 1,132 | 940 | 940 | 940 | (192) | -17.0% |
| 52320 | ADVERTISING | 62,400 | 33,464 | 58,490 | 33,309 | 55,590 | 31,660 | 61,270 | 61,270 | 61,270 | 29,610 | 93.5% |
| 52340 | EMPLOYEE RECOGNITION | 7,150 | 8,745 | 8,950 | 8,900 | 9,440 | 8,525 | 12,600 | 12,600 | 12,600 | 4,075 | 47.8% |
| 52360 | RECRUITMENT FEES | 101,800 | 57,294 | 71,260 | 72,507 | 48,910 | 41,570 | 52,610 | 52,610 | 52,610 | 11,040 | 26.6% |
| 52405 | TELEPHONE - OFFICE | 240,080 | 243,695 | 240,630 | 240,565 | 229,270 | 197,100 | 207,860 | 207,860 | 207,860 | 10,760 | 5.5% |
| 52410 | TELEPHONE - CELLULAR | 177,230 | 211,478 | 207,820 | 220,700 | 223,960 | 234,300 | 229,990 | 229,990 | 229,990 | (4,310) | -1.8% |
| 52430 | PAGERS | 1,100 | 1,021 | 1,100 | 1,120 | 1,100 | 1,500 | 1,200 | 1,200 | 1,200 | (300) | -20.0% |
| 52460 | COMMUNICATION - OTHER | 166,700 | 132,045 | 161,120 | 194,045 | 154,470 | 174,050 | 179,590 | 179,590 | 181,870 | 7,820 | 4.5% |
| 52510 | TRAINING | 533,780 | 394,023 | 581,160 | 474,871 | 592,010 | 452,330 | 611,100 | 611,100 | 624,150 | 171,820 | 38.0% |
| 52520 | TRAVEL | 20,000 | 16,373 | 22,500 | 7,315 | 24,900 | 11,700 | 19,800 | 19,800 | 21,210 | 9,510 | 81.3% |
| 52530 | LODGING | - | 3,956 | 500 | 1,448 | 500 | - | - | - | - | - | - |
| 52540 | MEALS | 24,310 | 22,944 | 27,910 | 26,911 | 23,230 | 26,150 | 25,630 | 25,630 | 25,630 | (520) | -2.0% |
| 52550 | MILEAGE | 19,600 | 13,732 | 20,300 | 11,460 | 24,760 | 13,945 | 23,300 | 23,300 | 23,300 | 9,355 | 67.1% |
| 52560 | REGISTRATION | 100 | 1,881 | - | 630 | - | 975 | - | - | - | (975) | -100.0% |
| 52610 | AUDIT SERVICES | 65,000 | 64,101 | 66,000 | 66,052 | 67,980 | 67,980 | 69,610 | 69,610 | 69,610 | 1,630 | 2.4% |
| 52620 | CONSTRUCTION CONTRACTS | 60,000 | 59,266 | - | - | - | - | - | - | - | - | - |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 104,010 | 60,202 | 20,000 | 15,315 | 50,430 | 24,500 | 20,000 | 20,000 | 20,000 | (4,500) | -18.4% |

# City of Salem Budget
## General Fund
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 52650 | LEGAL / COURT SERVICES | 395,010 | 446,689 | 401,250 | 375,216 | 378,290 | 375,750 | 387,330 | 387,330 | 387,330 | 11,580 | 3.1% |
| 52660 | TEMP EMPLOYMENT SERVICES | 41,910 | 43,665 | 26,990 | 69,296 | 40,000 | 60,050 | 10,000 | 10,000 | 10,000 | (50,050) | -83.3% |
| 52670 | OTHER PROFESSIONAL SERVICES | 4,684,510 | 3,916,701 | 4,261,560 | 4,153,100 | 3,612,790 | 4,179,050 | 4,014,360 | 4,014,360 | 4,436,310 | 257,260 | 6.2% |
| 52710 | MEMBERSHIP DUES | 189,070 | 173,835 | 192,950 | 170,794 | 180,190 | 181,520 | 187,740 | 187,740 | 187,740 | 6,220 | 3.4% |
| 52720 | LICENSES / CERTIFICATIONS | 13,930 | 13,465 | 19,740 | 22,077 | 21,860 | 22,910 | 18,760 | 18,760 | 18,760 | (4,150) | -18.1% |
| 52740 | PERMITS | 5,300 | 6,287 | 6,370 | 6,988 | 6,910 | 6,028 | 7,220 | 7,220 | 7,220 | 1,192 | 19.8% |
| 52810 | SMALL TOOLS | 14,450 | 25,364 | 21,500 | 21,939 | 21,860 | 26,420 | 21,860 | 21,860 | 21,860 | (4,560) | -17.3% |
| 52815 | CONTROLLED EQUIPMENT | 458,530 | 304,714 | 449,160 | 483,843 | 427,280 | 467,120 | 358,960 | 358,960 | 415,860 | (51,260) | -11.0% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 369,430 | 353,095 | 380,940 | 410,535 | 365,200 | 356,760 | 425,430 | 425,430 | 607,740 | 250,980 | 70.3% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 1,304,520 | 1,200,628 | 1,511,210 | 1,395,736 | 1,655,910 | 1,717,680 | 1,558,420 | 1,558,420 | 1,628,780 | (88,900) | -5.2% |
| 52850 | TIRES AND TUBES | - | - | - | - | - | 50 | - | - | - | (50) | -100.0% |
| 52865 | OTHER TECHNICAL SUPPLIES | 12,300 | 7,680 | 13,000 | 3,866 | 7,000 | 8,670 | 7,000 | 7,000 | 7,000 | (1,670) | -19.3% |
| 52910 | DIESEL FUEL | 149,600 | 168,459 | 169,100 | 166,708 | 172,800 | 130,950 | 168,850 | 168,850 | 168,850 | 37,900 | 28.9% |
| 52930 | GASOLINE | 455,180 | 477,590 | 489,070 | 471,595 | 518,230 | 493,320 | 525,450 | 525,450 | 525,450 | 32,130 | 6.5% |
| 52940 | LP / CNG GAS | 150 | 90 | 100 | 52 | 100 | 180 | 50 | 50 | 50 | (130) | -72.2% |
| 52950 | LUBRICANTS | 520 | 363 | 370 | 177 | 370 | 240 | 380 | 380 | 380 | 140 | 58.3% |
| 53210 | INSURANCE | 1,207,290 | 1,209,572 | 1,460 | 1,387 | 1,460 | 1,400 | 1,460 | 1,460 | 1,460 | 60 | 4.3% |
| 53211 | LIABILITY INSURANCE | - | - | 1,097,200 | 1,097,200 | 1,164,430 | 1,164,430 | 1,197,890 | 1,305,190 | 1,305,190 | 140,760 | 12.1% |
| 53310 | VEHICLE MAINTENANCE | 664,920 | 672,070 | 656,140 | 740,511 | 737,520 | 787,320 | 766,470 | 766,470 | 768,010 | (19,310) | -2.5% |
| 53320 | EQUIPMENT MAINTENANCE | 310,760 | 258,887 | 330,300 | 368,978 | 311,550 | 269,750 | 329,340 | 329,340 | 358,260 | 88,510 | 32.8% |
| 53330 | FACILITIES SERVICES | - | 25,431 | - | 13 | - | - | - | - | - | - | - |
| 53340 | FACILITIES MAINTENANCE | 5,650 | 2,989 | 1,650 | 5,004 | - | 41,700 | - | - | - | (41,700) | -100.0% |
| 53370 | HYDRANT REPAIRS | 1,750 | 2,113 | 1,750 | 242 | 2,100 | 1,000 | 1,750 | 1,750 | 1,750 | 750 | 75.0% |
| 53375 | CHEMICALS | 37,000 | 66,533 | 42,500 | 63,989 | 67,900 | 64,000 | 67,900 | 67,900 | 67,900 | 3,900 | 6.1% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 516,360 | 584,073 | 376,480 | 471,028 | 575,730 | 339,140 | 469,120 | 469,120 | 478,150 | 139,010 | 41.0% |
| 53510 | BUILDING RENTAL | 201,140 | 189,463 | 192,110 | 184,000 | 191,320 | 192,990 | 192,260 | 192,260 | 192,260 | (730) | -0.4% |
| 53520 | LAND RENTAL | 51,000 | 51,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53530 | OUTSIDE RENTAL | 54,440 | 60,470 | 54,740 | 59,923 | 51,080 | 94,150 | 48,080 | 48,080 | 48,080 | (46,070) | -48.9% |
| 53610 | GAS | 100,670 | 117,463 | 104,510 | 113,966 | 119,300 | 116,200 | 139,410 | 139,410 | 139,410 | 23,210 | 20.0% |
| 53620 | ELECTRIC | 705,700 | 663,470 | 721,580 | 700,460 | 612,180 | 517,100 | 737,820 | 737,820 | 737,820 | 220,720 | 42.7% |
| 53650 | REFUSE DISPOSAL | 63,350 | 114,905 | 66,210 | 110,190 | 113,090 | 110,700 | 122,500 | 122,500 | 122,500 | 11,800 | 10.7% |
| 53710 | CLAIMS AND DAMAGES | - | 8,836 | - | - | - | - | - | - | - | - | - |
| 53720 | TAXES AND ASSESSMENTS | - | - | - | - | - | 1,220 | - | - | - | (1,220) | -100.0% |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | 9,650 | 9,585 | 10,250 | 9,352 | 10,150 | 10,050 | 11,340 | 11,340 | 11,340 | 1,290 | 12.8% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 176,250 | 143,824 | 190,250 | 158,994 | 167,820 | 142,300 | 165,210 | 165,210 | 182,350 | 40,050 | 28.1% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 343,610 | 282,852 | 514,840 | 453,038 | 465,800 | 414,715 | 426,740 | 426,740 | 479,710 | 64,995 | 15.7% |
| 53740 | CLOTHING - CLEANING CHARGES | 3,470 | 99 | 2,970 | 162 | 2,970 | 600 | 2,900 | 2,900 | 2,900 | 2,300 | 383.3% |
| 53750 | INVENTORY PURCHASES | - | - | - | 11 | - | - | - | - | - | - | - |
| 53760 | LABORATORY - SUPPLIES | 4,000 | 3,255 | 4,000 | 2,835 | 4,000 | 1,500 | 4,000 | 4,000 | 4,000 | 2,500 | 166.7% |
| 53767 | BANKING AND INVESTMENT FEES | 152,590 | 59,232 | 91,590 | 57,939 | 73,290 | 53,900 | 65,790 | 65,790 | 65,790 | 11,890 | 22.1% |
| 53768 | DIRECT BANKING FEES | - | 3,269 | 4,320 | 3,462 | 6,100 | 3,940 | 5,960 | 5,960 | 5,960 | 2,020 | 51.3% |
| 53769 | CARD PROCESSING FEES | 2,250 | 89,791 | 24,100 | 113,810 | 100,480 | 108,090 | 115,490 | 115,490 | 115,490 | 7,400 | 6.8% |
| 53770 | BAD DEBT - WRITE OFF | 8,500 | 4,739 | 9,500 | 10,518 | 11,000 | 7,150 | 11,000 | 11,000 | 11,000 | 3,850 | 53.8% |
| 53799 | OTHER EXPENSES | - | 1,176 | - | 212 | - | 500 | - | - | - | (500) | -100.0% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 13,440 | 72,542 | 11,000 | 33,850 | 21,700 | 44,800 | 21,500 | 21,500 | 21,500 | (23,300) | -52.0% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 5,484,250 | 5,484,250 | 5,762,650 | 5,762,650 | 5,870,670 | 5,870,670 | 6,471,380 | 6,471,380 | 6,471,380 | 600,710 | 10.2% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLINGS | 265,600 | 318,172 | 317,320 | 387,475 | 278,990 | 341,900 | 293,360 | 293,360 | 293,360 | (48,540) | -14.2% |
| 53830 | RADIO | 1,265,430 | 1,265,825 | 1,271,900 | 1,271,944 | 1,277,800 | 1,278,000 | 1,218,600 | 1,218,600 | 1,218,600 | (59,400) | -4.6% |
| 53832 | MOBILE DATA COMM SYSTEM | 78,000 | 78,000 | 78,000 | 78,000 | 78,000 | 78,000 | 129,630 | 129,630 | 129,630 | 51,630 | 66.2% |
| 53840 | MOTOR POOL RENTAL | 998,130 | 1,002,772 | 928,640 | 931,679 | 1,009,810 | 1,009,810 | 1,042,420 | 1,042,420 | 1,042,420 | 32,610 | 3.2% |

# City of Salem Budget
## General Fund
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Estimate FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 904,000 | 1,192,464 | 884,000 | 1,109,000 | 923,000 | 923,000 | 985,500 | 985,500 | 985,500 | 62,500 | 6.8% |
| 53851 | COPY | 185,310 | 162,649 | 184,570 | 177,107 | 203,590 | 212,800 | 201,380 | 201,380 | 201,380 | (11,420) | -5.4% |
| 53852 | MICROFILM | - | - | - | 2,755 | - | - | - | - | - | - | - |
| 53853 | PRINTING | 100 | 15,513 | 100 | 65 | 2,500 | 300 | 1,250 | 1,250 | 1,250 | 950 | 316.7% |
| 53854 | PHOTOCOPIES | 132,770 | 143,575 | 134,470 | 138,705 | 134,450 | 127,860 | 136,450 | 136,450 | 136,450 | 8,590 | 6.7% |
| 53855 | SHOPS FACILITIES MAINTENANCE | 22,350 | 22,350 | 24,690 | 24,690 | 20,780 | 20,780 | 22,210 | 22,210 | 22,210 | 1,430 | 6.9% |
| 53860 | BUILDING SERVICES | 127,200 | 36,695 | 80,010 | 66,222 | 22,870 | 17,580 | 10,000 | 10,000 | 10,000 | (7,580) | -43.1% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEMENT | - | - | - | 600 | - | 200 | - | - | - | (200) | -100.0% |
| 54850 | OTHER SPECIAL PAYMENTS | 2,374,970 | 1,601,505 | 3,375,820 | 2,312,478 | 2,288,070 | 1,954,500 | 1,889,830 | 1,889,830 | 2,386,910 | 432,410 | 22.1% |
| | Total Materials and Services | $ 27,536,010 | $ 25,873,288 | $ 28,324,280 | $ 27,557,738 | $ 27,276,930 | $ 26,938,535 | $ 28,019,340 | $ 28,126,640 | $ 29,521,280 | $ 2,582,745 | 9.6% |
| 55110 | LAND | $ - | $ 150,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 55130 | EQUIPMENT AND MACHINERY | 483,350 | 384,030 | 1,362,990 | 524,238 | 314,740 | 175,000 | 418,190 | 418,190 | 498,190 | 323,190 | 184.7% |
| 55150 | FLEET REPLACEMENT | - | 76,938 | - | 55,350 | - | - | 50,000 | 50,000 | 50,000 | 50,000 | - |
| | Total Capital Outlay | $ 483,350 | $ 610,969 | $ 1,362,990 | $ 579,588 | $ 314,740 | $ 175,000 | $ 468,190 | $ 468,190 | $ 548,190 | $ 373,190 | 213.3% |
| | | | | | | | | | | | | - |
| 60120 | PRINCIPAL | $ 262,920 | $ 262,920 | $ 261,690 | $ 261,689 | $ 272,150 | $ 272,150 | $ 634,250 | $ 634,250 | $ 634,250 | $ 362,100 | 133.1% |
| 60130 | INTEREST | 15,570 | 15,566 | 20,830 | 20,829 | 13,300 | 13,300 | 56,190 | 56,190 | 56,190 | 42,890 | 322.5% |
| | Total Debt Service | $ 278,490 | $ 278,486 | $ 282,520 | $ 282,519 | $ 285,450 | $ 285,450 | $ 690,440 | $ 690,440 | $ 690,440 | $ 404,990 | 141.9% |
| 61110 | CONTINGENCIES | $ 2,449,200 | $ - | $ 1,473,530 | $ - | $ 3,000,000 | $ 250,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 2,750,000 | 1100.0% |
| | Total Contingencies | $ 2,449,200 | $ - | $ 1,473,530 | $ - | $ 3,000,000 | $ 250,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 2,750,000 | 1100.0% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 1,722,840 | $ 1,722,840 | $ 2,000,950 | $ 1,730,950 | $ 831,260 | $ 831,260 | $ 1,170,710 | $ 1,170,710 | $ 1,170,710 | $ 339,450 | 40.8% |
| | Total Interfund Transfers | $ 1,722,840 | $ 1,722,840 | $ 2,000,950 | $ 1,730,950 | $ 831,260 | $ 831,260 | $ 1,170,710 | $ 1,170,710 | $ 1,170,710 | $ 339,450 | 40.8% |
| | Total Expenditures | $ 129,982,570 | $ 121,656,383 | $ 136,289,700 | $ 128,747,652 | $ 139,801,950 | $ 133,486,577 | $ 145,856,590 | $ 145,963,890 | $ 147,438,530 | $ 13,951,953 | 10.5% |

# City of Salem Budget
## General Fund - City Manager
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 1,080,620 | $ 1,089,976 | $ 1,241,540 | $ 1,056,716 | $ 702,460 | $ 709,060 | $ 709,060 | $ 709,060 | $ 6,600 | 0.9% |
| 51030 | OVERTIME | 750 | - | 600 | - | 1,000 | 1,020 | 1,020 | 1,020 | 20 | 2.0% |
| 51120 | LEAVE PAYOFF | 3,000 | 4,338 | 3,000 | 59,003 | 1,530 | 2,200 | 2,200 | 2,200 | 670 | 43.8% |
| 51130 | CAR ALLOWANCE | 7,140 | 7,168 | 7,140 | 6,554 | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| 51150 | DEPT HEAD ANNUITY | 21,120 | 21,338 | 23,050 | 19,672 | 13,700 | 13,800 | 13,800 | 13,800 | 100 | 0.7% |
| 51195 | OTHER PAY / BENEFITS | 1,730 | - | 2,190 | - | - | - | - | - | - | - |
| 51210 | FICA AND MEDICARE | 75,660 | 74,233 | 85,820 | 72,944 | 48,300 | 48,770 | 48,770 | 48,770 | 470 | 1.0% |
| 51221 | WORKERS' COMP PREMIUM | 10,030 | 10,030 | 8,270 | 8,270 | 6,310 | - | - | - | (6,310) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 330 | 275 | 330 | 243 | 250 | 220 | 220 | 220 | (30) | -12.0% |
| 51240 | EMPLOYER - RETIREMENT PERS | 177,860 | 179,613 | 201,070 | 177,346 | 156,040 | 158,310 | 158,310 | 158,310 | 2,270 | 1.5% |
| 51243 | PERS UNFUNDED LIABILITY | 60,800 | 60,800 | 62,680 | 62,680 | 49,680 | 40,340 | 40,340 | 40,340 | (9,340) | -18.8% |
| 51245 | EMPLOYER - PERS PICKUP | 66,760 | 67,236 | 76,510 | 65,324 | 43,480 | 43,930 | 43,930 | 43,930 | 450 | 1.0% |
| 51250 | INSURANCE - MEDICAL | 211,370 | 203,402 | 235,650 | 195,672 | 136,070 | 120,820 | 120,820 | 120,820 | (15,250) | -11.2% |
| 51255 | INSURANCE - VISION | 5,980 | 5,820 | 6,520 | 5,379 | 3,490 | 3,090 | 3,090 | 3,090 | (400) | -11.5% |
| 51260 | INSURANCE - DENTAL | 19,110 | 18,819 | 21,670 | 17,867 | 11,650 | 10,340 | 10,340 | 10,340 | (1,310) | -11.2% |
| 51265 | INSURANCE - LIFE | 2,470 | 1,463 | 2,590 | 2,533 | 1,640 | 1,690 | 1,690 | 1,690 | 50 | 3.0% |
| 51270 | INSURANCE - DISABILITY | 2,620 | 2,648 | 2,740 | 2,609 | 1,640 | 1,670 | 1,670 | 1,670 | 30 | 1.8% |
| | Total Personal Services | $ 1,747,350 | $ 1,747,159 | $ 1,981,370 | $ 1,752,812 | $ 1,183,240 | $ 1,161,260 | $ 1,161,260 | $ 1,161,260 | $ (21,980) | -1.9% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 900 | $ 1,237 | $ 900 | $ 1,031 | $ 970 | $ 990 | $ 990 | $ 990 | $ 20 | 2.1% |
| 52120 | MAIL | 250 | - | 100 | - | 50 | 50 | 50 | 50 | - | - |
| 52130 | SUPPLIES | 3,000 | 3,460 | 3,100 | 1,797 | 2,000 | 3,000 | 3,000 | 3,000 | 1,000 | 50.0% |
| 52320 | ADVERTISING | 9,300 | 5,780 | 8,800 | 4,889 | 800 | 1,000 | 1,000 | 1,000 | 200 | 25.0% |
| 52340 | EMPLOYEE RECOGNITION | 50 | 44 | 50 | 68 | 50 | - | - | - | (50) | -100.0% |
| 52360 | RECRUITMENT FEES | - | - | - | 3,708 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 5,050 | 4,697 | 4,810 | 4,280 | 3,430 | 2,360 | 2,360 | 2,360 | (1,070) | -31.2% |
| 52410 | TELEPHONE - CELLULAR | - | 547 | 600 | 746 | 600 | 1,560 | 1,560 | 1,560 | 960 | 160.0% |
| 52510 | TRAINING | 5,750 | 7,577 | 17,120 | 7,237 | 8,950 | 9,800 | 9,800 | 9,800 | 850 | 9.5% |
| 52520 | TRAVEL | 3,500 | 1,559 | 4,500 | 30 | 4,500 | - | - | - | (4,500) | -100.0% |
| 52530 | LODGING | - | 2,861 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | 3,300 | 3,534 | 3,200 | 2,662 | 2,500 | 2,000 | 2,000 | 2,000 | (500) | -20.0% |
| 52550 | MILEAGE | 500 | 204 | 400 | 151 | 200 | 180 | 180 | 180 | (20) | -10.0% |
| 52560 | REGISTRATION | 100 | - | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 125,300 | 90,755 | 73,720 | 87,963 | 35,000 | 35,000 | 35,000 | 35,000 | - | - |
| 52710 | MEMBERSHIP DUES | 3,570 | 4,207 | 3,650 | 2,570 | 4,050 | 2,400 | 2,400 | 2,400 | (1,650) | -40.7% |
| 52720 | LICENSES / CERTIFICATIONS | - | - | - | 40 | 40 | 50 | 50 | 50 | 10 | 25.0% |
| 52815 | CONTROLLED EQUIPMENT | 1,450 | 2,338 | 6,300 | 6,630 | 820 | 3,980 | 3,980 | 5,370 | 4,550 | 554.9% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 17,300 | 110,816 | 57,300 | 67,390 | 40,000 | 40,500 | 40,500 | 40,500 | 500 | 1.3% |
| 53210 | INSURANCE | 4,670 | 4,670 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 4,700 | 4,700 | 3,600 | 2,800 | 2,800 | 2,800 | (800) | -22.2% |
| 53320 | EQUIPMENT MAINTENANCE | 500 | - | - | 245 | 200 | - | - | - | (200) | -100.0% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 14,960 | 15,054 | - | - | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | - | - | 171 | - | - | - | - | - | - |
| 53830 | RADIO | - | 710 | 770 | 770 | 670 | - | - | - | (670) | -100.0% |
| 53851 | COPY | 10,100 | 13,674 | 10,650 | 16,933 | 1,100 | 1,600 | 1,600 | 1,600 | 500 | 45.5% |

# City of Salem Budget
## General Fund - City Manager
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53851 | COPY | 10,100 | 13,674 | 10,650 | 16,933 | 1,100 | 1,600 | 1,600 | 1,600 | 500 | 45.5% |
| 53854 | PHOTOCOPIES | 3,000 | 3,272 | 3,100 | 3,270 | 3,200 | 4,000 | 4,000 | 4,000 | 800 | 25.0% |
| 54850 | OTHER SPECIAL PAYMENTS | 15,000 | 8,285 | 2,500 | 3,739 | - | - | - | - | - | - |
| | Total Materials and Services | $ 227,550 | $ 285,279 | $ 206,270 | $ 221,609 | $ 112,730 | $ 111,270 | $ 111,270 | $ 112,660 | $ (70) | -0.1% |
| | Total Expenditures | $ 1,974,900 | $ 2,032,438 | $ 2,187,640 | $ 1,974,421 | $ 1,295,970 | $ 1,272,530 | $ 1,272,530 | $ 1,273,920 | $ (22,050) | -1.7% |

# City of Salem Budget
## General Fund - Community Development
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 2,138,680 | $ 1,978,830 | $ 2,339,010 | $ 2,128,953 | $ 2,337,110 | $ 2,658,940 | $ 2,658,940 | $ 2,658,940 | $ 321,830 | 13.8% |
| 51020 | SEASONAL AND RELIEF | - | 27,006 | - | 20,117 | - | - | - | - | - | - |
| 51025 | HOLIDAY - REGULAR | - | 68 | - | 366 | - | - | - | - | - | - |
| 51030 | OVERTIME | 5,340 | 18,613 | 5,440 | 17,661 | 8,310 | 22,510 | 22,510 | 22,510 | 14,200 | 170.9% |
| 51090 | DIFFERENTIAL | - | - | - | 575 | 990 | 1,200 | 1,200 | 1,200 | 210 | 21.2% |
| 51100 | INCENTIVES | 3,280 | 5,072 | 6,210 | 6,083 | 6,170 | 8,760 | 8,760 | 8,760 | 2,590 | 42.0% |
| 51120 | LEAVE PAYOFF | 10,020 | 10,157 | 10,210 | 14,764 | 7,530 | 12,490 | 12,490 | 12,490 | 4,960 | 65.9% |
| 51130 | CAR ALLOWANCE | 3,300 | 3,028 | 3,300 | 2,792 | 2,230 | 2,230 | 2,230 | 2,230 | - | - |
| 51135 | CELL PHONE ALLOWANCE | - | 360 | 430 | 767 | 480 | 470 | 470 | 470 | (10) | -2.1% |
| 51145 | MOVING ALLOWANCE | - | 5,000 | - | - | - | - | - | - | - | - |
| 51150 | DEPT HEAD ANNUITY | 6,980 | 5,090 | 7,160 | 6,932 | 7,440 | 7,480 | 7,480 | 7,480 | 40 | 0.5% |
| 51195 | OTHER PAY / BENEFITS | 5,400 | - | 2,700 | - | 2,130 | 3,140 | 3,140 | 3,140 | 1,010 | 47.4% |
| 51210 | FICA AND MEDICARE | 164,220 | 152,345 | 179,760 | 162,396 | 179,770 | 205,570 | 205,570 | 205,570 | 25,800 | 14.4% |
| 51221 | WORKERS' COMP PREMIUM | 36,550 | 36,550 | 32,690 | 32,690 | 33,680 | - | - | - | (33,680) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 930 | 742 | 950 | 761 | 1,010 | 1,030 | 1,030 | 1,030 | 20 | 2.0% |
| 51240 | EMPLOYER - RETIREMENT PERS | 344,680 | 291,905 | 345,180 | 315,724 | 440,160 | 490,570 | 490,570 | 490,570 | 50,410 | 11.5% |
| 51243 | PERS UNFUNDED LIABILITY | 120,440 | 120,440 | 124,280 | 124,280 | 133,300 | 134,530 | 134,530 | 134,530 | 1,230 | 0.9% |
| 51245 | EMPLOYER - PERS PICKUP | 130,040 | 113,727 | 142,290 | 129,485 | 142,230 | 162,860 | 162,860 | 162,860 | 20,630 | 14.5% |
| 51250 | INSURANCE - MEDICAL | 485,790 | 474,879 | 578,630 | 513,483 | 604,040 | 678,980 | 678,980 | 678,980 | 74,940 | 12.4% |
| 51260 | INSURANCE - DENTAL | 42,000 | 42,186 | 50,720 | 45,326 | 51,670 | 58,200 | 58,200 | 58,200 | 6,530 | 12.6% |
| 51265 | INSURANCE - LIFE | 3,960 | 3,084 | 4,280 | 4,283 | 4,980 | 5,740 | 5,740 | 5,740 | 760 | 15.3% |
| 51270 | INSURANCE - DISABILITY | 1,540 | 1,484 | 1,600 | 1,597 | 1,600 | 2,360 | 2,360 | 2,360 | 760 | 47.5% |
| | Total Personal Services | $ 3,516,160 | $ 3,303,649 | $ 3,850,230 | $ 3,542,989 | $ 3,980,760 | $ 4,474,470 | $ 4,474,470 | $ 4,474,470 | $ 493,710 | 12.4% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 2,220 | $ 1,934 | $ 2,220 | $ 2,361 | $ 2,360 | $ 2,370 | $ 2,370 | $ 2,370 | $ 10 | 0.4% |
| 52120 | MAIL | 17,380 | 16,404 | 17,380 | 33,615 | 27,000 | 50,500 | 50,500 | 50,500 | 23,500 | 87.0% |
| 52130 | SUPPLIES | 13,500 | 30,209 | 16,600 | 75,390 | 24,120 | 28,680 | 28,680 | 28,680 | 4,560 | 18.9% |
| 52140 | PRINTING AND DUPLICATION | - | - | - | 2,841 | - | - | - | - | - | - |
| 52150 | RECORDING FEES | 500 | - | 500 | 755 | 500 | 500 | 500 | 500 | - | - |
| 52320 | ADVERTISING | 25,000 | 12,500 | 25,000 | 14,589 | 25,400 | 25,450 | 25,450 | 25,450 | 50 | 0.2% |
| 52340 | EMPLOYEE RECOGNITION | - | 329 | - | 44 | - | 3,250 | 3,250 | 3,250 | 3,250 | - |
| 52360 | RECRUITMENT FEES | - | 2,384 | - | 118 | 200 | 500 | 500 | 500 | 300 | 150.0% |
| 52405 | TELEPHONE - OFFICE | 17,760 | 15,220 | 15,430 | 16,464 | 13,830 | 18,650 | 18,650 | 18,650 | 4,820 | 34.9% |
| 52410 | TELEPHONE - CELLULAR | 3,600 | 1,082 | 3,600 | 4,512 | 7,880 | 11,610 | 11,610 | 11,610 | 3,730 | 47.3% |
| 52430 | PAGERS | - | - | - | - | - | - | - | - | - | - |
| 52460 | COMMUNICATION - OTHER | 5,400 | 8,675 | 5,400 | 9,146 | 5,620 | 6,110 | 6,110 | 6,110 | 490 | 8.7% |
| 52510 | TRAINING | 10,930 | 25,182 | 20,930 | 21,188 | 21,100 | 22,190 | 22,190 | 22,190 | 1,090 | 5.2% |
| 52520 | TRAVEL | - | 10 | - | 125 | - | - | - | - | - | - |
| 52540 | MEALS | 1,230 | 1,297 | 1,230 | 2,009 | 2,300 | 3,750 | 3,750 | 3,750 | 1,450 | 63.0% |
| 52550 | MILEAGE | 1,150 | 854 | 1,150 | 886 | 1,130 | 1,430 | 1,430 | 1,430 | 300 | 26.5% |
| 52560 | REGISTRATION | - | 775 | - | - | - | - | - | - | - | - |
| 52660 | TEMP EMPLOYMENT SERVICES | 37,910 | 10,026 | 20,790 | 14,368 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 467,670 | 32,148 | 517,260 | 344,016 | 324,890 | 49,350 | 49,350 | 164,350 | (160,540) | -49.4% |
| 52710 | MEMBERSHIP DUES | 4,190 | 3,997 | 4,830 | 4,039 | 5,450 | 5,470 | 5,470 | 5,470 | 20 | 0.4% |

# City of Salem Budget
## General Fund - Community Development
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52720 | LICENSES / CERTIFICATIONS | 200 | 213 | 200 | 1,849 | 2,300 | 2,300 | 2,300 | 2,300 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 6,790 | 7,479 | 14,080 | 17,055 | 10,920 | 19,500 | 19,500 | 19,500 | 8,580 | 78.6% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | 572 | - | 1,194 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 10,480 | 13,495 | 14,420 | 18,605 | 17,630 | 29,300 | 29,300 | 29,300 | 11,670 | 66.2% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 72 | - | - | - | - | - | - |
| 52930 | GASOLINE | 7,210 | 7,758 | 8,010 | 9,003 | 8,350 | 9,800 | 9,800 | 9,800 | 1,450 | 17.4% |
| 53210 | INSURANCE | 25,490 | 25,490 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 22,630 | 22,630 | 23,270 | 36,300 | 143,600 | 143,600 | 120,330 | 517.1% |
| 53310 | VEHICLE MAINTENANCE | 5,120 | 7,292 | 5,120 | 7,526 | 5,120 | 5,120 | 5,120 | 5,120 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 2,000 | - | 2,000 | - | 2,050 | 12,050 | 12,050 | 12,050 | 10,000 | 487.8% |
| 53330 | FACILITIES SERVICES | - | 25,431 | - | - | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 25,680 | 523 | - | 2,508 | - | - | - | - | - | - |
| 53510 | BUILDING RENTAL | - | - | - | 966 | - | 4,190 | 4,190 | 4,190 | 4,190 | - |
| 53650 | REFUSE DISPOSAL | - | - | - | 1,820 | - | - | - | - | - | - |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | - | - | - | 70 | - | - | - | - | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 4,120 | 3,637 | 4,120 | 1,922 | 4,120 | - | - | - | (4,120) | -100.0% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 90 | - | 3,399 | - | 4,120 | 4,120 | 4,120 | 4,120 | - |
| 53767 | BANKING AND INVESTMENT FEES | 5,630 | 91 | - | - | - | - | - | - | - | - |
| 53768 | DIRECT BANKING FEES | - | 1,623 | 3,300 | 1,742 | 3,300 | 3,300 | 3,300 | 3,300 | - | - |
| 53769 | CARD PROCESSING FEES | - | 10,413 | 9,900 | 12,837 | 10,900 | 14,700 | 14,700 | 14,700 | 3,800 | 34.9% |
| 53770 | BAD DEBT - WRITE OFF | 7,500 | 2,320 | 7,500 | 7,235 | 9,500 | 9,500 | 9,500 | 9,500 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 4,215 | - | 1,786 | - | - | - | - | - | - |
| 53830 | RADIO | 22,650 | 22,650 | 22,650 | 22,650 | 20,280 | 21,130 | 21,130 | 21,130 | 850 | 4.2% |
| 53840 | MOTOR POOL RENTAL | 17,240 | 17,229 | 11,680 | 17,050 | 12,120 | 19,660 | 19,660 | 19,660 | 7,540 | 62.2% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | - |
| 53851 | COPY | 38,900 | 30,491 | 35,060 | 48,003 | 41,540 | 58,350 | 58,350 | 58,350 | 16,810 | 40.5% |
| 53854 | PHOTOCOPIES | 16,900 | 11,740 | 16,900 | 11,142 | 14,780 | 17,480 | 17,480 | 17,480 | 2,700 | 18.3% |
| 53860 | BUILDING SERVICES | - | - | - | 710 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 84,830 | 60,262 | 84,830 | 58,098 | 135,430 | 66,680 | 66,680 | 89,830 | (45,600) | -33.7% |
| | Total Materials and Services | $ 909,180 | $ 436,042 | $ 934,720 | $ 836,361 | $ 803,390 | $ 583,290 | $ 690,590 | $ 828,740 | $ 25,350 | 3.2% |
| 55130 | EQUIPMENT AND MACHINERY | $ - | $ - | $ - | $ - | $ - | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | - |
| 55150 | FLEET REPLACEMENT | - | - | - | 19,195 | - | - | - | - | - | - |
| | Total Capital Outlay | $ - | $ - | $ - | $ 19,195 | $ - | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 10,960 | $ 10,960 | $ 10,960 | $ 5,960 | 119.2% |
| | Total Interfund Transfers | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 10,960 | $ 10,960 | $ 10,960 | $ 5,960 | 119.2% |
| | Total Expenditures | $ 4,430,340 | $ 3,744,690 | $ 4,789,950 | $ 4,403,544 | $ 4,789,150 | $ 5,118,720 | $ 5,226,020 | $ 5,364,170 | $ 575,020 | 12.0% |

# City of Salem Budget
## General Fund - Finance
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 1,778,480 | $ 1,646,489 | $ 1,800,260 | $ 1,665,949 | $ 2,248,550 | $ 2,286,870 | $ 2,286,870 | $ 2,286,870 | $ 38,320 | 1.7% |
| 51020 | SEASONAL AND RELIEF | 7,460 | - | 7,650 | - | 31,280 | - | - | - | (31,280) | -100.0% |
| 51030 | OVERTIME | - | 10,729 | - | 10,615 | - | 5,000 | 5,000 | 5,000 | 5,000 | - |
| 51100 | INCENTIVES | 4,490 | 3,773 | 4,320 | 7,681 | 9,240 | 9,750 | 9,750 | 9,750 | 510 | 5.5% |
| 51120 | LEAVE PAYOFF | - | 7,566 | - | 28,238 | 4,890 | 11,840 | 11,840 | 11,840 | 6,950 | 142.1% |
| 51130 | CAR ALLOWANCE | - | - | - | 1,002 | 3,360 | 3,290 | 3,290 | 3,290 | (70) | -2.1% |
| 51150 | DEPT HEAD ANNUITY | - | - | - | 433 | 7,140 | 8,030 | 8,030 | 8,030 | 890 | 12.5% |
| 51195 | OTHER PAY / BENEFITS | 2,700 | - | 2,950 | - | 3,780 | 3,820 | 3,820 | 3,820 | 40 | 1.1% |
| 51210 | FICA AND MEDICARE | 136,970 | 123,411 | 138,640 | 126,881 | 175,110 | 175,540 | 175,540 | 175,540 | 430 | 0.2% |
| 51221 | WORKERS' COMP PREMIUM | 18,620 | 18,620 | 15,390 | 15,390 | 15,620 | - | - | - | (15,620) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 870 | 684 | 870 | 600 | 1,050 | 960 | 960 | 960 | (90) | -8.6% |
| 51240 | EMPLOYER - RETIREMENT PERS | 255,800 | 210,495 | 245,550 | 228,196 | 411,860 | 413,600 | 413,600 | 413,600 | 1,740 | 0.4% |
| 51243 | PERS UNFUNDED LIABILITY | 107,920 | 107,920 | 103,090 | 103,090 | 123,360 | 130,980 | 130,980 | 130,980 | 7,620 | 6.2% |
| 51245 | EMPLOYER - PERS PICKUP | 106,980 | 90,927 | 108,270 | 99,308 | 138,180 | 139,500 | 139,500 | 139,500 | 1,320 | 1.0% |
| 51250 | INSURANCE - MEDICAL | 413,240 | 368,327 | 410,480 | 375,149 | 521,550 | 548,150 | 548,150 | 548,150 | 26,600 | 5.1% |
| 51255 | INSURANCE - VISION | 11,090 | 10,234 | 11,080 | 10,363 | 13,960 | 14,080 | 14,080 | 14,080 | 120 | 0.9% |
| 51260 | INSURANCE - DENTAL | 35,530 | 32,935 | 36,540 | 33,358 | 45,720 | 46,670 | 46,670 | 46,670 | 950 | 2.1% |
| 51265 | INSURANCE - LIFE | 3,780 | 3,028 | 3,790 | 3,753 | 5,470 | 5,470 | 5,470 | 5,470 | - | - |
| 51270 | INSURANCE - DISABILITY | 2,360 | 2,294 | 2,420 | 2,404 | 3,500 | 3,630 | 3,630 | 3,630 | 130 | 3.7% |
| | Total Personal Services | $ 2,886,290 | $ 2,637,432 | $ 2,891,300 | $ 2,712,408 | $ 3,763,620 | $ 3,807,180 | $ 3,807,180 | $ 3,807,180 | $ 43,560 | 1.2% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 8,000 | $ 5,727 | $ 7,000 | $ 455 | $ 2,480 | $ 2,450 | $ 2,450 | $ 2,450 | $ (30) | -1.2% |
| 52120 | MAIL | 20,000 | 18,270 | 20,000 | 17,694 | 19,850 | 20,460 | 20,460 | 20,460 | 610 | 3.1% |
| 52130 | SUPPLIES | 25,000 | 18,548 | 26,000 | 21,982 | 25,710 | 26,110 | 26,110 | 26,110 | 400 | 1.6% |
| 52150 | RECORDING FEES | - | 32 | 40 | 32 | 40 | 40 | 40 | 40 | - | - |
| 52320 | ADVERTISING | 1,000 | 802 | 1,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | 46 | - | 64 | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | - | 140 | 500 | 950 | 530 | 540 | 540 | 540 | 10 | 1.9% |
| 52405 | TELEPHONE - OFFICE | 14,250 | 13,047 | 13,140 | 13,145 | 12,880 | 11,910 | 11,910 | 11,910 | (970) | -7.5% |
| 52510 | TRAINING | 18,440 | 25,463 | 18,800 | 11,235 | 25,920 | 35,810 | 35,810 | 35,810 | 9,890 | 38.2% |
| 52540 | MEALS | 1,200 | 547 | 1,200 | 1,650 | 1,500 | 2,200 | 2,200 | 2,200 | 700 | 46.7% |
| 52550 | MILEAGE | 500 | - | 500 | - | 680 | 150 | 150 | 150 | (530) | -77.9% |
| 52650 | LEGAL / COURT SERVICES | - | - | - | 204 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 95,000 | 72,492 | 99,700 | 78,443 | 100,900 | 103,600 | 103,600 | 103,600 | 2,700 | 2.7% |
| 52710 | MEMBERSHIP DUES | 3,750 | 2,481 | 2,530 | 7,214 | 7,360 | 7,140 | 7,140 | 7,140 | (220) | -3.0% |
| 52720 | LICENSES / CERTIFICATIONS | 1,000 | 1,065 | 1,000 | - | 1,000 | 2,000 | 2,000 | 2,000 | 1,000 | 100.0% |
| 52815 | CONTROLLED EQUIPMENT | 14,000 | 17,495 | 14,990 | 25,405 | 7,020 | 10,390 | 10,390 | 10,390 | 3,370 | 48.0% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 8,000 | 17,006 | 5,820 | 6,370 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 18,330 | 22,492 | 19,480 | 15,804 | 48,400 | 45,330 | 45,330 | 45,330 | (3,070) | -6.3% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 20 | - | - | - | - | - | - | - | - |
| 53210 | INSURANCE | 8,370 | 8,370 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 7,690 | 7,690 | 8,830 | 9,170 | 9,170 | 9,170 | 340 | 3.9% |
| 53320 | EQUIPMENT MAINTENANCE | 510 | 504 | 510 | 504 | 510 | 530 | 530 | 530 | 20 | 3.9% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 64,300 | 59,058 | - | 380 | - | - | - | - | - | - |

# City of Salem Budget
## General Fund - Finance
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53510 | BUILDING RENTAL | 2,000 | 2,092 | 2,500 | 2,288 | 2,510 | 2,510 | 2,510 | 2,510 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 55,000 | 198 | 19,020 | 214 | 10,000 | 5,000 | 5,000 | 5,000 | (5,000) | -50.0% |
| 53799 | OTHER EXPENSES | - | 1,051 | - | 1,072 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 313 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 20,000 | 12,435 | 20,000 | 17,668 | 29,600 | 32,600 | 32,600 | 32,600 | 3,000 | 10.1% |
| 53854 | PHOTOCOPIES | 10,000 | 6,963 | 10,000 | 6,511 | 8,240 | 8,360 | 8,360 | 8,360 | 120 | 1.5% |
| 53860 | BUILDING SERVICES | 500 | - | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 389,150 | $ 306,657 | $ 291,420 | $ 236,974 | $ 322,960 | $ 335,300 | $ 335,300 | $ 335,300 | $ 12,340 | 3.8% |
| | Total Expenditures | $ 3,275,440 | $ 2,944,089 | $ 3,182,720 | $ 2,949,382 | $ 4,086,580 | $ 4,142,480 | $ 4,142,480 | $ 4,142,480 | $ 55,900 | 1.4% |

# City of Salem Budget
## General Fund - Fire
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 14,161,520 | $ 13,858,686 | $ 15,568,930 | $ 15,150,395 | $ 16,043,310 | $ 16,707,250 | $ 16,707,250 | $ 16,707,250 | $ 663,940 | 4.1% |
| 51020 | SEASONAL AND RELIEF | - | 71,923 | - | (1,426) | - | - | - | - | - | - |
| 51025 | HOLIDAY - REGULAR | - | 248 | - | - | - | 3,990 | 3,990 | 3,990 | 3,990 | - |
| 51030 | OVERTIME | 1,157,530 | 1,038,685 | 1,489,920 | 1,700,287 | 1,461,900 | 1,759,390 | 1,759,390 | 1,759,390 | 297,490 | 20.3% |
| 51080 | STANDBY | 37,000 | 13,997 | 37,540 | 12,668 | 38,710 | 54,000 | 54,000 | 54,000 | 15,290 | 39.5% |
| 51100 | INCENTIVES | 940,710 | 1,008,622 | 1,122,170 | 1,155,907 | 1,095,720 | 1,026,040 | 1,026,040 | 1,026,040 | (69,680) | -6.4% |
| 51120 | LEAVE PAYOFF | 124,300 | 271,791 | 156,800 | 56,379 | 135,990 | 75,780 | 75,780 | 75,780 | (60,210) | -44.3% |
| 51130 | CAR ALLOWANCE | 1,080 | - | - | - | - | - | - | - | - | - |
| 51145 | MOVING ALLOWANCE | - | 3,245 | - | 1,622 | - | - | - | - | - | - |
| 51150 | DEPT HEAD ANNUITY | 7,570 | 7,882 | 8,400 | 8,256 | 8,400 | 8,490 | 8,490 | 8,490 | 90 | 1.1% |
| 51195 | OTHER PAY / BENEFITS | 29,500 | (70,138) | - | (13,256) | - | 1,080 | 1,080 | 1,080 | 1,080 | - |
| 51210 | FICA AND MEDICARE | 1,253,050 | 1,211,130 | 1,397,550 | 1,348,096 | 1,427,100 | 1,493,810 | 1,493,810 | 1,493,810 | 66,710 | 4.7% |
| 51221 | WORKERS' COMP PREMIUM | 517,950 | 517,950 | 446,570 | 446,570 | 508,810 | - | - | - | (508,810) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 4,920 | 5,730 | 4,920 | 5,826 | 5,310 | 5,320 | 5,320 | 5,320 | 10 | 0.2% |
| 51240 | EMPLOYER - RETIREMENT PERS | 3,184,990 | 3,088,949 | 3,554,850 | 3,391,861 | 4,379,210 | 4,556,090 | 4,556,090 | 4,556,090 | 176,880 | 4.0% |
| 51243 | PERS UNFUNDED LIABILITY | 845,910 | 845,910 | 887,970 | 887,960 | 969,890 | 1,004,090 | 1,004,090 | 1,004,090 | 34,200 | 3.5% |
| 51245 | EMPLOYER - PERS PICKUP | 985,790 | 954,412 | 1,103,020 | 1,062,793 | 1,127,040 | 1,178,100 | 1,178,100 | 1,178,100 | 51,060 | 4.5% |
| 51250 | INSURANCE - MEDICAL | 3,112,360 | 2,955,632 | 3,390,200 | 3,253,763 | 3,535,490 | 3,670,650 | 3,670,650 | 3,670,650 | 135,160 | 3.8% |
| 51255 | INSURANCE - VISION | 83,910 | 82,322 | 90,500 | 86,939 | 89,590 | 92,140 | 92,140 | 92,140 | 2,550 | 2.8% |
| 51260 | INSURANCE - DENTAL | 275,970 | 270,763 | 303,580 | 293,040 | 304,180 | 313,400 | 313,400 | 313,400 | 9,220 | 3.0% |
| 51265 | INSURANCE - LIFE | 17,530 | 16,063 | 18,510 | 18,035 | 19,050 | 19,150 | 19,150 | 19,150 | 100 | 0.5% |
| 51270 | INSURANCE - DISABILITY | 2,310 | 1,961 | 2,360 | 2,113 | 2,420 | 2,430 | 2,430 | 2,430 | 10 | 0.4% |
| 51275 | OTHER HEALTH BENEFITS | 169,560 | 153,283 | 177,660 | 160,469 | 182,530 | 182,540 | 182,540 | 182,540 | 10 | 0.0% |
| 51310 | PHYSICAL EXAMINATIONS | - | 380 | - | 18,245 | - | - | - | - | - | - |
| | Total Personal Services | $ 26,913,460 | $ 26,309,426 | $ 29,761,450 | $ 29,046,542 | $ 31,334,650 | $ 32,153,740 | $ 32,153,740 | $ 32,153,740 | $ 819,090 | 2.6% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 6,800 | $ 2,792 | $ 8,800 | $ 1,972 | $ 14,310 | $ 12,750 | $ 12,750 | $ 12,750 | $ (1,560) | -10.9% |
| 52120 | MAIL | 2,300 | 1,113 | 2,200 | 1,006 | 1,490 | 1,500 | 1,500 | 1,500 | 10 | 0.7% |
| 52130 | SUPPLIES | 58,700 | 53,562 | 58,500 | 50,033 | 67,730 | 51,700 | 51,700 | 51,700 | (16,030) | -23.7% |
| 52140 | PRINTING AND DUPLICATION | - | - | - | - | 1,000 | - | - | - | (1,000) | -100.0% |
| 52320 | ADVERTISING | 1,200 | 475 | 1,100 | 722 | - | 1,000 | 1,000 | 1,000 | 1,000 | - |
| 52340 | EMPLOYEE RECOGNITION | 3,400 | 387 | 3,400 | 808 | 3,400 | 3,400 | 3,400 | 3,400 | - | - |
| 52360 | RECRUITMENT FEES | 18,500 | 24,667 | 31,240 | 34,211 | 14,000 | 15,500 | 15,500 | 15,500 | 1,500 | 10.7% |
| 52405 | TELEPHONE - OFFICE | 25,720 | 47,830 | 40,170 | 43,565 | 37,720 | 31,960 | 31,960 | 31,960 | (5,760) | -15.3% |
| 52410 | TELEPHONE - CELLULAR | 24,170 | 23,889 | 23,980 | 24,104 | 25,420 | 26,300 | 26,300 | 26,300 | 880 | 3.5% |
| 52460 | COMMUNICATION - OTHER | 70,460 | 44,404 | 81,910 | 55,723 | 58,240 | 58,790 | 58,790 | 58,790 | 550 | 0.9% |
| 52510 | TRAINING | 69,410 | 39,458 | 76,200 | 43,666 | 84,200 | 78,500 | 78,500 | 78,500 | (5,700) | -6.8% |
| 52540 | MEALS | - | 691 | 750 | 2,229 | 750 | 780 | 780 | 780 | 30 | 4.0% |
| 52550 | MILEAGE | 3,100 | 743 | 1,500 | 39 | 500 | 600 | 600 | 600 | 100 | 20.0% |
| 52670 | OTHER PROFESSIONAL SERVICES | 160,240 | 106,410 | 129,660 | 146,237 | 145,120 | 141,710 | 141,710 | 141,710 | (3,410) | -2.3% |
| 52710 | MEMBERSHIP DUES | 2,540 | 1,570 | 2,210 | 1,559 | 2,350 | 2,630 | 2,630 | 2,630 | 280 | 11.9% |
| 52720 | LICENSES / CERTIFICATIONS | 700 | 40 | 700 | 5,310 | 700 | 900 | 900 | 900 | 200 | 28.6% |
| 52815 | CONTROLLED EQUIPMENT | 4,640 | 19,989 | 10,340 | 14,178 | 28,910 | 18,800 | 18,800 | 18,800 | (10,110) | -35.0% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 223,080 | 209,137 | 246,620 | 223,623 | 232,280 | 267,690 | 267,690 | 285,020 | 52,740 | 22.7% |

# City of Salem Budget
## General Fund - Fire
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52830 | COMPUTER SOFTWARE AND LICENSES | 63,580 | 57,575 | 111,170 | 74,194 | 93,550 | 112,600 | 112,600 | 112,600 | 19,050 | 20.4% |
| 52910 | DIESEL FUEL | 119,000 | 136,952 | 135,000 | 140,999 | 138,000 | 140,000 | 140,000 | 140,000 | 2,000 | 1.4% |
| 52930 | GASOLINE | 17,310 | 16,638 | 17,400 | 15,701 | 21,360 | 21,350 | 21,350 | 21,350 | (10) | 0.0% |
| 52940 | LP / CNG GAS | - | 72 | - | 32 | - | - | - | - | - | - |
| 52950 | LUBRICANTS | - | 10 | - | 13 | - | - | - | - | - | - |
| 53210 | INSURANCE | 280,200 | 280,200 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 190,060 | 190,060 | 150,950 | 143,840 | 143,840 | 143,840 | (7,110) | -4.7% |
| 53310 | VEHICLE MAINTENANCE | 282,380 | 289,596 | 247,600 | 329,397 | 322,990 | 366,160 | 366,160 | 366,160 | 43,170 | 13.4% |
| 53320 | EQUIPMENT MAINTENANCE | 17,650 | 32,735 | 21,850 | 27,855 | 21,470 | 24,350 | 24,350 | 24,350 | 2,880 | 13.4% |
| 53370 | HYDRANT REPAIRS | 1,750 | 2,035 | 1,750 | 238 | 2,100 | 1,750 | 1,750 | 1,750 | (350) | -16.7% |
| 53375 | CHEMICALS | 500 | - | 500 | - | 500 | 500 | 500 | 500 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 500 | 508 | 500 | 40 | 500 | 500 | 500 | 500 | - | - |
| 53510 | BUILDING RENTAL | 20,890 | 20,800 | 16,650 | 16,650 | 17,150 | 19,000 | 19,000 | 19,000 | 1,850 | 10.8% |
| 53530 | OUTSIDE RENTAL | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53610 | GAS | 23,080 | 25,201 | 27,000 | 20,325 | 27,050 | 27,200 | 27,200 | 27,200 | 150 | 0.6% |
| 53620 | ELECTRIC | 108,600 | 85,198 | 108,000 | 118,926 | 115,500 | 115,500 | 115,500 | 115,500 | - | - |
| 53650 | REFUSE DISPOSAL | 8,930 | 9,879 | 9,400 | 10,140 | 9,830 | 10,730 | 10,730 | 10,730 | 900 | 9.2% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 82,270 | 44,519 | 104,060 | 66,809 | 80,300 | 80,300 | 80,300 | 97,440 | 17,140 | 21.3% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 208,850 | 142,107 | 358,520 | 321,960 | 320,900 | 290,920 | 290,920 | 291,900 | (29,000) | -9.0% |
| 53740 | CLOTHING - CLEANING CHARGES | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 2,000 | - | - | - | - | - | - | - | - | - |
| 53768 | DIRECT BANKING FEES | - | 68 | 500 | 91 | 260 | 260 | 260 | 260 | - | - |
| 53769 | CARD PROCESSING FEES | - | 2,990 | 3,000 | 5,815 | 6,500 | 7,000 | 7,000 | 7,000 | 500 | 7.7% |
| 53770 | BAD DEBT - WRITE OFF | - | 138 | - | 88 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 9,000 | 19,188 | 9,000 | 19,770 | 19,000 | 19,000 | 19,000 | 19,000 | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 1,525,560 | 1,525,560 | 1,603,520 | 1,603,520 | 1,665,070 | 1,790,180 | 1,790,180 | 1,790,180 | 125,110 | 7.5% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | - | - | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 459,040 | 459,040 | 528,020 | 528,020 | 533,640 | 521,270 | 521,270 | 521,270 | (12,370) | -2.3% |
| 53832 | MOBILE DATA COMM SYSTEM | - | - | - | - | - | - | - | - | - | - |
| 53840 | MOTOR POOL RENTAL | 391,250 | 392,148 | 343,030 | 343,016 | 416,210 | 482,330 | 482,330 | 482,330 | 66,120 | 15.9% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | 40,000 | - | - | - | 1,500 | 1,500 | 1,500 | 1,500 | - |
| 53851 | COPY | 6,100 | 4,746 | 4,400 | 2,159 | 4,620 | 3,090 | 3,090 | 3,090 | (1,530) | -33.1% |
| 53853 | PRINTING | 100 | - | 100 | - | - | - | - | - | - | - |
| 53854 | PHOTOCOPIES | 10,000 | 8,806 | 8,500 | 8,765 | 12,490 | 12,400 | 12,400 | 12,400 | (90) | -0.7% |
| 53855 | SHOPS FACILITIES MAINTENANCE | - | - | - | - | - | - | - | - | - | - |
| 53860 | BUILDING SERVICES | 5,000 | 2,735 | 22,250 | 14,034 | 8,840 | 5,000 | 5,000 | 5,000 | (3,840) | -43.4% |
| | Total Materials and Services | $ 4,321,000 | $ 4,176,601 | $ 4,593,560 | $ 4,507,602 | $ 4,709,400 | $ 4,913,740 | $ 4,913,740 | $ 4,949,190 | $ 239,790 | 5.1% |
| 55130 | EQUIPMENT AND MACHINERY | $ 40,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 55150 | FLEET REPLACEMENT | - | 37,453 | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | - |
| | Total Capital Outlay | $ 40,000 | $ 37,453 | $ - | $ - | $ - | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | - |
| | Total Expenditures | $ 31,274,460 | $ 30,523,480 | $ 34,355,010 | $ 33,554,144 | $ 36,044,050 | $ 37,117,480 | $ 37,117,480 | $ 37,152,930 | $ 1,108,880 | 3.1% |

# City of Salem Budget
## General Fund - Facilities Services
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 1,483,720 | $ 1,445,439 | $ 1,537,130 | $ 1,457,765 | $ 1,586,440 | $ 1,821,100 | $ 1,821,100 | $ 1,821,100 | $ 234,660 | 14.8% |
| 51020 | SEASONAL AND RELIEF | 33,470 | 6,279 | 34,050 | - | - | - | - | - | - | - |
| 51025 | HOLIDAY - REGULAR | - | 358 | - | - | - | - | - | - | - | - |
| 51030 | OVERTIME | 7,700 | 4,433 | 7,460 | 8,209 | 7,100 | 7,460 | 7,460 | 7,460 | 360 | 5.1% |
| 51080 | STANDBY | 510 | - | 500 | - | 490 | 520 | 520 | 520 | 30 | 6.1% |
| 51090 | DIFFERENTIAL | 16,700 | 14,016 | 16,200 | 16,034 | 18,400 | 18,940 | 18,940 | 18,940 | 540 | 2.9% |
| 51100 | INCENTIVES | - | - | - | 2,084 | 3,820 | 4,080 | 4,080 | 4,080 | 260 | 6.8% |
| 51120 | LEAVE PAYOFF | 4,540 | 7,018 | 11,750 | 15,370 | 7,000 | 10,000 | 10,000 | 10,000 | 3,000 | 42.9% |
| 51130 | CAR ALLOWANCE | 2,160 | 2,335 | 3,240 | 1,778 | - | - | - | - | - | - |
| 51195 | OTHER PAY / BENEFITS | - | - | - | - | 2,700 | 2,710 | 2,710 | 2,710 | 10 | 0.4% |
| 51210 | FICA AND MEDICARE | 118,480 | 111,063 | 123,190 | 112,738 | 124,180 | 142,470 | 142,470 | 142,470 | 18,290 | 14.7% |
| 51221 | WORKERS' COMP PREMIUM | 43,020 | 43,020 | 39,020 | 39,020 | 13,410 | - | - | - | (13,410) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 820 | 647 | 810 | 595 | 810 | 810 | 810 | 810 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 254,760 | 246,151 | 264,700 | 244,002 | 338,870 | 374,170 | 374,170 | 374,170 | 35,300 | 10.4% |
| 51243 | PERS UNFUNDED LIABILITY | 85,530 | 85,530 | 86,460 | 86,460 | 87,840 | 91,390 | 91,390 | 91,390 | 3,550 | 4.0% |
| 51245 | EMPLOYER - PERS PICKUP | 92,930 | 88,242 | 96,620 | 87,037 | 97,410 | 111,740 | 111,740 | 111,740 | 14,330 | 14.7% |
| 51250 | INSURANCE - MEDICAL | 445,210 | 418,276 | 459,050 | 431,441 | 464,840 | 621,160 | 621,160 | 621,160 | 156,320 | 33.6% |
| 51255 | INSURANCE - VISION | 12,580 | 11,991 | 12,520 | 11,964 | 12,510 | 16,140 | 16,140 | 16,140 | 3,630 | 29.0% |
| 51260 | INSURANCE - DENTAL | 39,680 | 38,061 | 40,660 | 39,131 | 41,280 | 53,880 | 53,880 | 53,880 | 12,600 | 30.5% |
| 51265 | INSURANCE - LIFE | 3,100 | 2,689 | 3,100 | 3,286 | 3,850 | 4,420 | 4,420 | 4,420 | 570 | 14.8% |
| 51270 | INSURANCE - DISABILITY | 890 | 889 | 940 | 1,055 | 1,190 | 1,270 | 1,270 | 1,270 | 80 | 6.7% |
| | Total Personal Services | $ 2,645,800 | $ 2,526,437 | $ 2,737,400 | $ 2,557,967 | $ 2,812,140 | $ 3,282,260 | $ 3,282,260 | $ 3,282,260 | $ 470,120 | 16.7% |
| 52120 | MAIL | $ 720 | $ 14 | $ 720 | $ - | $ 650 | $ 580 | $ 580 | $ 580 | $ (70) | -10.8% |
| 52130 | SUPPLIES | 74,870 | 81,762 | 74,870 | 87,373 | 77,120 | 94,120 | 94,120 | 94,120 | 17,000 | 22.0% |
| 52140 | PRINTING AND DUPLICATION | - | 74 | - | 245 | - | - | - | - | - | - |
| 52320 | ADVERTISING | 2,000 | 773 | 3,100 | 469 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52360 | RECRUITMENT FEES | - | 30 | - | 170 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 8,740 | 8,667 | 8,400 | 7,879 | 6,470 | 3,450 | 3,450 | 3,450 | (3,020) | -46.7% |
| 52410 | TELEPHONE - CELLULAR | 9,900 | 9,322 | 9,900 | 9,919 | 11,400 | 11,400 | 11,400 | 11,400 | - | - |
| 52510 | TRAINING | 2,500 | 1,026 | 2,500 | 654 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 52550 | MILEAGE | - | 353 | - | 1,343 | 4,000 | 3,600 | 3,600 | 3,600 | (400) | -10.0% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 104,010 | 45,628 | 20,000 | 13,430 | 50,430 | 20,000 | 20,000 | 20,000 | (30,430) | -60.3% |
| 52660 | TEMP EMPLOYMENT SERVICES | 4,000 | 33,158 | 6,200 | 54,928 | 40,000 | 10,000 | 10,000 | 10,000 | (30,000) | -75.0% |
| 52670 | OTHER PROFESSIONAL SERVICES | 525,620 | 594,966 | 485,720 | 601,212 | 387,200 | 409,500 | 409,500 | 413,770 | 26,570 | 6.9% |
| 52720 | LICENSES / CERTIFICATIONS | 300 | 150 | - | 150 | - | - | - | - | - | - |
| 52740 | PERMITS | 2,100 | 3,253 | 3,070 | 3,086 | 3,160 | 3,320 | 3,320 | 3,320 | 160 | 5.1% |
| 52810 | SMALL TOOLS | 3,450 | 3,160 | 3,500 | 5,605 | 3,500 | 3,500 | 3,500 | 3,500 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 3,510 | 3,354 | 2,000 | 2,945 | 2,640 | 2,640 | 2,640 | 2,640 | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | 18 | - | 467 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 18,310 | 18,278 | 18,910 | 18,904 | 22,270 | 20,000 | 20,000 | 20,000 | (2,270) | -10.2% |
| 52910 | DIESEL FUEL | 300 | - | 300 | - | - | - | - | - | - | - |
| 52930 | GASOLINE | 15,000 | 15,722 | 16,000 | 13,645 | 16,000 | 16,000 | 16,000 | 16,000 | - | - |
| 52950 | LUBRICANTS | 120 | 23 | 120 | 3 | 120 | 130 | 130 | 130 | 10 | 8.3% |

# City of Salem Budget
## General Fund - Facilities Services
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53210 | INSURANCE | 33,730 | 33,616 | 1,460 | 1,387 | 1,460 | 1,460 | 1,460 | 1,460 | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 45,210 | 45,210 | 44,580 | 103,470 | 103,470 | 103,470 | 58,890 | 132.1% |
| 53310 | VEHICLE MAINTENANCE | 12,000 | 8,825 | 12,000 | 8,601 | 12,000 | 12,000 | 12,000 | 12,000 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 1,000 | 10 | 1,000 | 18 | 2,000 | 500 | 500 | 500 | (1,500) | -75.0% |
| 53375 | CHEMICALS | 2,000 | 2,515 | 2,000 | 2,656 | 2,400 | 2,400 | 2,400 | 2,400 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 139,900 | 158,414 | 139,900 | 164,838 | 159,660 | 159,660 | 159,660 | 168,690 | 9,030 | 5.7% |
| 53530 | OUTSIDE RENTAL | 5,000 | 6,701 | 5,000 | 3,863 | 5,500 | 5,500 | 5,500 | 5,500 | - | - |
| 53610 | GAS | 33,950 | 43,076 | 33,000 | 44,107 | 41,250 | 42,410 | 42,410 | 42,410 | 1,160 | 2.8% |
| 53620 | ELECTRIC | 425,700 | 396,210 | 434,400 | 373,985 | 337,300 | 337,300 | 337,300 | 337,300 | - | - |
| 53650 | REFUSE DISPOSAL | 14,620 | 21,294 | 15,000 | 20,198 | 18,000 | 18,000 | 18,000 | 18,000 | - | - |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | 3,250 | 1,944 | 3,000 | 2,182 | 2,700 | 2,700 | 2,700 | 2,700 | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 6,000 | 2,640 | 5,000 | 3,316 | 5,000 | 4,500 | 4,500 | 4,500 | (500) | -10.0% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 1,500 | 5,617 | 2,000 | (801) | 2,000 | 1,800 | 1,800 | 1,800 | (200) | -10.0% |
| 53830 | RADIO | 13,060 | 12,745 | 12,650 | 12,650 | 12,550 | 4,540 | 4,540 | 4,540 | (8,010) | -63.8% |
| 53840 | MOTOR POOL RENTAL | 33,530 | 30,466 | 25,600 | 28,880 | 27,420 | 22,610 | 22,610 | 22,610 | (4,810) | -17.5% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 34,000 | 34,000 | 38,000 | 38,000 | 60,000 | 50,000 | 50,000 | 50,000 | (10,000) | -16.7% |
| 53851 | COPY | 1,400 | 709 | 1,300 | 989 | 1,180 | 1,120 | 1,120 | 1,120 | (60) | -5.1% |
| 53854 | PHOTOCOPIES | 2,100 | 2,513 | 2,200 | 2,284 | 2,320 | 2,320 | 2,320 | 2,320 | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 7,150 | 7,150 | 8,060 | 8,060 | 6,680 | 7,300 | 7,300 | 7,300 | 620 | 9.3% |
| | Total Materials and Services | $ 1,545,340 | $ 1,588,175 | $ 1,442,090 | $ 1,582,847 | $ 1,374,960 | $ 1,383,830 | $ 1,383,830 | $ 1,397,130 | $ 22,170 | 1.6% |
| 55130 | EQUIPMENT AND MACHINERY | $ - | $ - | $ - | $ - | $ - | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | - |
| | Total Capital Outlay | $ - | $ - | $ - | $ - | $ - | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ 125,600 | $ 125,600 | $ 110,860 | $ 113,000 | $ 113,000 | $ 113,000 | $ 2,140 | 1.9% |
| | Total Interfund Transfers | $ - | $ - | $ 125,600 | $ 125,600 | $ 110,860 | $ 113,000 | $ 113,000 | $ 113,000 | $ 2,140 | 1.9% |
| | Total Expenditures | $ 4,191,140 | $ 4,114,612 | $ 4,305,090 | $ 4,266,414 | $ 4,297,960 | $ 4,839,090 | $ 4,839,090 | $ 4,852,390 | $ 554,430 | 12.9% |

# City of Salem Budget
## General Fund - Human Resources
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 752,030 | $ 722,024 | $ 764,560 | $ 744,174 | $ 794,360 | $ 871,090 | $ 871,090 | $ 871,090 | $ 76,730 | 9.7% |
| 51020 | SEASONAL AND RELIEF | 31,170 | - | - | - | - | - | - | - | - | - |
| 51030 | OVERTIME | 1,600 | 1,518 | 1,270 | 465 | 1,500 | 1,340 | 1,340 | 1,340 | (160) | -10.7% |
| 51100 | INCENTIVES | 2,890 | 3,036 | 3,260 | 3,228 | 3,400 | 9,310 | 9,310 | 9,310 | 5,910 | 173.8% |
| 51120 | LEAVE PAYOFF | 28,170 | 25,376 | 5,840 | 6,699 | - | - | - | - | - | - |
| 51130 | CAR ALLOWANCE | 1,140 | 1,144 | 1,140 | 1,144 | 1,130 | 1,130 | 1,130 | 1,130 | - | - |
| 51135 | CELL PHONE ALLOWANCE | 470 | 225 | 430 | (9) | - | - | - | - | - | - |
| 51150 | DEPT HEAD ANNUITY | 7,040 | 7,177 | 7,790 | 7,515 | 7,780 | 7,920 | 7,920 | 7,920 | 140 | 1.8% |
| 51195 | OTHER PAY / BENEFITS | 2,700 | - | 2,700 | - | - | - | - | - | - | - |
| 51210 | FICA AND MEDICARE | 61,350 | 55,640 | 57,600 | 55,325 | 59,840 | 65,980 | 65,980 | 65,980 | 6,140 | 10.3% |
| 51221 | WORKERS' COMP PREMIUM | 6,380 | 6,380 | 6,710 | 6,710 | 6,210 | - | - | - | (6,210) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 270 | 228 | 270 | 208 | 270 | 270 | 270 | 270 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 136,020 | 126,017 | 124,190 | 119,637 | 163,330 | 177,770 | 177,770 | 177,770 | 14,440 | 8.8% |
| 51243 | PERS UNFUNDED LIABILITY | 36,710 | 36,710 | 43,680 | 43,680 | 43,530 | 45,630 | 45,630 | 45,630 | 2,100 | 4.8% |
| 51245 | EMPLOYER - PERS PICKUP | 49,470 | 45,535 | 47,060 | 45,105 | 48,490 | 53,430 | 53,430 | 53,430 | 4,940 | 10.2% |
| 51250 | INSURANCE - MEDICAL | 165,870 | 144,214 | 149,510 | 152,964 | 173,110 | 181,270 | 181,270 | 181,270 | 8,160 | 4.7% |
| 51255 | INSURANCE - VISION | 4,590 | 4,005 | 3,980 | 4,186 | 4,570 | 4,670 | 4,670 | 4,670 | 100 | 2.2% |
| 51260 | INSURANCE - DENTAL | 14,910 | 12,825 | 13,280 | 13,430 | 15,130 | 15,560 | 15,560 | 15,560 | 430 | 2.8% |
| 51265 | INSURANCE - LIFE | 1,890 | 1,150 | 1,910 | 1,779 | 2,090 | 2,320 | 2,320 | 2,320 | 230 | 11.0% |
| 51270 | INSURANCE - DISABILITY | 2,050 | 1,938 | 2,040 | 2,017 | 2,140 | 2,350 | 2,350 | 2,350 | 210 | 9.8% |
| | Total Personal Services | $ 1,306,720 | $ 1,195,141 | $ 1,237,220 | $ 1,208,257 | $ 1,326,880 | $ 1,440,040 | $ 1,440,040 | $ 1,440,040 | $ 113,160 | 8.5% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 800 | $ 150 | $ 800 | $ - | $ 800 | $ 800 | $ 800 | $ 800 | $ - | - |
| 52120 | MAIL | 1,000 | 2,116 | 1,100 | 2,793 | 1,470 | 1,540 | 1,540 | 1,540 | 70 | 4.8% |
| 52130 | SUPPLIES | 10,600 | 6,433 | 10,600 | 3,671 | 10,650 | 9,660 | 9,660 | 9,660 | (990) | -9.3% |
| 52360 | RECRUITMENT FEES | 70,000 | 20,760 | 22,570 | 23,703 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 52405 | TELEPHONE - OFFICE | 4,940 | 4,048 | 4,070 | 4,160 | 3,940 | 3,920 | 3,920 | 3,920 | (20) | -0.5% |
| 52410 | TELEPHONE - CELLULAR | 1,800 | 2,057 | 2,000 | 2,896 | 2,100 | 3,080 | 3,080 | 3,080 | 980 | 46.7% |
| 52510 | TRAINING | 30,000 | 17,213 | 30,000 | 33,442 | 35,000 | 35,000 | 35,000 | 39,000 | 4,000 | 11.4% |
| 52540 | MEALS | - | 20 | - | 538 | - | - | - | - | - | - |
| 52550 | MILEAGE | 500 | 599 | 600 | - | 600 | 560 | 560 | 560 | (40) | -6.7% |
| 52670 | OTHER PROFESSIONAL SERVICES | 106,780 | 70,239 | 106,780 | 87,645 | 72,240 | 72,240 | 72,240 | 72,240 | - | - |
| 52710 | MEMBERSHIP DUES | 1,330 | 1,322 | 1,330 | 308 | 1,330 | 1,330 | 1,330 | 1,330 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 2,600 | 3,116 | 5,660 | 5,125 | - | 2,640 | 2,640 | 2,640 | 2,640 | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 18,450 | 42,239 | 64,440 | 59,196 | 102,100 | 84,000 | 84,000 | 93,000 | (9,100) | -8.9% |
| 53210 | INSURANCE | 2,860 | 2,860 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 3,480 | 3,480 | 3,150 | 3,150 | 3,150 | 3,150 | - | - |
| 53530 | OUTSIDE RENTAL | - | - | - | - | 840 | 840 | 840 | 840 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 959 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 4,240 | 2,597 | 4,240 | 763 | 3,920 | 3,920 | 3,920 | 3,920 | - | - |
| 53854 | PHOTOCOPIES | 10,260 | 15,031 | 10,260 | 16,195 | 10,200 | 8,820 | 8,820 | 8,820 | (1,380) | -13.5% |
| | Total Materials and Services | $ 266,160 | $ 191,758 | $ 267,930 | $ 243,914 | $ 253,340 | $ 236,500 | $ 236,500 | $ 249,500 | $ (3,840) | -1.5% |
| | Total Expenditures | $ 1,572,880 | $ 1,386,898 | $ 1,505,150 | $ 1,452,171 | $ 1,580,220 | $ 1,676,540 | $ 1,676,540 | $ 1,689,540 | $ 109,320 | 6.9% |

# City of Salem Budget
## General Fund - Information Technology
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 4,094,340 | $ 3,747,517 | $ 4,445,620 | $ 4,101,362 | $ 4,461,730 | $ 5,094,290 | $ 5,094,290 | $ 5,094,290 | $ 632,560 | 14.2% |
| 51020 | SEASONAL AND RELIEF | 109,720 | 118,898 | 122,610 | 166,622 | 155,130 | 97,800 | 97,800 | 97,800 | (57,330) | -37.0% |
| 51025 | HOLIDAY - REGULAR | - | - | - | 104 | - | - | - | - | - | - |
| 51030 | OVERTIME | 2,400 | 1,800 | 2,390 | 1,519 | 2,450 | 2,540 | 2,540 | 2,540 | 90 | 3.7% |
| 51120 | LEAVE PAYOFF | 37,200 | 67,877 | 13,000 | 13,761 | 7,910 | 41,690 | 41,690 | 41,690 | 33,780 | 427.1% |
| 51130 | CAR ALLOWANCE | 1,140 | 1,144 | 1,140 | 1,643 | 2,200 | 2,220 | 2,220 | 2,220 | 20 | 0.9% |
| 51150 | DEPT HEAD ANNUITY | 7,110 | 7,241 | 7,840 | 7,572 | 7,860 | 7,950 | 7,950 | 7,950 | 90 | 1.1% |
| 51195 | OTHER PAY / BENEFITS | 4,430 | - | 5,650 | - | 16,690 | 18,860 | 18,860 | 18,860 | 2,170 | 13.0% |
| 51210 | FICA AND MEDICARE | 323,820 | 288,000 | 348,940 | 318,765 | 352,600 | 398,800 | 398,800 | 398,800 | 46,200 | 13.1% |
| 51221 | WORKERS' COMP PREMIUM | 33,420 | 33,420 | 32,040 | 32,040 | 32,840 | - | - | - | (32,840) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 1,380 | 1,143 | 1,380 | 1,157 | 1,480 | 1,580 | 1,580 | 1,580 | 100 | 6.8% |
| 51240 | EMPLOYER - RETIREMENT PERS | 655,870 | 576,442 | 700,830 | 613,086 | 884,070 | 1,000,750 | 1,000,750 | 1,000,750 | 116,680 | 13.2% |
| 51243 | PERS UNFUNDED LIABILITY | 208,800 | 208,800 | 237,470 | 237,470 | 252,910 | 254,070 | 254,070 | 254,070 | 1,160 | 0.5% |
| 51245 | EMPLOYER - PERS PICKUP | 248,530 | 219,371 | 273,730 | 242,555 | 274,440 | 314,790 | 314,790 | 314,790 | 40,350 | 14.7% |
| 51250 | INSURANCE - MEDICAL | 790,060 | 671,625 | 868,340 | 729,574 | 811,280 | 938,580 | 938,580 | 938,580 | 127,300 | 15.7% |
| 51255 | INSURANCE - VISION | 21,000 | 17,226 | 22,080 | 18,216 | 19,890 | 22,970 | 22,970 | 22,970 | 3,080 | 15.5% |
| 51260 | INSURANCE - DENTAL | 71,210 | 58,790 | 77,680 | 62,460 | 68,910 | 81,050 | 81,050 | 81,050 | 12,140 | 17.6% |
| 51265 | INSURANCE - LIFE | 5,320 | 4,393 | 5,510 | 6,018 | 6,620 | 7,610 | 7,610 | 7,610 | 990 | 15.0% |
| 51270 | INSURANCE - DISABILITY | 1,470 | 1,233 | 1,180 | 1,454 | 1,540 | 1,780 | 1,780 | 1,780 | 240 | 15.6% |
| | Total Personal Services | $ 6,617,220 | $ 6,024,918 | $ 7,167,430 | $ 6,555,379 | $ 7,360,550 | $ 8,287,330 | $ 8,287,330 | $ 8,287,330 | $ 926,780 | 12.6% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 2,000 | $ 2,698 | $ 2,000 | $ 12,912 | $ 20,510 | $ 18,670 | $ 18,670 | $ 18,670 | $ (1,840) | -9.0% |
| 52120 | MAIL | 200 | 5 | 200 | 145 | 100 | 100 | 100 | 100 | - | - |
| 52130 | SUPPLIES | 6,700 | 7,322 | 7,100 | 6,354 | 6,500 | 6,500 | 6,500 | 6,500 | - | - |
| 52320 | ADVERTISING | - | - | - | 470 | - | - | - | - | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | 904 | - | 1,053 | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | - | 434 | 400 | 215 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 20,360 | 20,040 | 19,950 | 21,634 | 20,280 | 19,560 | 19,560 | 19,560 | (720) | -3.6% |
| 52410 | TELEPHONE - CELLULAR | 8,400 | 9,263 | 9,360 | 9,553 | 7,800 | 9,840 | 9,840 | 9,840 | 2,040 | 26.2% |
| 52460 | COMMUNICATION - OTHER | 16,260 | 5,001 | 11,580 | 35,766 | 11,880 | 39,480 | 39,480 | 41,760 | 29,880 | 251.5% |
| 52510 | TRAINING | 6,590 | 25,923 | 11,030 | 33,722 | - | 9,440 | 9,440 | 9,440 | 9,440 | - |
| 52520 | TRAVEL | - | 1,752 | - | 1,029 | - | - | - | 1,410 | 1,410 | - |
| 52540 | MEALS | - | 102 | - | 452 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | 1,166 | 2,300 | 1,424 | 1,920 | 1,920 | 1,920 | 1,920 | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 144,220 | 47,473 | 178,640 | 185,084 | 124,480 | 27,080 | 27,080 | 170,480 | 46,000 | 37.0% |
| 52710 | MEMBERSHIP DUES | 1,350 | - | 1,350 | - | - | - | - | - | - | - |
| 52720 | LICENSES / CERTIFICATIONS | - | 285 | - | 285 | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 63,460 | 43,186 | 58,100 | 100,642 | 36,300 | 32,790 | 32,790 | 44,990 | 8,690 | 23.9% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | 4,477 | - | 5,005 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 827,870 | 667,848 | 892,250 | 840,486 | 971,050 | 855,810 | 855,810 | 894,870 | (76,180) | -7.8% |
| 52865 | OTHER TECHNICAL SUPPLIES | 8,500 | 6,965 | 9,500 | 3,530 | 7,000 | 7,000 | 7,000 | 7,000 | - | - |
| 52910 | DIESEL FUEL | 350 | - | 350 | - | 350 | 350 | 350 | 350 | - | - |
| 52930 | GASOLINE | 500 | 364 | 500 | 399 | 500 | 500 | 500 | 500 | - | - |
| 53210 | INSURANCE | 18,120 | 18,120 | - | - | - | - | - | - | - | - |

# City of Salem Budget
## General Fund - Information Technology
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53211 | LIABILITY INSURANCE | - | - | 19,770 | 19,770 | 21,510 | 20,770 | 20,770 | 20,770 | (740) | -3.4% |
| 53310 | VEHICLE MAINTENANCE | 200 | 152 | 200 | 7 | 200 | 200 | 200 | 200 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 107,370 | 97,039 | 109,830 | 200,217 | 78,640 | 77,910 | 77,910 | 95,330 | 16,690 | 21.2% |
| 53340 | FACILITIES MAINTENANCE | - | 450 | - | 4,756 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | - | - | 165 | - | - | - | - | - | - |
| 53510 | BUILDING RENTAL | 26,280 | 27,159 | 28,450 | 27,664 | 28,720 | 31,860 | 31,860 | 31,860 | 3,140 | 10.9% |
| 53610 | GAS | - | - | - | - | 700 | 700 | 700 | 700 | - | - |
| 53620 | ELECTRIC | - | - | - | - | 75,000 | 75,000 | 75,000 | 75,000 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 820 | 22 | 820 | - | 1,600 | 1,600 | 1,600 | 1,600 | - | - |
| 53768 | DIRECT BANKING FEES | - | 52 | - | 48 | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | 1,095 | - | 1,124 | - | - | - | - | - | - |
| 53770 | BAD DEBT - WRITE OFF | - | 8 | - | - | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 6,428 | - | 2,535 | - | - | - | - | - | - |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | - | (748) | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 120 | 120 | 230 | 230 | - | - | - | - | - | - |
| 53840 | MOTOR POOL RENTAL | 800 | 839 | 360 | 360 | 230 | 270 | 270 | 270 | 40 | 17.4% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | - | - | 25,000 | - | - | - | - | - | - |
| 53851 | COPY | 800 | 193 | 800 | 431 | 300 | 540 | 540 | 540 | 240 | 80.0% |
| 53854 | PHOTOCOPIES | 1,800 | 1,477 | 1,800 | 1,686 | 1,560 | 1,560 | 1,560 | 1,560 | - | - |
| | Total Materials and Services | $ 1,263,070 | $ 997,617 | $ 1,366,870 | $ 1,544,152 | $ 1,417,130 | $ 1,239,450 | $ 1,239,450 | $ 1,455,220 | $ 38,090 | 2.7% |
| 55130 | EQUIPMENT AND MACHINERY | $ 142,740 | $ 135,804 | $ 77,200 | $ 189,515 | $ 170,660 | $ 158,610 | $ 158,610 | $ 158,610 | $ (12,050) | -7.1% |
| | Total Capital Outlay | $ 142,740 | $ 135,804 | $ 77,200 | $ 189,515 | $ 170,660 | $ 158,610 | $ 158,610 | $ 158,610 | $ (12,050) | -7.1% |
| | Total Expenditures | $ 8,023,030 | $ 7,158,339 | $ 8,611,500 | $ 8,289,045 | $ 8,948,340 | $ 9,685,390 | $ 9,685,390 | $ 9,901,160 | $ 952,820 | 10.6% |

# City of Salem Budget
## General Fund - Legal
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 1,330,690 | $ 1,301,155 | $ 1,399,110 | $ 1,301,520 | $ 1,417,680 | $ 1,523,420 | $ 1,523,420 | $ 1,523,420 | $ 105,740 | 7.5% |
| 51020 | SEASONAL AND RELIEF | 17,940 | 19,608 | 18,390 | 18,490 | 18,780 | - | - | - | (18,780) | -100.0% |
| 51030 | OVERTIME | 4,000 | 170 | 5,000 | 279 | 3,990 | 4,000 | 4,000 | 4,000 | 10 | 0.3% |
| 51100 | INCENTIVES | 3,020 | 4,563 | 5,310 | 4,082 | 3,380 | 3,540 | 3,540 | 3,540 | 160 | 4.7% |
| 51120 | LEAVE PAYOFF | - | 1,868 | - | 5,689 | - | - | - | - | - | - |
| 51130 | CAR ALLOWANCE | 1,140 | 1,144 | 1,140 | 1,726 | 2,240 | 3,310 | 3,310 | 3,310 | 1,070 | 47.8% |
| 51150 | DEPT HEAD ANNUITY | 7,960 | 8,099 | 8,940 | 8,481 | 8,940 | 9,000 | 9,000 | 9,000 | 60 | 0.7% |
| 51195 | OTHER PAY / BENEFITS | 3,460 | - | 4,380 | - | 5,710 | 9,000 | 9,000 | 9,000 | 3,290 | 57.6% |
| 51210 | FICA AND MEDICARE | 101,850 | 97,168 | 105,690 | 97,137 | 107,210 | 113,030 | 113,030 | 113,030 | 5,820 | 5.4% |
| 51221 | WORKERS' COMP PREMIUM | 13,050 | 13,050 | 11,520 | 11,520 | 10,280 | - | - | - | (10,280) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 460 | 368 | 460 | 333 | 440 | 440 | 440 | 440 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 220,280 | 201,402 | 223,240 | 211,758 | 281,540 | 312,910 | 312,910 | 312,910 | 31,370 | 11.1% |
| 51243 | PERS UNFUNDED LIABILITY | 75,200 | 75,200 | 77,360 | 77,360 | 79,820 | 81,550 | 81,550 | 81,550 | 1,730 | 2.2% |
| 51245 | EMPLOYER - PERS PICKUP | 80,790 | 74,067 | 85,170 | 78,378 | 86,170 | 92,600 | 92,600 | 92,600 | 6,430 | 7.5% |
| 51250 | INSURANCE - MEDICAL | 231,000 | 211,844 | 232,630 | 225,262 | 253,370 | 222,610 | 222,610 | 222,610 | (30,760) | -12.1% |
| 51255 | INSURANCE - VISION | 6,590 | 6,106 | 6,550 | 6,194 | 6,730 | 5,910 | 5,910 | 5,910 | (820) | -12.2% |
| 51260 | INSURANCE - DENTAL | 20,030 | 18,405 | 20,450 | 19,370 | 20,900 | 19,250 | 19,250 | 19,250 | (1,650) | -7.9% |
| 51265 | INSURANCE - LIFE | 2,280 | 1,886 | 3,150 | 3,090 | 2,470 | 3,510 | 3,510 | 3,510 | 1,040 | 42.1% |
| 51270 | INSURANCE - DISABILITY | 3,250 | 3,295 | 3,330 | 3,197 | 2,840 | 3,630 | 3,630 | 3,630 | 790 | 27.8% |
| | Total Personal Services | $ 2,122,990 | $ 2,039,397 | $ 2,211,820 | $ 2,073,867 | $ 2,312,490 | $ 2,407,710 | $ 2,407,710 | $ 2,407,710 | $ 95,220 | 4.1% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 19,500 | $ 15,686 | $ 14,000 | $ 10,986 | $ 15,000 | $ 12,230 | $ 12,230 | $ 12,230 | $ (2,770) | -18.5% |
| 52120 | MAIL | 2,400 | 1,799 | 2,000 | 1,671 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 52130 | SUPPLIES | 8,000 | 8,660 | 8,000 | 7,808 | 8,000 | 8,000 | 8,000 | 8,000 | - | - |
| 52340 | EMPLOYEE RECOGNITION | 200 | - | - | - | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | 1,000 | - | 500 | 250 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 6,090 | 6,208 | 6,260 | 6,283 | 6,080 | 5,370 | 5,370 | 5,370 | (710) | -11.7% |
| 52510 | TRAINING | 16,750 | 14,219 | 16,420 | 7,681 | 16,850 | 14,350 | 14,350 | 14,350 | (2,500) | -14.8% |
| 52520 | TRAVEL | - | - | - | 20 | - | - | - | - | - | - |
| 52540 | MEALS | 100 | 47 | - | 35 | - | - | - | - | - | - |
| 52550 | MILEAGE | 100 | 61 | - | 150 | 100 | - | - | - | (100) | -100.0% |
| 52650 | LEGAL / COURT SERVICES | 6,100 | 3,676 | 600 | 718 | 700 | 750 | 750 | 750 | 50 | 7.1% |
| 52670 | OTHER PROFESSIONAL SERVICES | 5,000 | - | 8,500 | 6,025 | 9,500 | 15,590 | 15,590 | 15,590 | 6,090 | 64.1% |
| 52710 | MEMBERSHIP DUES | 1,450 | 1,501 | 1,500 | 1,529 | 1,580 | 1,870 | 1,870 | 1,870 | 290 | 18.4% |
| 52720 | LICENSES / CERTIFICATIONS | 5,010 | 4,720 | 4,780 | 4,151 | 4,610 | 4,980 | 4,980 | 4,980 | 370 | 8.0% |
| 52815 | CONTROLLED EQUIPMENT | 4,900 | 3,703 | 3,250 | 804 | 6,500 | 8,100 | 8,100 | 8,100 | 1,600 | 24.6% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 46,700 | 42,079 | 43,320 | 42,330 | 44,470 | 43,990 | 43,990 | 43,990 | (480) | -1.1% |
| 53210 | INSURANCE | 6,340 | 6,340 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 5,910 | 5,910 | 5,860 | 5,750 | 5,750 | 5,750 | (110) | -1.9% |
| 53510 | BUILDING RENTAL | 3,000 | 480 | - | - | - | 2,400 | 2,400 | 2,400 | 2,400 | - |
| 53769 | CARD PROCESSING FEES | - | - | - | - | 500 | - | - | - | (500) | -100.0% |
| 53851 | COPY | 8,000 | 5,046 | 7,000 | 7,421 | 9,000 | 7,500 | 7,500 | 7,500 | (1,500) | -16.7% |
| 53852 | MICROFILM | - | - | - | 2,755 | - | - | - | - | - | - |
| 53854 | PHOTOCOPIES | 5,000 | 3,933 | 4,000 | 2,821 | 4,000 | 3,500 | 3,500 | 3,500 | (500) | -12.5% |

# City of Salem Budget
## General Fund - Legal
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53860 | BUILDING SERVICES | 22,000 | 21,930 | - | - | - | - | - | - | - | - |
| | Total Materials and Services | $ 167,640 | $ 140,087 | $ 126,040 | $ 109,346 | $ 134,750 | $ 136,380 | $ 136,380 | $ 136,380 | $ 1,630 | 1.2% |
| | Total Expenditures | $ 2,290,630 | $ 2,179,484 | $ 2,337,860 | $ 2,183,213 | $ 2,447,240 | $ 2,544,090 | $ 2,544,090 | $ 2,544,090 | $ 96,850 | 4.0% |

# City of Salem Budget
## General Fund - Library
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 2,363,870 | $ 2,147,936 | $ 2,078,040 | $ 2,065,703 | $ 2,382,810 | $ 2,633,760 | $ 2,633,760 | $ 2,633,760 | $ 250,950 | 10.5% |
| 51020 | SEASONAL AND RELIEF | 270,110 | 234,349 | 284,000 | 330,376 | 261,780 | 65,550 | 65,550 | 65,550 | (196,230) | -75.0% |
| 51025 | HOLIDAY - REGULAR | - | 94 | - | 486 | - | - | - | - | - | - |
| 51030 | OVERTIME | - | 31 | - | 480 | - | 250 | 250 | 250 | 250 | - |
| 51090 | DIFFERENTIAL | 26,300 | 20,100 | 26,820 | 11,508 | 23,000 | 24,000 | 24,000 | 24,000 | 1,000 | 4.3% |
| 51100 | INCENTIVES | 12,900 | 14,571 | 14,010 | 14,958 | 10,720 | 12,100 | 12,100 | 12,100 | 1,380 | 12.9% |
| 51120 | LEAVE PAYOFF | 35,000 | 28,484 | 35,710 | 42,871 | 35,700 | 36,000 | 36,000 | 36,000 | 300 | 0.8% |
| 51130 | CAR ALLOWANCE | - | - | - | 498 | 1,070 | 1,070 | 1,070 | 1,070 | - | - |
| 51140 | CLOTHING ALLOWANCE | - | - | - | - | - | 1,070 | 1,070 | 1,070 | 1,070 | - |
| 51195 | OTHER PAY / BENEFITS | 12,530 | - | 9,630 | - | 16,340 | 10,330 | 10,330 | 10,330 | (6,010) | -36.8% |
| 51210 | FICA AND MEDICARE | 207,170 | 182,852 | 209,500 | 185,362 | 207,720 | 212,200 | 212,200 | 212,200 | 4,480 | 2.2% |
| 51221 | WORKERS' COMP PREMIUM | 23,390 | 23,390 | 20,070 | 20,070 | 22,580 | - | - | - | (22,580) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 1,350 | 1,223 | 1,330 | 1,112 | 1,270 | 1,270 | 1,270 | 1,270 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 371,730 | 334,505 | 365,970 | 314,497 | 463,250 | 499,660 | 499,660 | 499,660 | 36,410 | 7.9% |
| 51243 | PERS UNFUNDED LIABILITY | 135,080 | 135,080 | 137,030 | 137,030 | 135,190 | 136,680 | 136,680 | 136,680 | 1,490 | 1.1% |
| 51245 | EMPLOYER - PERS PICKUP | 145,940 | 131,410 | 147,280 | 127,313 | 147,110 | 162,510 | 162,510 | 162,510 | 15,400 | 10.5% |
| 51250 | INSURANCE - MEDICAL | 532,890 | 469,909 | 526,960 | 444,618 | 551,020 | 555,980 | 555,980 | 555,980 | 4,960 | 0.9% |
| 51255 | INSURANCE - VISION | 14,650 | 12,584 | 13,720 | 11,606 | 14,030 | 14,600 | 14,600 | 14,600 | 570 | 4.1% |
| 51260 | INSURANCE - DENTAL | 45,350 | 39,865 | 46,170 | 37,756 | 46,860 | 47,230 | 47,230 | 47,230 | 370 | 0.8% |
| 51265 | INSURANCE - LIFE | 5,390 | 4,441 | 5,200 | 4,996 | 6,050 | 6,930 | 6,930 | 6,930 | 880 | 14.5% |
| 51270 | INSURANCE - DISABILITY | 1,440 | 1,159 | 1,460 | 1,504 | 1,560 | 1,620 | 1,620 | 1,620 | 60 | 3.8% |
| | Total Personal Services | $ 4,205,090 | $ 3,781,983 | $ 3,922,900 | $ 3,752,745 | $ 4,328,060 | $ 4,422,810 | $ 4,422,810 | $ 4,422,810 | $ 94,750 | 2.2% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 437,200 | $ 436,744 | $ 452,730 | $ 450,574 | $ 452,730 | $ 469,730 | $ 469,730 | $ 499,230 | $ 46,500 | 10.3% |
| 52120 | MAIL | 2,600 | 1,616 | 2,600 | 1,581 | 2,500 | 2,500 | 2,500 | 2,500 | - | - |
| 52130 | SUPPLIES | 32,910 | 32,767 | 32,910 | 34,513 | 33,020 | 33,020 | 33,020 | 33,020 | - | - |
| 52140 | PRINTING AND DUPLICATION | - | - | - | 313 | - | - | - | - | - | - |
| 52320 | ADVERTISING | 410 | 1,469 | 410 | 276 | 1,560 | 1,560 | 1,560 | 1,560 | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | 127 | - | 271 | 490 | 500 | 500 | 500 | 10 | 2.0% |
| 52360 | RECRUITMENT FEES | 500 | 1,948 | 500 | 2,253 | 2,040 | 2,040 | 2,040 | 2,040 | - | - |
| 52405 | TELEPHONE - OFFICE | 25,040 | 20,652 | 20,800 | 19,436 | 16,680 | 15,090 | 15,090 | 15,090 | (1,590) | -9.5% |
| 52410 | TELEPHONE - CELLULAR | 1,060 | 1,231 | 2,120 | 2,248 | 4,560 | 6,000 | 6,000 | 6,000 | 1,440 | 31.6% |
| 52460 | COMMUNICATION - OTHER | 2,840 | 2,578 | 2,840 | 3,501 | 3,000 | 5,000 | 5,000 | 5,000 | 2,000 | 66.7% |
| 52510 | TRAINING | 12,380 | 9,100 | 20,940 | 21,783 | 22,620 | 25,850 | 25,850 | 25,850 | 3,230 | 14.3% |
| 52540 | MEALS | 500 | 516 | 500 | 394 | 650 | 650 | 650 | 650 | - | - |
| 52550 | MILEAGE | 750 | 1,280 | 750 | 2,297 | 1,560 | 1,560 | 1,560 | 1,560 | - | - |
| 52560 | REGISTRATION | - | 21 | - | - | - | - | - | - | - | - |
| 52660 | TEMP EMPLOYMENT SERVICES | - | 482 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 16,070 | 150,553 | 21,070 | 61,865 | 26,550 | 90,300 | 90,300 | 90,300 | 63,750 | 240.1% |
| 52710 | MEMBERSHIP DUES | 1,450 | 790 | 1,810 | 1,457 | 2,040 | 2,040 | 2,040 | 2,040 | - | - |
| 52740 | PERMITS | - | 4 | - | - | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 87,820 | 7,658 | 25,500 | 27,487 | 25,470 | 22,750 | 22,750 | 22,750 | (2,720) | -10.7% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 14,580 | 13,812 | 14,580 | 16,709 | 16,500 | 16,500 | 16,500 | 22,380 | 5,880 | 35.6% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 7,730 | 6,801 | 7,730 | 10,727 | 12,500 | 12,500 | 12,500 | 12,500 | - | - |

# City of Salem Budget
## General Fund - Library
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 265 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 350 | 286 | 350 | 244 | 350 | 350 | 350 | 350 | - | - |
| 52930 | GASOLINE | 150 | 214 | 250 | 162 | 350 | 350 | 350 | 350 | - | - |
| 53210 | INSURANCE | 11,680 | 14,070 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 15,660 | 15,660 | 14,410 | 13,800 | 13,800 | 13,800 | (610) | -4.2% |
| 53310 | VEHICLE MAINTENANCE | 720 | 634 | 720 | 4,425 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 12,000 | - | 7,000 | 10,491 | 7,560 | 13,560 | 13,560 | 13,560 | 6,000 | 79.4% |
| 53340 | FACILITIES MAINTENANCE | 4,000 | 2,371 | - | 248 | - | - | - | - | - | - |
| 53520 | LAND RENTAL | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53610 | GAS | 25,000 | 30,217 | 25,400 | 30,790 | 31,000 | 18,000 | 18,000 | 18,000 | (13,000) | -41.9% |
| 53620 | ELECTRIC | 6,000 | 4,903 | 6,000 | 4,355 | 6,000 | 21,000 | 21,000 | 21,000 | 15,000 | 250.0% |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | - | 180 | - | 90 | 500 | 500 | 500 | 500 | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 500 | 2,205 | 500 | 1,398 | 500 | 500 | 500 | 500 | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 27 | - | 37 | 100 | 100 | 100 | 100 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 3,800 | - | 3,800 | - | 4,000 | - | - | - | (4,000) | -100.0% |
| 53769 | CARD PROCESSING FEES | - | 3,476 | - | 2,666 | 3,000 | 3,000 | 3,000 | 3,000 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 15,088 | - | - | - | - | - | - | - | - |
| 53830 | RADIO | 2,090 | 2,090 | 4,400 | 4,400 | 5,300 | 3,170 | 3,170 | 3,170 | (2,130) | -40.2% |
| 53840 | MOTOR POOL RENTAL | 2,760 | 2,753 | 4,080 | 4,080 | 3,970 | 4,360 | 4,360 | 4,360 | 390 | 9.8% |
| 53851 | COPY | 2,070 | 8,172 | 2,070 | 4,806 | 4,950 | 4,950 | 4,950 | 4,950 | - | - |
| 53854 | PHOTOCOPIES | 10,800 | 15,817 | 10,800 | 16,488 | 11,960 | 12,000 | 12,000 | 12,000 | 40 | 0.3% |
| 53860 | BUILDING SERVICES | 15,290 | 10,969 | 5,000 | 2,652 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| | Total Materials and Services | $ 742,050 | $ 804,619 | $ 694,820 | $ 761,944 | $ 725,420 | $ 810,230 | $ 810,230 | $ 845,610 | $ 120,190 | 16.6% |
| 55130 | EQUIPMENT AND MACHINERY | $ - | $ - | $ - | $ - | $ 10,000 | $ - | $ - | $ - | $ (10,000) | -100.0% |
| | Total Capital Outlay | $ - | $ - | $ - | $ - | $ 10,000 | $ - | $ - | $ - | $ (10,000) | -100.0% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 17,930 | $ 17,930 | $ 413,400 | $ 413,400 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ 17,930 | $ 17,930 | $ 413,400 | $ 413,400 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 4,965,070 | $ 4,604,532 | $ 5,031,120 | $ 4,928,089 | $ 5,063,480 | $ 5,233,040 | $ 5,233,040 | $ 5,268,420 | $ 204,940 | 4.0% |

# City of Salem Budget
## General Fund - Mayor and Council
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ - | $ 65 | $ - | $ 118 | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 1,500 | 589 | 1,500 | 491 | 800 | 500 | 500 | 500 | (300) | -37.5% |
| 52130 | SUPPLIES | 4,040 | 1,309 | 4,000 | 2,138 | 2,100 | 2,400 | 2,400 | 2,400 | 300 | 14.3% |
| 52150 | RECORDING FEES | 1,200 | 400 | - | 400 | 600 | 400 | 400 | 400 | (200) | -33.3% |
| 52320 | ADVERTISING | 750 | 387 | 800 | 396 | 700 | 700 | 700 | 700 | - | - |
| 52405 | TELEPHONE - OFFICE | 1,980 | 1,832 | 1,840 | 1,674 | 1,690 | 1,320 | 1,320 | 1,320 | (370) | -21.9% |
| 52410 | TELEPHONE - CELLULAR | - | 291 | 480 | 897 | 1,340 | 1,340 | 1,340 | 1,340 | - | - |
| 52510 | TRAINING | 11,000 | 675 | 15,900 | 262 | 5,100 | 5,100 | 5,100 | 5,100 | - | - |
| 52520 | TRAVEL | 4,500 | - | 5,000 | - | 4,500 | 9,000 | 9,000 | 9,000 | 4,500 | 100.0% |
| 52530 | LODGING | - | 413 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | 16,500 | 11,217 | 17,550 | 12,396 | 12,000 | 12,140 | 12,140 | 12,140 | 140 | 1.2% |
| 52550 | MILEAGE | 600 | 5 | 400 | - | 100 | 200 | 200 | 200 | 100 | 100.0% |
| 52610 | AUDIT SERVICES | 65,000 | 64,080 | 66,000 | 66,000 | 67,980 | 69,610 | 69,610 | 69,610 | 1,630 | 2.4% |
| 52670 | OTHER PROFESSIONAL SERVICES | 94,100 | 78,152 | 88,900 | 73,633 | 86,250 | 83,250 | 83,250 | 83,250 | (3,000) | -3.5% |
| 52710 | MEMBERSHIP DUES | 1,870 | 562 | 1,870 | 570 | 1,870 | 1,870 | 1,870 | 1,870 | - | - |
| 52815 | CONTROLLED EQUIPMENT | - | - | 2,400 | 1,258 | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 10,500 | 9,501 | 10,500 | 9,000 | 9,280 | 9,550 | 9,550 | 9,550 | 270 | 2.9% |
| 52865 | OTHER TECHNICAL SUPPLIES | 800 | - | 500 | - | - | - | - | - | - | - |
| 53851 | COPY | 13,000 | 14,254 | 15,000 | 17,333 | 14,700 | 14,800 | 14,800 | 14,800 | 100 | 0.7% |
| 54850 | OTHER SPECIAL PAYMENTS | 2,500 | 250 | 1,800 | - | 1,300 | 900 | 900 | 900 | (400) | -30.8% |
| | Total Materials and Services | $ 229,840 | $ 183,981 | $ 234,440 | $ 186,567 | $ 211,810 | $ 214,580 | $ 214,580 | $ 214,580 | $ 2,770 | 1.3% |
| | Total Expenditures | $ 229,840 | $ 183,981 | $ 234,440 | $ 186,567 | $ 211,810 | $ 214,580 | $ 214,580 | $ 214,580 | $ 2,770 | 1.3% |

# City of Salem Budget
## General Fund - Municipal Court
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 796,720 | $ 726,553 | $ 810,900 | $ 772,302 | $ 869,740 | $ 907,350 | $ 907,350 | $ 907,350 | $ 37,610 | 4.3% |
| 51020 | SEASONAL AND RELIEF | 112,130 | 86,203 | 112,690 | 83,931 | 117,780 | 116,020 | 116,020 | 116,020 | (1,760) | -1.5% |
| 51030 | OVERTIME | 8,340 | 1,789 | 8,510 | 473 | 8,510 | 8,530 | 8,530 | 8,530 | 20 | 0.2% |
| 51100 | INCENTIVES | 2,410 | 2,524 | 3,770 | (68) | - | - | - | - | - | - |
| 51120 | LEAVE PAYOFF | 3,000 | 3,903 | 3,060 | 4,367 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 51150 | DEPT HEAD ANNUITY | 5,980 | 6,044 | 6,130 | 6,172 | 6,240 | 6,420 | 6,420 | 6,420 | 180 | 2.9% |
| 51195 | OTHER PAY / BENEFITS | 2,700 | - | 4,050 | - | 5,400 | 5,400 | 5,400 | 5,400 | - | - |
| 51210 | FICA AND MEDICARE | 71,050 | 61,909 | 72,180 | 64,522 | 77,060 | 79,660 | 79,660 | 79,660 | 2,600 | 3.4% |
| 51221 | WORKERS' COMP PREMIUM | 12,110 | 12,110 | 12,760 | 12,760 | 12,620 | - | - | - | (12,620) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 430 | 343 | 420 | 329 | 420 | 510 | 510 | 510 | 90 | 21.4% |
| 51240 | EMPLOYER - RETIREMENT PERS | 120,710 | 98,416 | 113,560 | 100,077 | 160,370 | 167,190 | 167,190 | 167,190 | 6,820 | 4.3% |
| 51243 | PERS UNFUNDED LIABILITY | 45,660 | 45,660 | 46,650 | 46,650 | 46,600 | 50,370 | 50,370 | 50,370 | 3,770 | 8.1% |
| 51245 | EMPLOYER - PERS PICKUP | 48,960 | 42,623 | 49,920 | 43,413 | 53,330 | 55,610 | 55,610 | 55,610 | 2,280 | 4.3% |
| 51250 | INSURANCE - MEDICAL | 194,630 | 149,777 | 186,400 | 166,918 | 193,650 | 184,970 | 184,970 | 184,970 | (8,680) | -4.5% |
| 51255 | INSURANCE - VISION | 5,410 | 4,005 | 5,040 | 3,924 | 4,840 | 4,430 | 4,430 | 4,430 | (410) | -8.5% |
| 51260 | INSURANCE - DENTAL | 17,620 | 13,456 | 16,830 | 15,037 | 16,860 | 15,960 | 15,960 | 15,960 | (900) | -5.3% |
| 51265 | INSURANCE - LIFE | 1,930 | 1,443 | 1,950 | 1,897 | 2,460 | 2,480 | 2,480 | 2,480 | 20 | 0.8% |
| 51270 | INSURANCE - DISABILITY | 580 | 607 | 600 | 602 | 590 | 630 | 630 | 630 | 40 | 6.8% |
| | Total Personal Services | $ 1,450,370 | $ 1,257,368 | $ 1,455,420 | $ 1,323,307 | $ 1,581,470 | $ 1,610,530 | $ 1,610,530 | $ 1,610,530 | $ 29,060 | 1.8% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 1,500 | $ 800 | $ 1,500 | $ 787 | $ 1,500 | $ 1,500 | $ 1,500 | $ 1,500 | $ - | - |
| 52120 | MAIL | 12,230 | 13,149 | 12,600 | 14,693 | 13,860 | 14,170 | 14,170 | 14,170 | 310 | 2.2% |
| 52130 | SUPPLIES | 8,000 | 10,486 | 8,000 | 13,991 | 8,000 | 9,040 | 9,040 | 9,040 | 1,040 | 13.0% |
| 52360 | RECRUITMENT FEES | - | 40 | - | 78 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 17,580 | 8,130 | 8,140 | 8,754 | 10,290 | 8,220 | 8,220 | 8,220 | (2,070) | -20.1% |
| 52510 | TRAINING | 7,000 | 5,215 | 8,740 | 6,189 | 8,740 | 8,740 | 8,740 | 8,740 | - | - |
| 52540 | MEALS | - | 50 | - | 36 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | - | - | 17 | - | - | - | - | - | - |
| 52650 | LEGAL / COURT SERVICES | 388,910 | 443,013 | 400,650 | 374,250 | 377,590 | 386,580 | 386,580 | 386,580 | 8,990 | 2.4% |
| 52670 | OTHER PROFESSIONAL SERVICES | 1,270 | 2,719 | 60,320 | 48,674 | 60,320 | 60,320 | 60,320 | 60,320 | - | - |
| 52710 | MEMBERSHIP DUES | 1,260 | 1,153 | 1,420 | 1,122 | 1,420 | 1,420 | 1,420 | 1,420 | - | - |
| 52740 | PERMITS | - | - | - | 412 | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 5,470 | 2,951 | 5,780 | 7,300 | 5,780 | 5,780 | 5,780 | 7,240 | 1,460 | 25.3% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 2,160 | 1,100 | 2,160 | 2,266 | 2,160 | 2,160 | 2,160 | 2,340 | 180 | 8.3% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 49,730 | 33,832 | 49,730 | 33,865 | 49,730 | 36,030 | 36,030 | 36,030 | (13,700) | -27.5% |
| 53210 | INSURANCE | 4,240 | 4,240 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 3,900 | 3,900 | 4,070 | 3,860 | 3,860 | 3,860 | (210) | -5.2% |
| 53320 | EQUIPMENT MAINTENANCE | 1,000 | 1,276 | 1,000 | 1,252 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53510 | BUILDING RENTAL | 2,800 | 3,965 | 4,740 | 4,235 | 4,740 | 4,830 | 4,830 | 4,830 | 90 | 1.9% |
| 53530 | OUTSIDE RENTAL | - | - | - | 385 | - | - | - | - | - | - |
| 53650 | REFUSE DISPOSAL | - | 525 | - | 570 | - | - | - | - | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 900 | - | 900 | - | 900 | 900 | 900 | 900 | - | - |
| 53740 | CLOTHING - CLEANING CHARGES | 670 | 99 | 670 | 36 | 670 | 600 | 600 | 600 | (70) | -10.4% |
| 53768 | DIRECT BANKING FEES | - | 100 | - | 20 | - | - | - | - | - | - |

# City of Salem Budget
# General Fund - Municipal Court
## FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53770 | BAD DEBT - WRITE OFF | - | 292 | - | 58 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 240 | - | - | - | - | - | - | - | - |
| 53851 | COPY | 12,000 | 14,124 | 14,000 | 15,376 | 14,000 | 14,280 | 14,280 | 14,280 | 280 | 2.0% |
| 53854 | PHOTOCOPIES | 9,260 | 8,761 | 9,260 | 9,599 | 9,260 | 9,440 | 9,440 | 9,440 | 180 | 1.9% |
| 53860 | BUILDING SERVICES | - | 1,039 | - | - | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | - | 130 | - | 458 | - | - | - | - | - | - |
| | Total Materials and Services | $ 525,980 | $ 557,430 | $ 593,510 | $ 548,322 | $ 574,030 | $ 568,870 | $ 568,870 | $ 570,510 | $ (3,520) | -0.6% |
| | Total Expenditures | $ 1,976,350 | $ 1,814,798 | $ 2,048,930 | $ 1,871,629 | $ 2,155,500 | $ 2,179,400 | $ 2,179,400 | $ 2,181,040 | $ 25,540 | 1.2% |

# City of Salem Budget
## General Fund - Non Departmental
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51230 | UNEMPLOYMENT | $ 120,000 | $ 80,663 | $ 105,320 | $ 99,973 | $ 100,000 | $ 86,000 | $ 86,000 | $ 86,000 | $ (14,000) | -14.0% |
| | Total Personal Services | $ 120,000 | $ 80,690 | $ 105,320 | $ 99,973 | $ 100,000 | $ 86,000 | $ 86,000 | $ 86,000 | $ (14,000) | -14.0% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ - | $ 5,464 | $ - | $ 5,464 | $ - | $ - | $ - | $ - | $ - | - |
| 52320 | ADVERTISING | 2,040 | 750 | 2,080 | - | 2,150 | 2,150 | 2,150 | 2,150 | - | - |
| 52405 | TELEPHONE - OFFICE | 1,500 | 58 | - | - | - | - | - | - | - | - |
| 52640 | ENGINEERING / ARCHITECT SERVICES | - | 14,574 | - | 1,798 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 494,520 | 369,436 | 215,500 | 34,236 | 380,500 | 776,000 | 776,000 | 801,000 | 420,500 | 110.5% |
| 52710 | MEMBERSHIP DUES | 149,830 | 142,047 | 151,580 | 136,549 | 138,370 | 147,960 | 147,960 | 147,960 | 9,590 | 6.9% |
| 52720 | LICENSES / CERTIFICATIONS | 4,830 | 5,176 | 10,600 | 5,356 | 10,920 | 6,000 | 6,000 | 6,000 | (4,920) | -45.1% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 40,300 | 65,839 | 43,500 | 41,488 | 43,000 | 39,800 | 39,800 | 39,800 | (3,200) | -7.4% |
| 53520 | LAND RENTAL | 50,000 | 50,000 | - | - | - | - | - | - | - | - |
| 53620 | ELECTRIC | - | 4,533 | - | - | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 23,990 | 47,541 | - | 48,012 | 50,000 | 50,000 | 50,000 | 50,000 | - | - |
| 53770 | BAD DEBT - WRITE OFF | - | 261 | - | - | - | - | - | - | - | - |
| 53799 | OTHER EXPENSES | - | 124 | - | (859) | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 5,562 | - | - | 700 | 700 | 700 | 700 | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 369,000 | 369,000 | 382,450 | 382,450 | 272,300 | 382,450 | 382,450 | 382,450 | 110,150 | 40.5% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 216,660 | 264,703 | 270,850 | 344,148 | 237,460 | 246,670 | 246,670 | 246,670 | 9,210 | 3.9% |
| 53830 | RADIO | 2,760 | 2,760 | 3,590 | 3,590 | 3,550 | 4,430 | 4,430 | 4,430 | 880 | 24.8% |
| 53851 | COPY | 10,200 | - | 10,400 | - | 10,710 | 5,700 | 5,700 | 5,700 | (5,010) | -46.8% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEME | - | - | - | 200 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 2,212,910 | 1,493,490 | 3,256,190 | 2,241,537 | 2,137,840 | 1,810,000 | 1,810,000 | 2,280,000 | 142,160 | 6.6% |
| | Total Materials and Services | $ 3,578,540 | $ 2,841,319 | $ 4,346,740 | $ 3,243,969 | $ 3,287,500 | $ 3,471,860 | $ 3,471,860 | $ 4,121,480 | $ 833,980 | 25.4% |
| 55130 | EQUIPMENT AND MACHINERY | $ 94,500 | $ - | $ 1,016,470 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Capital Outlay | $ 94,500 | $ - | $ 1,016,470 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 60120 | PRINCIPAL | $ 262,920 | $ 262,920 | $ 261,690 | $ 261,689 | $ 272,150 | $ 634,250 | $ 634,250 | $ 634,250 | $ 362,100 | 133.1% |
| 60130 | INTEREST | 15,570 | 15,566 | 20,830 | 20,829 | 13,300 | 56,190 | 56,190 | 56,190 | 42,890 | 322.5% |
| | Total Debt Service | $ 278,490 | $ 278,486 | $ 282,520 | $ 282,519 | $ 285,450 | $ 690,440 | $ 690,440 | $ 690,440 | $ 404,990 | 141.9% |
| 61110 | CONTINGENCIES | $ 2,449,200 | $ - | $ 1,473,530 | $ - | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ - | - |
| | Total Interfund Transfers | $ 2,449,200 | $ - | $ 1,473,530 | $ - | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ - | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 1,553,160 | $ 1,553,160 | $ 1,103,200 | $ 833,200 | $ 493,650 | $ 850,000 | $ 850,000 | $ 850,000 | $ 356,350 | 72.2% |
| | Total Interfund Transfers | $ 1,553,160 | $ 1,553,160 | $ 1,103,200 | $ 833,200 | $ 493,650 | $ 850,000 | $ 850,000 | $ 850,000 | $ 356,350 | 72.2% |
| | Total Expenditures | $ 8,073,890 | $ 4,753,654 | $ 8,327,780 | $ 4,459,661 | $ 7,166,600 | $ 8,098,300 | $ 8,098,300 | $ 8,747,920 | $ 1,581,320 | 22.1% |

# City of Salem Budget
## General Fund - Parks and Recreation
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 2,626,900 | $ 2,504,025 | $ 2,724,220 | $ 2,480,645 | $ 2,780,780 | $ 2,882,650 | $ 2,882,650 | $ 2,882,650 | $ 101,870 | 3.7% |
| 51020 | SEASONAL AND RELIEF | 630,760 | 650,383 | 655,670 | 530,192 | 643,070 | 501,080 | 501,080 | 501,080 | (141,990) | -22.1% |
| 51025 | HOLIDAY - REGULAR | - | 3,787 | - | 2,429 | - | - | - | - | - | - |
| 51030 | OVERTIME | 51,800 | 70,319 | 19,710 | 41,397 | 50,110 | 43,220 | 43,220 | 43,220 | (6,890) | -13.7% |
| 51080 | STANDBY | 2,870 | 3,638 | 2,930 | 343 | 18,230 | 16,150 | 16,150 | 16,150 | (2,080) | -11.4% |
| 51090 | DIFFERENTIAL | 1,270 | 1,105 | 650 | 692 | 770 | - | - | - | (770) | -100.0% |
| 51100 | INCENTIVES | 1,660 | 14,079 | 1,700 | 12,910 | 1,740 | 1,790 | 1,790 | 1,790 | 50 | 2.9% |
| 51120 | LEAVE PAYOFF | 9,050 | 33,107 | 24,630 | 43,061 | 12,790 | 12,500 | 12,500 | 12,500 | (290) | -2.3% |
| 51195 | OTHER PAY / BENEFITS | - | - | - | - | - | 8,110 | 8,110 | 8,110 | 8,110 | - |
| 51210 | FICA AND MEDICARE | 243,970 | 247,366 | 253,990 | 233,682 | 263,000 | 264,490 | 264,490 | 264,490 | 1,490 | 0.6% |
| 51221 | WORKERS' COMP PREMIUM | 101,750 | 101,750 | 104,880 | 104,880 | 63,350 | - | - | - | (63,350) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 1,480 | 1,813 | 1,480 | 1,517 | 2,030 | 1,830 | 1,830 | 1,830 | (200) | -9.9% |
| 51240 | EMPLOYER - RETIREMENT PERS | 496,520 | 424,705 | 483,580 | 395,230 | 604,810 | 580,110 | 580,110 | 580,110 | (24,700) | -4.1% |
| 51243 | PERS UNFUNDED LIABILITY | 152,370 | 152,370 | 153,310 | 153,310 | 156,020 | 162,380 | 162,380 | 162,380 | 6,360 | 4.1% |
| 51245 | EMPLOYER - PERS PICKUP | 188,940 | 166,850 | 200,230 | 158,058 | 189,240 | 184,870 | 184,870 | 184,870 | (4,370) | -2.3% |
| 51250 | INSURANCE - MEDICAL | 777,500 | 705,653 | 824,720 | 736,782 | 867,530 | 837,270 | 837,270 | 837,270 | (30,260) | -3.5% |
| 51255 | INSURANCE - VISION | 21,260 | 19,649 | 21,940 | 19,727 | 22,320 | 21,110 | 21,110 | 21,110 | (1,210) | -5.4% |
| 51260 | INSURANCE - DENTAL | 68,670 | 62,530 | 71,800 | 63,908 | 72,580 | 70,630 | 70,630 | 70,630 | (1,950) | -2.7% |
| 51265 | INSURANCE - LIFE | 6,140 | 4,995 | 6,140 | 5,865 | 7,310 | 7,760 | 7,760 | 7,760 | 450 | 6.2% |
| 51270 | INSURANCE - DISABILITY | 2,120 | 1,999 | 2,240 | 2,083 | 2,320 | 2,550 | 2,550 | 2,550 | 230 | 9.9% |
| | Total Personal Services | $ 5,385,030 | $ 5,170,122 | $ 5,553,820 | $ 4,986,712 | $ 5,758,000 | $ 5,598,500 | $ 5,598,500 | $ 5,598,500 | $ (159,500) | -2.8% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 830 | $ 676 | $ 560 | $ 844 | $ 950 | $ 1,030 | $ 1,030 | $ 1,030 | $ 80 | 8.4% |
| 52120 | MAIL | 8,250 | 8,505 | 7,680 | 2,690 | 6,680 | 4,510 | 4,510 | 4,510 | (2,170) | -32.5% |
| 52130 | SUPPLIES | 177,830 | 188,913 | 148,150 | 154,358 | 153,950 | 145,350 | 145,350 | 145,350 | (8,600) | -5.6% |
| 52320 | ADVERTISING | 16,900 | 7,902 | 11,950 | 10,965 | 11,960 | 13,910 | 13,910 | 13,910 | 1,950 | 16.3% |
| 52340 | EMPLOYEE RECOGNITION | - | 121 | - | 466 | - | 100 | 100 | 100 | 100 | - |
| 52360 | RECRUITMENT FEES | 6,300 | 1,634 | 3,300 | 3,325 | 3,110 | 3,350 | 3,350 | 3,350 | 240 | 7.7% |
| 52405 | TELEPHONE - OFFICE | 19,470 | 27,212 | 26,570 | 28,090 | 28,290 | 26,970 | 26,970 | 26,970 | (1,320) | -4.7% |
| 52410 | TELEPHONE - CELLULAR | 24,300 | 32,490 | 25,380 | 33,215 | 34,460 | 34,460 | 34,460 | 34,460 | - | - |
| 52460 | COMMUNICATION - OTHER | 1,200 | 2,038 | 1,260 | 1,955 | 2,780 | 2,730 | 2,730 | 2,730 | (50) | -1.8% |
| 52510 | TRAINING | 17,430 | 20,830 | 31,480 | 25,710 | 31,360 | 18,740 | 18,740 | 18,740 | (12,620) | -40.2% |
| 52520 | TRAVEL | 7,000 | 5,037 | 7,000 | 5,550 | 7,000 | 5,400 | 5,400 | 5,400 | (1,600) | -22.9% |
| 52530 | LODGING | - | - | - | 145 | - | - | - | - | - | - |
| 52540 | MEALS | 1,480 | 4,296 | 2,480 | 2,315 | 2,480 | 2,230 | 2,230 | 2,230 | (250) | -10.1% |
| 52550 | MILEAGE | 11,050 | 7,252 | 10,750 | 3,767 | 12,040 | 11,450 | 11,450 | 11,450 | (590) | -4.9% |
| 52610 | AUDIT SERVICES | - | 20 | - | - | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 60,000 | 59,266 | - | - | - | - | - | - | - | - |
| 52650 | LEGAL / COURT SERVICES | - | - | - | 45 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 1,169,450 | 1,261,616 | 1,126,100 | 1,401,079 | 873,980 | 1,242,620 | 1,242,620 | 1,242,620 | 368,640 | 42.2% |
| 52710 | MEMBERSHIP DUES | 2,740 | 3,705 | 3,880 | 1,764 | 4,520 | 3,500 | 3,500 | 3,500 | (1,020) | -22.6% |
| 52720 | LICENSES / CERTIFICATIONS | 1,390 | 1,384 | 1,850 | 4,233 | 1,910 | 2,130 | 2,130 | 2,130 | 220 | 11.5% |
| 52740 | PERMITS | 3,200 | 3,030 | 3,300 | 3,489 | 3,750 | 3,900 | 3,900 | 3,900 | 150 | 4.0% |
| 52810 | SMALL TOOLS | 11,000 | 22,204 | 18,000 | 16,309 | 18,360 | 18,360 | 18,360 | 18,360 | - | - |

# City of Salem Budget
## General Fund - Parks and Recreation
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52815 | CONTROLLED EQUIPMENT | 49,630 | 28,378 | 10,130 | 38,190 | 9,840 | 10,600 | 10,600 | 29,610 | 19,770 | 200.9% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 66,870 | 68,336 | 75,000 | 112,869 | 80,380 | 100,200 | 100,200 | 100,200 | 19,820 | 24.7% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 35,700 | 3,080 | 3,900 | 3,932 | 3,480 | 12,480 | 12,480 | 12,480 | 9,000 | 258.6% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 180 | - | - | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 26,000 | 27,979 | 29,000 | 22,577 | 29,000 | 24,000 | 24,000 | 24,000 | (5,000) | -17.2% |
| 52930 | GASOLINE | 70,500 | 93,882 | 90,500 | 79,382 | 95,140 | 85,140 | 85,140 | 85,140 | (10,000) | -10.5% |
| 52940 | LP / CNG GAS | - | 4 | - | - | - | - | - | - | - | - |
| 52950 | LUBRICANTS | 400 | 272 | 250 | 141 | 250 | 250 | 250 | 250 | - | - |
| 53210 | INSURANCE | 92,960 | 92,966 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 95,440 | 95,440 | 135,650 | 183,830 | 183,830 | 183,830 | 48,180 | 35.5% |
| 53310 | VEHICLE MAINTENANCE | 82,000 | 83,477 | 90,000 | 74,931 | 90,000 | 80,000 | 80,000 | 80,000 | (10,000) | -11.1% |
| 53320 | EQUIPMENT MAINTENANCE | 7,500 | 2,090 | 1,500 | 6,166 | - | 3,000 | 3,000 | 3,000 | 3,000 | - |
| 53330 | FACILITIES SERVICES | - | - | - | 13 | - | - | - | - | - | - |
| 53340 | FACILITIES MAINTENANCE | 1,650 | 168 | 1,650 | - | - | - | - | - | - | - |
| 53370 | HYDRANT REPAIRS | - | 78 | - | 3 | - | - | - | - | - | - |
| 53375 | CHEMICALS | 34,500 | 64,017 | 40,000 | 61,332 | 65,000 | 65,000 | 65,000 | 65,000 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 258,020 | 345,087 | 223,080 | 297,337 | 405,820 | 300,460 | 300,460 | 300,460 | (105,360) | -26.0% |
| 53530 | OUTSIDE RENTAL | 20,700 | 23,769 | 16,000 | 19,272 | 16,000 | 14,000 | 14,000 | 14,000 | (2,000) | -12.5% |
| 53610 | GAS | 18,040 | 18,287 | 18,510 | 17,993 | 18,700 | 20,500 | 20,500 | 20,500 | 1,800 | 9.6% |
| 53620 | ELECTRIC | 164,000 | 170,403 | 171,780 | 201,227 | 77,580 | 76,720 | 76,720 | 76,720 | (860) | -1.1% |
| 53650 | REFUSE DISPOSAL | 37,800 | 81,912 | 39,810 | 76,809 | 83,760 | 83,770 | 83,770 | 83,770 | 10 | 0.0% |
| 53710 | CLAIMS AND DAMAGES | - | 8,836 | - | - | - | - | - | - | - | - |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | 6,400 | 7,461 | 7,250 | 7,010 | 6,950 | 8,140 | 8,140 | 8,140 | 1,190 | 17.1% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | - | - | - | - | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 25,800 | 39,303 | 25,300 | 41,454 | 30,200 | 20,150 | 20,150 | 20,150 | (10,050) | -33.3% |
| 53740 | CLOTHING - CLEANING CHARGES | 500 | - | - | - | - | - | - | - | - | - |
| 53750 | INVENTORY PURCHASES | - | - | - | 11 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 7,280 | 1,078 | 2,950 | 1,091 | 1,190 | 1,190 | 1,190 | 1,190 | - | - |
| 53768 | DIRECT BANKING FEES | - | 288 | 520 | 279 | 520 | 400 | 400 | 400 | (120) | -23.1% |
| 53769 | CARD PROCESSING FEES | - | 7,849 | 8,950 | 7,658 | 10,500 | 9,340 | 9,340 | 9,340 | (1,160) | -11.0% |
| 53770 | BAD DEBT - WRITE OFF | - | 325 | - | 1,836 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 2,940 | 3,224 | - | 9,157 | - | - | - | - | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 453,000 | 453,000 | 478,660 | 478,660 | 505,910 | 549,600 | 549,600 | 549,600 | 43,690 | 8.6% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 16,550 | 18,826 | 18,880 | 22,510 | 18,880 | 23,150 | 23,150 | 23,150 | 4,270 | 22.6% |
| 53830 | RADIO | 44,790 | 44,790 | 47,650 | 47,694 | 48,250 | 47,290 | 47,290 | 47,290 | (960) | -2.0% |
| 53840 | MOTOR POOL RENTAL | 306,830 | 313,617 | 287,130 | 281,757 | 300,400 | 320,860 | 320,860 | 320,860 | 20,460 | 6.8% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 300,000 | 323,464 | 261,000 | 261,000 | 298,000 | 335,000 | 335,000 | 335,000 | 37,000 | 12.4% |
| 53851 | COPY | 28,050 | 27,832 | 30,150 | 20,970 | 41,810 | 26,230 | 26,230 | 26,230 | (15,580) | -37.3% |
| 53853 | PRINTING | - | 15,513 | - | 65 | - | - | - | - | - | - |
| 53854 | PHOTOCOPIES | 7,750 | 11,996 | 7,750 | 9,482 | 8,050 | 8,050 | 8,050 | 8,050 | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 14,310 | 14,310 | 15,660 | 15,660 | 13,300 | 14,070 | 14,070 | 14,070 | 770 | 5.8% |
| 53860 | BUILDING SERVICES | 84,410 | 21 | - | 295 | 8,530 | - | - | - | (8,530) | -100.0% |
| 54850 | OTHER SPECIAL PAYMENTS | 57,730 | 33,973 | 28,500 | 6,200 | 12,000 | 10,000 | 10,000 | 10,000 | (2,000) | -16.7% |
| | Total Materials and Services | $ 3,862,430 | $ 4,088,203 | $ 3,556,590 | $ 4,020,715 | $ 3,612,670 | $ 3,974,160 | $ 3,974,160 | $ 3,993,170 | $ 380,500 | 10.5% |
| 55130 | EQUIPMENT AND MACHINERY | $ 82,000 | $ 59,407 | $ 55,000 | $ 48,718 | $ - | $ 32,000 | $ 32,000 | $ 32,000 | $ 32,000 | - |
| | Total Capital Outlay | $ 82,000 | $ 59,407 | $ 55,000 | $ 48,718 | $ - | $ 32,000 | $ 32,000 | $ 32,000 | $ 32,000 | - |

# City of Salem Budget
## General Fund - Parks and Recreation
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 62110 | TRANSFERS TO OTHER FUNDS | $ 7,500 | $ 7,500 | $ 214,500 | $ 214,500 | $ 82,500 | $ 57,500 | $ 57,500 | $ 57,500 | $ (25,000) | -30.3% |
| | Total Interfund Transfers | $ 7,500 | $ 7,500 | $ 214,500 | $ 214,500 | $ 82,500 | $ 57,500 | $ 57,500 | $ 57,500 | $ (25,000) | -30.3% |
| | Total Expenditures | $ 9,336,960 | $ 9,325,233 | $ 9,379,910 | $ 9,270,644 | $ 9,453,170 | $ 9,662,160 | $ 9,662,160 | $ 9,681,170 | $ 228,000 | 2.4% |

# City of Salem Budget
## General Fund - Police
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 17,610,180 | $ 17,220,655 | $ 18,333,210 | $ 17,870,044 | $ 18,940,140 | $ 19,674,480 | $ 19,674,480 | $ 19,674,480 | $ 734,340 | 3.9% |
| 51020 | SEASONAL AND RELIEF | 385,900 | 337,394 | 381,020 | 375,641 | 301,500 | 268,460 | 268,460 | 268,460 | (33,040) | -11.0% |
| 51025 | HOLIDAY - REGULAR | 132,320 | 120,366 | 119,800 | 127,246 | 125,800 | 131,610 | 131,610 | 131,610 | 5,810 | 4.6% |
| 51030 | OVERTIME | 1,097,110 | 1,507,931 | 1,266,320 | 1,558,469 | 1,407,660 | 1,620,800 | 1,620,800 | 1,620,800 | 213,140 | 15.1% |
| 51080 | STANDBY | 8,700 | 2,835 | 8,000 | 7,040 | 9,000 | 9,200 | 9,200 | 9,200 | 200 | 2.2% |
| 51090 | DIFFERENTIAL | 17,250 | 14,422 | 17,600 | 14,943 | 18,000 | 20,000 | 20,000 | 20,000 | 2,000 | 11.1% |
| 51100 | INCENTIVES | 1,332,580 | 1,382,712 | 1,467,360 | 1,533,872 | 1,639,080 | 1,714,800 | 1,714,800 | 1,714,800 | 75,720 | 4.6% |
| 51120 | LEAVE PAYOFF | 529,000 | 370,666 | 483,160 | 554,259 | 505,530 | 529,850 | 529,850 | 529,850 | 24,320 | 4.8% |
| 51140 | CLOTHING ALLOWANCE | 23,580 | 23,220 | 26,120 | 23,808 | 35,880 | 36,300 | 36,300 | 36,300 | 420 | 1.2% |
| 51150 | DEPT HEAD ANNUITY | 7,570 | 7,882 | 8,400 | 8,256 | 8,400 | 8,500 | 8,500 | 8,500 | 100 | 1.2% |
| 51195 | OTHER PAY / BENEFITS | - | (38,773) | - | (30,166) | 5,400 | 8,100 | 8,100 | 8,100 | 2,700 | 50.0% |
| 51210 | FICA AND MEDICARE | 1,607,250 | 1,569,002 | 1,682,470 | 1,641,108 | 1,749,390 | 1,819,060 | 1,819,060 | 1,819,060 | 69,670 | 4.0% |
| 51221 | WORKERS' COMP PREMIUM | 706,940 | 706,940 | 630,990 | 630,990 | 599,400 | - | - | - | (599,400) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 6,930 | 6,507 | 7,020 | 6,069 | 7,120 | 7,300 | 7,300 | 7,300 | 180 | 2.5% |
| 51240 | EMPLOYER - RETIREMENT PERS | 3,884,750 | 3,714,085 | 4,038,140 | 3,865,482 | 5,115,970 | 5,350,730 | 5,350,730 | 5,350,730 | 234,760 | 4.6% |
| 51243 | PERS UNFUNDED LIABILITY | 1,045,630 | 1,045,630 | 1,084,150 | 1,084,150 | 1,112,800 | 1,154,220 | 1,154,220 | 1,154,220 | 41,420 | 3.7% |
| 51245 | EMPLOYER - PERS PICKUP | 1,251,550 | 1,197,829 | 1,314,430 | 1,266,647 | 1,356,490 | 1,437,590 | 1,437,590 | 1,437,590 | 81,100 | 6.0% |
| 51250 | INSURANCE - MEDICAL | 4,405,120 | 4,143,418 | 4,579,350 | 4,313,556 | 4,621,800 | 4,734,050 | 4,734,050 | 4,734,050 | 112,250 | 2.4% |
| 51255 | INSURANCE - VISION | 119,730 | 117,688 | 124,770 | 118,042 | 120,940 | 121,720 | 121,720 | 121,720 | 780 | 0.6% |
| 51260 | INSURANCE - DENTAL | 403,100 | 396,336 | 428,820 | 409,079 | 419,190 | 423,790 | 423,790 | 423,790 | 4,600 | 1.1% |
| 51265 | INSURANCE - LIFE | 28,900 | 24,154 | 29,500 | 29,625 | 31,260 | 33,060 | 33,060 | 33,060 | 1,800 | 5.8% |
| 51270 | INSURANCE - DISABILITY | 131,470 | 130,712 | 132,960 | 131,372 | 132,590 | 136,140 | 136,140 | 136,140 | 3,550 | 2.7% |
| 51275 | OTHER HEALTH BENEFITS | 252,120 | 248,330 | 252,120 | 249,993 | 250,830 | 671,710 | 671,710 | 671,710 | 420,880 | 167.8% |
| | Total Personal Services | $ 34,987,680 | $ 34,249,943 | $ 36,415,710 | $ 35,789,525 | $ 38,514,170 | $ 39,911,470 | $ 39,911,470 | $ 39,911,470 | $ 1,397,300 | 3.6% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 2,060 | $ 885 | $ 2,080 | $ 3,351 | $ 1,710 | $ 1,250 | $ 1,250 | $ 1,250 | $ (460) | -26.9% |
| 52120 | MAIL | 24,000 | 31,765 | 26,000 | 31,906 | 26,000 | 26,000 | 26,000 | 26,000 | - | - |
| 52130 | SUPPLIES | 351,690 | 341,104 | 322,720 | 297,997 | 355,510 | 390,260 | 390,260 | 400,460 | 44,950 | 12.6% |
| 52140 | PRINTING AND DUPLICATION | 4,000 | 918 | 4,000 | 995 | 4,000 | 2,000 | 2,000 | 2,000 | (2,000) | -50.0% |
| 52320 | ADVERTISING | 3,800 | 420 | 4,000 | 227 | 3,500 | 6,000 | 6,000 | 6,000 | 2,500 | 71.4% |
| 52340 | EMPLOYEE RECOGNITION | 3,500 | 6,786 | 5,500 | 6,126 | 5,500 | 5,350 | 5,350 | 5,350 | (150) | -2.7% |
| 52360 | RECRUITMENT FEES | 5,000 | 4,923 | 11,000 | 3,507 | 23,000 | 24,920 | 24,920 | 24,920 | 1,920 | 8.3% |
| 52405 | TELEPHONE - OFFICE | 59,000 | 54,263 | 59,000 | 53,952 | 56,760 | 50,000 | 50,000 | 50,000 | (6,760) | -11.9% |
| 52410 | TELEPHONE - CELLULAR | 98,000 | 125,666 | 124,400 | 125,752 | 122,400 | 116,000 | 116,000 | 116,000 | (6,400) | -5.2% |
| 52430 | PAGERS | 1,100 | 1,021 | 1,100 | 1,120 | 1,100 | 1,200 | 1,200 | 1,200 | 100 | 9.1% |
| 52460 | COMMUNICATION - OTHER | 61,000 | 64,609 | 54,440 | 81,371 | 64,470 | 60,250 | 60,250 | 60,250 | (4,220) | -6.5% |
| 52510 | TRAINING | 311,970 | 186,564 | 295,860 | 240,363 | 309,190 | 324,600 | 324,600 | 333,650 | 24,460 | 7.9% |
| 52520 | TRAVEL | 1,000 | 5,928 | 2,000 | 541 | 3,000 | - | - | - | (3,000) | -100.0% |
| 52530 | LODGING | - | 187 | 500 | 1,303 | 500 | - | - | - | (500) | -100.0% |
| 52540 | MEALS | - | 557 | 1,000 | 2,161 | 1,050 | 1,880 | 1,880 | 1,880 | 830 | 79.0% |
| 52550 | MILEAGE | 1,000 | 1,176 | 1,600 | 1,365 | 1,600 | 1,450 | 1,450 | 1,450 | (150) | -9.4% |
| 52560 | REGISTRATION | - | - | - | 180 | - | - | - | - | - | - |
| 52640 | ENGINEERING / ARCHITECT SERVICES | - | - | - | 87 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 406,830 | 363,128 | 363,150 | 299,199 | 216,980 | 207,220 | 207,220 | 207,220 | (9,760) | -4.5% |

# City of Salem Budget
## General Fund - Police
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52710 | MEMBERSHIP DUES | 5,420 | 4,120 | 5,690 | 4,863 | 6,050 | 7,810 | 7,810 | 7,810 | 1,760 | 29.1% |
| 52720 | LICENSES / CERTIFICATIONS | 500 | 392 | 610 | 703 | 380 | 400 | 400 | 400 | 20 | 5.3% |
| 52815 | CONTROLLED EQUIPMENT | 198,010 | 157,323 | 271,710 | 227,260 | 268,780 | 190,590 | 190,590 | 213,430 | (55,350) | -20.6% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 54,200 | 37,825 | 36,350 | 33,731 | 31,300 | 35,260 | 35,260 | 39,560 | 8,260 | 26.4% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 134,410 | 104,941 | 164,650 | 155,210 | 166,740 | 183,420 | 183,420 | 205,720 | 38,980 | 23.4% |
| 52865 | OTHER TECHNICAL SUPPLIES | 3,000 | 516 | 3,000 | - | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 3,600 | 3,243 | 4,100 | 2,888 | 5,100 | 4,150 | 4,150 | 4,150 | (950) | -18.6% |
| 52930 | GASOLINE | 339,510 | 337,566 | 350,910 | 347,736 | 371,030 | 386,560 | 386,560 | 386,560 | 15,530 | 4.2% |
| 52940 | LP / CNG GAS | 150 | 14 | 100 | 20 | 100 | 50 | 50 | 50 | (50) | -50.0% |
| 52950 | LUBRICANTS | - | 58 | - | 20 | - | - | - | - | - | - |
| 53210 | INSURANCE | 666,120 | 666,120 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 668,760 | 668,760 | 734,420 | 657,760 | 657,760 | 657,760 | (76,660) | -10.4% |
| 53310 | VEHICLE MAINTENANCE | 278,000 | 280,123 | 296,000 | 312,372 | 301,710 | 297,490 | 297,490 | 299,030 | (2,680) | -0.9% |
| 53320 | EQUIPMENT MAINTENANCE | 53,050 | 15,241 | 46,450 | 20,935 | 48,810 | 46,910 | 46,910 | 58,410 | 9,600 | 19.7% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 6,000 | 5,422 | 6,000 | 4,565 | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| 53510 | BUILDING RENTAL | 34,900 | 23,697 | 28,500 | 20,841 | 26,500 | 17,350 | 17,350 | 17,350 | (9,150) | -34.5% |
| 53530 | OUTSIDE RENTAL | 27,740 | 29,875 | 32,740 | 36,403 | 27,740 | 26,740 | 26,740 | 26,740 | (1,000) | -3.6% |
| 53610 | GAS | 600 | 587 | 600 | 753 | 600 | 30,600 | 30,600 | 30,600 | 30,000 | 5000.0% |
| 53620 | ELECTRIC | 1,400 | 2,223 | 1,400 | 1,967 | 800 | 112,300 | 112,300 | 112,300 | 111,500 | 13937.5% |
| 53650 | REFUSE DISPOSAL | 2,000 | 416 | 2,000 | 654 | 1,500 | 10,000 | 10,000 | 10,000 | 8,500 | 566.7% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 83,380 | 89,186 | 76,800 | 84,546 | 77,000 | 78,100 | 78,100 | 78,100 | 1,100 | 1.4% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 102,960 | 98,668 | 126,020 | 82,802 | 109,600 | 106,950 | 106,950 | 158,940 | 49,340 | 45.0% |
| 53740 | CLOTHING - CLEANING CHARGES | 800 | - | 800 | 126 | 800 | 800 | 800 | 800 | - | - |
| 53760 | LABORATORY - SUPPLIES | 4,000 | 3,255 | 4,000 | 2,835 | 4,000 | 4,000 | 4,000 | 4,000 | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 2,800 | 10,274 | 5,000 | 8,622 | 6,500 | 8,000 | 8,000 | 8,000 | 1,500 | 23.1% |
| 53768 | DIRECT BANKING FEES | - | - | - | 3 | 20 | - | - | - | (20) | -100.0% |
| 53769 | CARD PROCESSING FEES | 2,250 | 871 | 2,250 | 848 | 1,580 | 100 | 100 | 100 | (1,480) | -93.7% |
| 53770 | BAD DEBT - WRITE OFF | - | - | - | 1 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 319 | - | 57 | - | - | - | - | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 3,074,700 | 3,074,700 | 3,230,410 | 3,230,410 | 3,361,330 | 3,674,910 | 3,674,910 | 3,674,910 | 313,580 | 9.3% |
| 53830 | RADIO | 691,210 | 691,210 | 625,930 | 625,930 | 627,790 | 598,950 | 598,950 | 598,950 | (28,840) | -4.6% |
| 53832 | MOBILE DATA COMM SYSTEM | 78,000 | 78,000 | 78,000 | 78,000 | 78,000 | 129,630 | 129,630 | 129,630 | 51,630 | 66.2% |
| 53840 | MOTOR POOL RENTAL | 237,520 | 237,520 | 247,940 | 247,716 | 238,990 | 187,740 | 187,740 | 187,740 | (51,250) | -21.4% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 550,000 | 750,000 | 550,000 | 750,000 | 530,000 | 564,000 | 564,000 | 564,000 | 34,000 | 6.4% |
| 53851 | COPY | 22,950 | 24,923 | 23,000 | 21,525 | 21,650 | 22,200 | 22,200 | 22,200 | 550 | 2.5% |
| 53853 | PRINTING | - | - | - | - | 2,500 | 1,250 | 1,250 | 1,250 | (1,250) | -50.0% |
| 53854 | PHOTOCOPIES | 36,000 | 45,750 | 40,000 | 41,506 | 40,000 | 40,000 | 40,000 | 40,000 | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 890 | 890 | 970 | 970 | 800 | 840 | 840 | 840 | 40 | 5.0% |
| 54850 | OTHER SPECIAL PAYMENTS | 1,500 | 1,801 | 1,500 | 2,113 | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| | Total Materials and Services | $ 8,031,520 | $ 7,966,970 | $ 8,210,540 | $ 8,169,193 | $ 8,295,890 | $ 8,650,740 | $ 8,650,740 | $ 8,784,460 | $ 488,570 | 5.9% |
| 55110 | LAND | $ - | $ 150,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 55130 | EQUIPMENT AND MACHINERY | 124,110 | 188,819 | 214,320 | 286,006 | 134,080 | 117,580 | 117,580 | 197,580 | 63,500 | 47.4% |
| 55150 | FLEET REPLACEMENT | - | 39,485 | - | 36,155 | - | - | - | - | - | - |
| | Total Capital Outlay | $ 124,110 | $ 378,305 | $ 214,320 | $ 322,161 | $ 134,080 | $ 117,580 | $ 117,580 | $ 197,580 | $ 63,500 | 47.4% |
| | Total Expenditures | $ 43,143,310 | $ 42,595,217 | $ 44,840,570 | $ 44,280,879 | $ 46,944,140 | $ 48,679,790 | $ 48,679,790 | $ 48,893,510 | $ 1,949,370 | 4.2% |

# City of Salem Budget
## General Fund - Urban Development
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | | | | | | | | | | | |
| 51010 | SALARIES AND WAGES | $ 2,105,450 | $ 1,759,440 | $ 2,128,760 | $ 1,957,952 | $ 2,186,880 | $ 2,272,030 | $ 2,272,030 | $ 2,272,030 | $ 85,150 | 3.9% |
| 51020 | SEASONAL AND RELIEF | 52,290 | 3,224 | - | 13,886 | - | - | - | - | - | - |
| 51025 | HOLIDAY - REGULAR | - | 217 | - | 257 | - | - | - | - | - | - |
| 51030 | OVERTIME | 8,500 | 998 | 8,670 | 912 | 8,500 | 6,000 | 6,000 | 6,000 | (2,500) | -29.4% |
| 51090 | DIFFERENTIAL | - | 3,497 | - | 4,735 | 4,000 | 5,000 | 5,000 | 5,000 | 1,000 | 25.0% |
| 51100 | INCENTIVES | - | - | - | 3,752 | - | 6,190 | 6,190 | 6,190 | 6,190 | - |
| 51120 | LEAVE PAYOFF | 37,500 | 11,642 | 38,260 | 4,511 | 38,230 | 33,150 | 33,150 | 33,150 | (5,080) | -13.3% |
| 51130 | CAR ALLOWANCE | 1,200 | 1,205 | 1,200 | 1,205 | 1,210 | 1,210 | 1,210 | 1,210 | - | - |
| 51135 | CELL PHONE ALLOWANCE | 470 | 470 | 430 | 470 | 490 | 470 | 470 | 470 | (20) | -4.1% |
| 51150 | DEPT HEAD ANNUITY | 6,220 | 6,423 | 7,000 | 6,832 | 7,120 | 7,190 | 7,190 | 7,190 | 70 | 1.0% |
| 51195 | OTHER PAY / BENEFITS | - | - | 3,640 | - | 3,670 | 3,780 | 3,780 | 3,780 | 110 | 3.0% |
| 51210 | FICA AND MEDICARE | 168,750 | 132,947 | 165,640 | 148,069 | 170,560 | 176,970 | 176,970 | 176,970 | 6,410 | 3.8% |
| 51221 | WORKERS' COMP PREMIUM | 34,490 | 34,490 | 31,960 | 31,960 | 55,590 | - | - | - | (55,590) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 970 | 655 | 960 | 663 | 940 | 940 | 940 | 940 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 340,610 | 255,873 | 325,430 | 290,622 | 440,660 | 456,810 | 456,810 | 456,810 | 16,150 | 3.7% |
| 51243 | PERS UNFUNDED LIABILITY | 120,000 | 120,000 | 122,530 | 122,530 | 121,520 | 125,930 | 125,930 | 125,930 | 4,410 | 3.6% |
| 51245 | EMPLOYER - PERS PICKUP | 132,710 | 97,832 | 131,070 | 111,657 | 134,790 | 139,890 | 139,890 | 139,890 | 5,100 | 3.8% |
| 51250 | INSURANCE - MEDICAL | 529,380 | 369,436 | 521,610 | 435,875 | 498,300 | 557,820 | 557,820 | 557,820 | 59,520 | 11.9% |
| 51255 | INSURANCE - VISION | 13,950 | 9,534 | 13,190 | 11,306 | 12,500 | 13,690 | 13,690 | 13,690 | 1,190 | 9.5% |
| 51260 | INSURANCE - DENTAL | 47,130 | 32,795 | 44,770 | 38,733 | 43,190 | 47,910 | 47,910 | 47,910 | 4,720 | 10.9% |
| 51265 | INSURANCE - LIFE | 5,170 | 3,111 | 5,070 | 4,807 | 5,590 | 5,680 | 5,680 | 5,680 | 90 | 1.6% |
| 51270 | INSURANCE - DISABILITY | 3,730 | 3,349 | 3,850 | 3,642 | 3,800 | 3,950 | 3,950 | 3,950 | 150 | 3.9% |
| | Total Personal Services | $ 3,608,520 | $ 2,847,137 | $ 3,554,040 | $ 3,194,375 | $ 3,737,540 | $ 3,864,610 | $ 3,864,610 | $ 3,864,610 | $ 127,070 | 3.4% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 4,860 | $ 1,975 | $ 2,450 | $ 5,708 | $ 7,510 | $ 11,790 | $ 11,790 | $ 11,790 | $ 4,280 | 57.0% |
| 52120 | MAIL | 2,400 | 268 | 2,400 | 549 | 1,030 | 1,000 | 1,000 | 1,000 | (30) | -2.9% |
| 52130 | SUPPLIES | 24,000 | 30,629 | 24,000 | 36,840 | 34,230 | 34,280 | 34,280 | 34,280 | 50 | 0.1% |
| 52150 | RECORDING FEES | - | - | - | 5 | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | 2,205 | 250 | 306 | 1,520 | 1,500 | 1,500 | 1,500 | (20) | -1.3% |
| 52360 | RECRUITMENT FEES | 500 | 334 | 1,250 | 20 | 1,030 | 760 | 760 | 760 | (270) | -26.2% |
| 52405 | TELEPHONE - OFFICE | 12,600 | 11,790 | 12,050 | 11,250 | 10,930 | 9,080 | 9,080 | 9,080 | (1,850) | -16.9% |
| 52410 | TELEPHONE - CELLULAR | 6,000 | 5,641 | 6,000 | 6,858 | 6,000 | 8,400 | 8,400 | 8,400 | 2,400 | 40.0% |
| 52460 | COMMUNICATION - OTHER | 9,540 | 4,740 | 3,690 | 6,583 | 8,480 | 7,230 | 7,230 | 7,230 | (1,250) | -14.7% |
| 52510 | TRAINING | 13,630 | 15,580 | 15,240 | 21,739 | 17,980 | 17,980 | 17,980 | 17,980 | - | - |
| 52520 | TRAVEL | 4,000 | 2,088 | 4,000 | 19 | 5,900 | 5,400 | 5,400 | 5,400 | (500) | -8.5% |
| 52530 | LODGING | - | 496 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | - | 70 | - | 33 | - | - | - | - | - | - |
| 52550 | MILEAGE | 350 | 39 | 350 | 20 | 330 | 200 | 200 | 200 | (130) | -39.4% |
| 52560 | REGISTRATION | - | 1,085 | - | 450 | - | - | - | - | - | - |
| 52610 | AUDIT SERVICES | - | - | - | 52 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 872,440 | 676,615 | 786,540 | 697,787 | 768,880 | 700,580 | 700,580 | 834,860 | 65,980 | 8.6% |
| 52710 | MEMBERSHIP DUES | 8,320 | 6,380 | 9,300 | 7,250 | 3,800 | 2,300 | 2,300 | 2,300 | (1,500) | -39.5% |
| 52720 | LICENSES / CERTIFICATIONS | - | 40 | - | - | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 16,250 | 7,744 | 18,920 | 9,563 | 22,800 | 28,900 | 28,900 | 28,900 | 6,100 | 26.8% |

# City of Salem Budget
## General Fund - Urban Development
### FY 2021

General Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 540 | 812 | 410 | 7,711 | 580 | 1,620 | 1,620 | 1,620 | 1,040 | 179.3% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 5,130 | 1,812 | 9,910 | 4,606 | 31,710 | 33,110 | 33,110 | 33,110 | 1,400 | 4.4% |
| 52930 | GASOLINE | 5,000 | 5,447 | 5,500 | 5,566 | 5,500 | 5,750 | 5,750 | 5,750 | 250 | 4.5% |
| 53210 | INSURANCE | 52,510 | 52,510 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 13,990 | 13,990 | 14,130 | 13,390 | 13,390 | 13,390 | (740) | -5.2% |
| 53310 | VEHICLE MAINTENANCE | 4,500 | 1,971 | 4,500 | 3,253 | 4,500 | 4,500 | 4,500 | 4,500 | - | - |
| 53320 | EQUIPMENT MAINTENANCE | 108,180 | 109,993 | 139,160 | 101,295 | 149,310 | 149,530 | 149,530 | 149,530 | 220 | 0.1% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 7,000 | 7 | 7,000 | 1,195 | 3,750 | 2,500 | 2,500 | 2,500 | (1,250) | -33.3% |
| 53510 | BUILDING RENTAL | 111,270 | 111,270 | 111,270 | 111,356 | 111,700 | 110,120 | 110,120 | 110,120 | (1,580) | -1.4% |
| 53530 | OUTSIDE RENTAL | - | 126 | - | - | - | - | - | - | - | - |
| 53610 | GAS | - | 95 | - | - | - | - | - | - | - | - |
| 53650 | REFUSE DISPOSAL | - | 879 | - | - | - | - | - | - | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 5,080 | 4,277 | 3,870 | 4,318 | 5,000 | 5,410 | 5,410 | 5,410 | 410 | 8.2% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 18 | - | 71 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 51,270 | 28 | 60,000 | - | - | - | - | - | - | - |
| 53768 | DIRECT BANKING FEES | - | 1,138 | - | 1,280 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 53769 | CARD PROCESSING FEES | - | 63,097 | - | 82,864 | 67,500 | 81,350 | 81,350 | 81,350 | 13,850 | 20.5% |
| 53770 | BAD DEBT - WRITE OFF | 1,000 | 1,396 | 2,000 | 1,301 | 1,500 | 1,500 | 1,500 | 1,500 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 11,386 | - | 1,176 | - | - | - | - | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 61,990 | 61,990 | 67,610 | 67,610 | 66,060 | 74,240 | 74,240 | 74,240 | 8,180 | 12.4% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLING | 32,390 | 35,390 | 27,590 | 20,817 | 22,650 | 23,540 | 23,540 | 23,540 | 890 | 3.9% |
| 53830 | RADIO | 29,710 | 29,710 | 26,010 | 26,010 | 25,770 | 17,820 | 17,820 | 17,820 | (7,950) | -30.8% |
| 53840 | MOTOR POOL RENTAL | 8,200 | 8,200 | 8,820 | 8,820 | 10,470 | 4,590 | 4,590 | 4,590 | (5,880) | -56.2% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | - | 25,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | - | - |
| 53851 | COPY | 7,500 | 3,451 | 6,500 | 2,730 | 4,510 | 4,500 | 4,500 | 4,500 | (10) | -0.2% |
| 53854 | PHOTOCOPIES | 9,900 | 7,515 | 9,900 | 8,956 | 8,390 | 8,520 | 8,520 | 8,520 | 130 | 1.5% |
| 53860 | BUILDING SERVICES | - | - | 52,760 | 48,531 | 500 | - | - | - | (500) | -100.0% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEME | - | - | - | 400 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 500 | 3,314 | 500 | 333 | - | 750 | 750 | 4,680 | 4,680 | - |
| | Total Materials and Services | $ 1,476,560 | $ 1,308,550 | $ 1,458,740 | $ 1,344,223 | $ 1,440,950 | $ 1,389,140 | $ 1,389,140 | $ 1,527,350 | $ 86,400 | 6.0% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ - | - |
| | Total Interfund Transfers | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ 139,250 | $ - | - |
| | Total Expenditures | $ 5,224,330 | $ 4,294,937 | $ 5,152,030 | $ 4,677,849 | $ 5,317,740 | $ 5,393,000 | $ 5,393,000 | $ 5,531,210 | $ 213,470 | 4.0% |

# City of Salem Budget
# Leasehold Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from or expenses of Leasehold Fund program activities | |
| Resources | | |
| 34410 | Land / Building Rent: lease payment for tenant spaces on the ground floor of Chemeketa and Liberty parking garages, a 2.9% increase over FY 2020 Budget | $ 455,570 |
| 34160 | Common Area Rent: common area charges for tenant spaces, a 0.2% decrease from FY 2020 Budget | $ 151,100 |

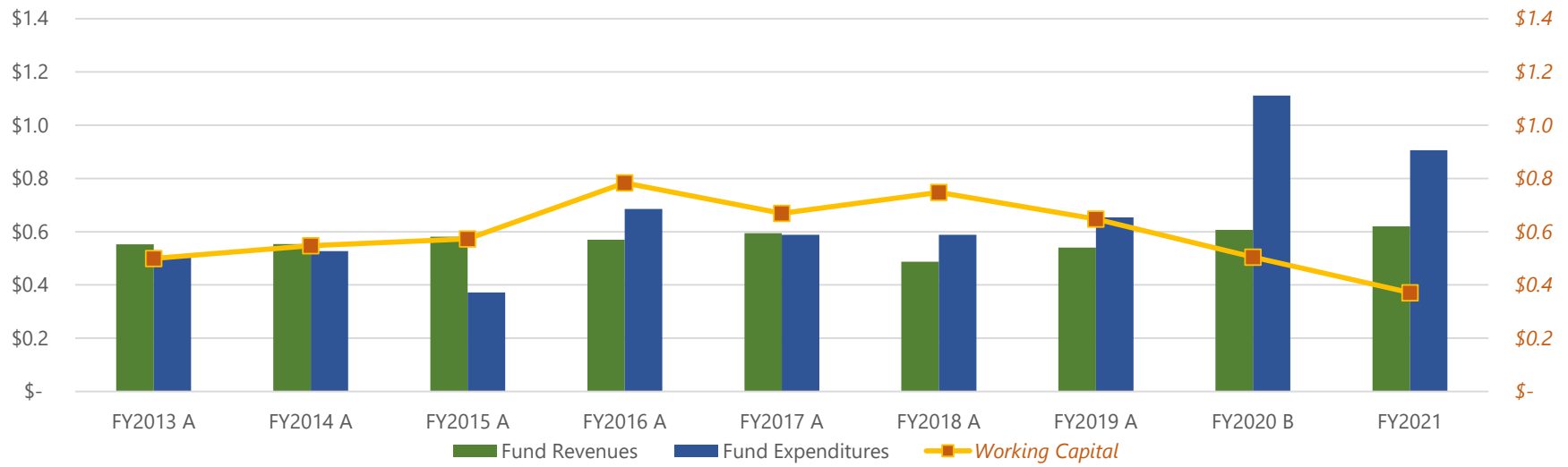
| Account | Assumption | Amount |
|---|---|---|
| Expenditures | | |
| 52620 | Construction Contracts: improvement projects to tenant spaces, a 1.6% decrease from FY 2020 Budget | $ 157,400 |
| 53900 | Support Services Charge: for centralized services, a 21.5% decrease from the FY 2020 Budget | $ 50,450 |

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 2021

### Leasehold Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32310 | ACCIDENT AND FIRE RECOVERY | $ - | $ - | $ - | $ 3,168 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses and Permits | $ - | $ - | $ - | $ 3,168 | $ - | $ - | $ - | $ - | $ - | - |
| 34110 | LAND / BUILDING RENT | $ 388,130 | $ 359,698 | $ 405,830 | $ 389,378 | $ 442,520 | $ 455,570 | $ 455,570 | $ 455,570 | $ 13,050 | 2.9% |
| 34160 | COMMON AREA RENT | 106,600 | 116,724 | 122,240 | 132,560 | 151,360 | 151,100 | 151,100 | 151,100 | (260) | -0.2% |
| | Total Rent | $ 494,730 | $ 476,422 | $ 528,070 | $ 521,938 | $ 593,880 | $ 606,670 | $ 606,670 | $ 606,670 | $ 12,790 | 2.2% |
| 36210 | INTEREST | $ 5,750 | $ 11,358 | $ 9,500 | $ 14,872 | $ 13,000 | $ 13,000 | $ 13,000 | $ 13,000 | $ - | - |
| | Total Other Revenue | $ 5,750 | $ 11,358 | $ 9,500 | $ 14,872 | $ 13,000 | $ 13,000 | $ 13,000 | $ 13,000 | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 720,890 | $ 748,080 | $ 805,560 | $ 647,411 | $ 504,640 | $ 371,200 | $ 371,200 | $ 371,200 | $ (133,440) | -26.4% |
| | Total Beginning Balance | $ 720,890 | $ 748,080 | $ 805,560 | $ 647,411 | $ 504,640 | $ 371,200 | $ 371,200 | $ 371,200 | $ (133,440) | -26.4% |
| | Total Resources | $ 1,221,370 | $ 1,235,860 | $ 1,343,130 | $ 1,187,389 | $ 1,111,520 | $ 990,870 | $ 990,870 | $ 990,870 | $ (120,650) | -10.9% |

# City of Salem Budget
# Leasehold Fund
## FY 2021

Leasehold Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 300 | $ - | $ 300 | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | 150 | 10 | 150 | - | 50 | 50 | 50 | 50 | - | - |
| 52130 | SUPPLIES | 700 | 87 | 700 | 638 | 500 | 750 | 750 | 750 | 250 | 50.0% |
| 52320 | ADVERTISING | 800 | - | 800 | - | 500 | 500 | 500 | 500 | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 307,000 | - | 430,200 | 35,497 | 160,000 | 157,400 | 157,400 | 157,400 | (2,600) | -1.6% |
| 52670 | OTHER PROFESSIONAL SERVICES | - | 21,637 | - | 26,450 | - | - | - | - | - | - |
| 52720 | LICENSES / CERTIFICATIONS | - | 40 | - | - | - | - | - | - | - | - |
| 52740 | PERMITS | - | 371 | - | - | - | - | - | - | - | - |
| 52860 | OTHER AUTO SUPPLIES | - | 72 | - | 59 | - | - | - | - | - | - |
| 53210 | INSURANCE | 4,980 | 4,980 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 5,060 | 5,050 | 5,550 | 8,720 | 8,720 | 8,720 | 3,170 | 57.1% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 10 | - | 3,559 | - | - | - | - | - | - |
| 53620 | ELECTRIC | 73,890 | 74,711 | 71,140 | 66,818 | 73,500 | 71,590 | 71,590 | 71,590 | (1,910) | -2.6% |
| 53630 | WATER | 16,370 | 14,479 | 14,350 | 15,609 | 14,500 | 17,000 | 17,000 | 17,000 | 2,500 | 17.2% |
| 53650 | REFUSE DISPOSAL | - | 13 | - | 55 | - | - | - | - | - | - |
| 53720 | TAXES AND ASSESSMENTS | 34,250 | 34,803 | 35,850 | 38,191 | 39,340 | 38,460 | 38,460 | 38,460 | (880) | -2.2% |
| 53767 | BANKING AND INVESTMENT FEES | 550 | 902 | 550 | 756 | 450 | 750 | 750 | 750 | 300 | 66.7% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 114,520 | 119,115 | 120,560 | 100,261 | 118,520 | 123,840 | 123,840 | 123,840 | 5,320 | 4.5% |
| 53840 | MOTOR POOL RENTAL | 750 | 413 | 710 | - | - | - | - | - | - | - |
| 53851 | COPY | 50 | - | 50 | - | - | - | - | - | - | - |
| 53854 | PHOTOCOPIES | 650 | - | 650 | - | 100 | 100 | 100 | 100 | - | - |
| 53860 | BUILDING SERVICES | 21,410 | 70,261 | 46,940 | 63,597 | 23,050 | 23,570 | 23,570 | 23,570 | 520 | 2.3% |
| 53900 | SUPPORT SERVICES CHARGE | 27,550 | 27,550 | 60,740 | 60,740 | 64,260 | 50,450 | 50,450 | 50,450 | (13,810) | -21.5% |
| 54850 | OTHER SPECIAL PAYMENTS | - | 18,995 | - | 36,000 | - | - | - | - | - | - |
| | Total Materials and Services | $ 603,920 | $ 388,450 | $ 788,750 | $ 453,281 | $ 500,320 | $ 493,180 | $ 493,180 | $ 493,180 | $ (7,140) | -1.4% |
| 61110 | CONTINGENCIES | $ 417,450 | $ - | $ 354,380 | $ - | $ 211,200 | $ 197,690 | $ 197,690 | $ 197,690 | $ (13,510) | -6.4% |
| | Total Contingencies | $ 417,450 | $ - | $ 354,380 | $ - | $ 211,200 | $ 197,690 | $ 197,690 | $ 197,690 | $ (13,510) | -6.4% |
| 62110 | INTERFUND TRANSFERS | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 | $ 400,000 | $ 215,000 | $ 215,000 | $ 215,000 | $ (185,000) | -46.3% |
| | Total Interfund Transfers | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 | $ 400,000 | $ 215,000 | $ 215,000 | $ 215,000 | $ (185,000) | -46.3% |
| | Total Expenditures | $ 1,221,370 | $ 588,450 | $ 1,343,130 | $ 653,281 | $ 1,111,520 | $ 905,870 | $ 905,870 | $ 905,870 | $ (205,650) | -18.5% |

| Chemeketa Leasehold - FY 2021 Project Budget | Project | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Resources** | | $ 922,740 | $ 680,210 |
| **Expenditures** | | | |
| Capital Improvements | | | |
| Fire riser/valve replacement | - | $ - | $ 32,400 |
| Unanticipated tenant improvements | 641009 | 135,000 | 75,000 |
| | | $ 135,000 | $ 107,400 |
| Regular Maintenance | | | |
| Regular maintenance (Facilities Services Division) | 641003 | $ 40,500 | $ 42,320 |
| | | $ 40,500 | $ 42,320 |
| Administration and Overhead | | | |
| Lease management and administration (Urban Development) | 641000 | $ 40,340 | $ 42,660 |
| Support Services Charge (Indirect Cost Allocation Plan) | 641001 | 41,440 | 36,870 |
| | | $ 81,780 | $ 79,530 |
| Common Area Expenses | | | |
| Electricity | 641002 | $ 59,900 | $ 58,200 |
| Insurance | 641002 | 3,190 | 3,190 |
| Janitorial services | 641002 | 9,500 | 9,700 |
| Property taxes | 641002 | 23,540 | 23,850 |
| Water | 641002 | 13,000 | 13,500 |
| | | $ 109,130 | $ 108,440 |
| Transfers and Reimbursements: | | | |
| Transfer to parking structure capital projects reserve (Fund 255) | 641004 | $ 400,000 | $ 215,000 |
| | | $ 400,000 | $ 215,000 |
| Contingencies | | $ 156,330 | $ 127,520 |
| Total Expenditures | | $ 922,740 | $ 680,210 |
| Unappropriated Ending Balance | | $ - | $ - |

# Liberty Leasehold - FY 2021 Project Budget

| | Project | Adopted Budget FY 2020 | Adopted Budget FY 2021 |
|---|---|---|---|
| **Resources** | | $ 188,780 | $ 225,660 |
| **Expenditures** | | | |
| Capital Improvements | | | |
| Tenant improvements | | $ 25,000 | $ 50,000 |
| | | $ 25,000 | $ 50,000 |
| Regular Maintenance | | | |
| Regular maintenance (Facilities Services Division) | 642003 | $ 13,620 | $ 13,670 |
| | | $ 13,620 | $ 13,670 |
| Administration and Overhead | | | |
| Lease management and administration (Urban Development) | 642000 | $ 31,620 | $ 33,310 |
| Support Services Charge (Indirect Cost Allocation) | 642001 | 22,820 | 13,580 |
| | | $ 54,440 | $ 46,890 |
| Common Area Expenses | | | |
| Electricity | 642002 | $ 13,600 | $ 13,390 |
| Insurance | 642002 | 2,360 | 5,530 |
| Janitorial services | 642002 | 7,590 | 7,900 |
| Property taxes | 642002 | 15,800 | 14,610 |
| Water | 642002 | 1,500 | 3,500 |
| | | $ 40,850 | $ 44,930 |
| Contingencies | | $ 54,870 | $ 70,170 |
| Total Expenditures | | $ 188,780 | $ 225,660 |
| Unappropriated Ending Balance | | $ - | $ - |

# City of Salem Budget
# Police Regional Records Management System (PRRMS) Fund Assumptions and Trends
## (Previously PRIORS Fund)
## FY 2021

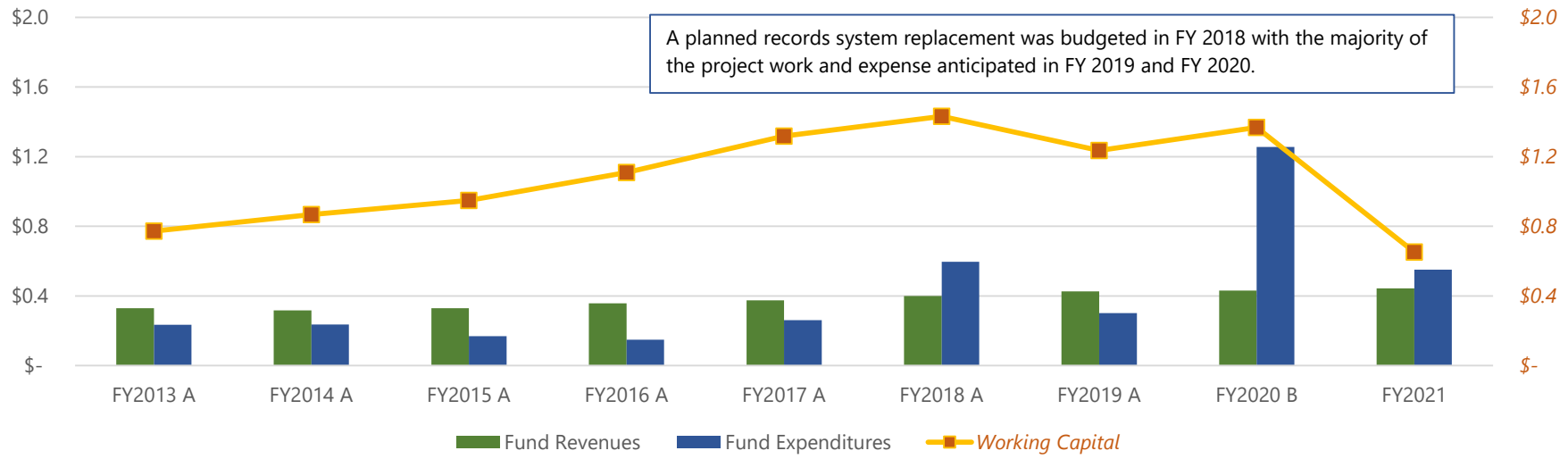
| Account | Assumption | Amount |
|---|---|---|
| | Proceeds from PRRMS Fund program activities | |
| 35213 | Intrafund - Budgeted Transfers: annual fees paid by the Salem Police Department, an increase of 5% over the FY 2020 Budget | $ 252,460 |
| 35367 | City of Keizer: annual fees paid by the city, an increase of 5% over the FY 2020 Budget | $ 44,570 |
| 35375 | Polk County: annual fees paid by the county, an increase of 5% over the FY 2020 Budget | $ 27,590 |
| 35395 | Other Government Agencies: annual fees paid by participating government agencies, an increase of 5% over the FY 2020 Budget | $ 112,500 |

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 2021

### PRRMS Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 35213 | INTRAFUND - BUDGETED TRANSFERS | $ 218,090 | $ 218,090 | $ 228,990 | $ 228,990 | $ 240,440 | $ 252,460 | $ 252,460 | $ 252,460 | $ 12,020 | 5.0% |
| 35367 | CITY OF KEIZER | 51,680 | 51,680 | 40,430 | 40,430 | 42,450 | 44,570 | 44,570 | 44,570 | 2,120 | 5.0% |
| 35375 | POLK COUNTY | 25,850 | 25,850 | 25,030 | 25,030 | 26,280 | 27,590 | 27,590 | 27,590 | 1,310 | 5.0% |
| 35395 | OTHER GOVERNMENT AGENCIES | 82,000 | 82,250 | 102,050 | 102,300 | 107,150 | 112,500 | 112,500 | 112,500 | 5,350 | 5.0% |
| | Total Internal / Intergovernmental | $ 377,620 | $ 377,870 | $ 396,500 | $ 396,750 | $ 416,320 | $ 437,120 | $ 437,120 | $ 437,120 | $ 20,800 | 5.0% |
| 36210 | INTEREST | $ 7,500 | $ 20,983 | $ 12,170 | $ 29,331 | $ 13,670 | $ 6,520 | $ 6,520 | $ 6,520 | $ (7,150) | -52.3% |
| | Total Other Revenue | $ 7,500 | $ 20,983 | $ 12,170 | $ 29,331 | $ 13,670 | $ 6,520 | $ 6,520 | $ 6,520 | $ (7,150) | -52.3% |
| 39910 | BEGINNING WORKING CAPITAL | $ 1,447,040 | $ 1,431,557 | $ 1,216,990 | $ 1,235,020 | $ 1,368,050 | $ 651,960 | $ 651,960 | $ 651,960 | $ (716,090) | -52.3% |
| | Total Beginning Balance | $ 1,447,040 | $ 1,431,557 | $ 1,216,990 | $ 1,235,020 | $ 1,368,050 | $ 651,960 | $ 651,960 | $ 651,960 | $ (716,090) | -52.3% |
| | Total Resources | $ 1,832,160 | $ 1,830,410 | $ 1,625,660 | $ 1,661,101 | $ 1,798,040 | $ 1,095,600 | $ 1,095,600 | $ 1,095,600 | $ (702,440) | -39.1% |

### PRRMS Fund Expenditures

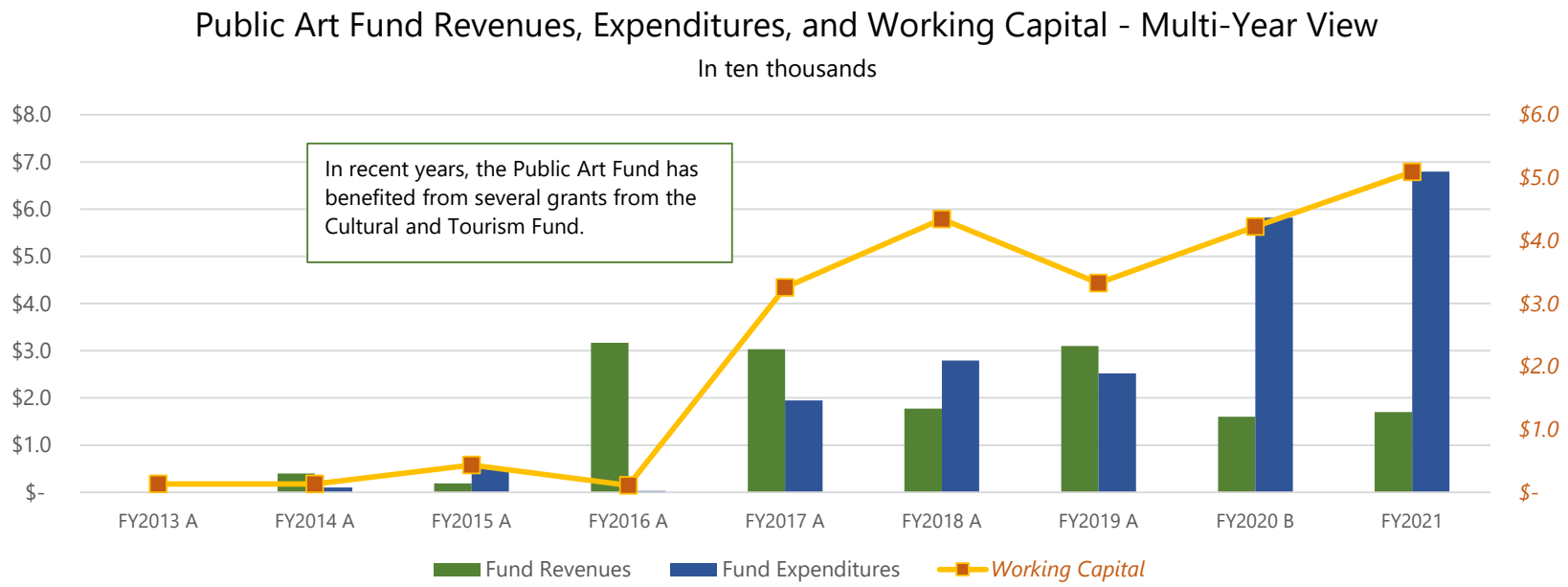
| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52130 | SUPPLIES | $ 500 | $ 553 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52510 | TRAINING | 4,000 | 1,126 | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 52520 | TRAVEL | - | 2,428 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | - | 916 | - | 466 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 8,840 | 8,827 | 8,840 | 9,849 | 11,820 | 264,190 | 264,190 | 264,190 | 252,370 | 2135.1% |
| 52815 | CONTROLLED EQUIPMENT | 15,000 | - | - | - | - | - | - | - | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 1,000 | - | - | 724 | - | - | - | - | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 18,460 | 21,678 | 20,920 | 10,224 | 27,660 | 124,830 | 124,830 | 124,830 | 97,170 | 351.3% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 457 | - | - | - | - | - | - |
| 53320 | EQUIPMENT MAINTENANCE | - | - | - | 262 | - | 2,000 | 2,000 | 2,000 | 2,000 | - |
| 53767 | BANKING AND INVESTMENT FEES | 750 | 1,667 | 1,220 | 1,484 | 650 | 1,000 | 1,000 | 1,000 | 350 | 53.8% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 20,000 | 53,984 | 16,380 | 58,256 | 20,000 | 30,000 | 30,000 | 30,000 | 10,000 | 50.0% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 239,340 | 239,340 | 234,220 | 192,110 | 86,310 | 84,650 | 84,650 | 84,650 | (1,660) | -1.9% |
| 53900 | SUPPORT SERVICES CHARGE | 24,870 | 24,870 | 27,950 | 27,960 | 33,590 | (29,530) | (29,530) | (29,530) | (63,120) | -187.9% |
| | Total Materials and Services | $ 332,760 | $ 355,390 | $ 311,530 | $ 301,791 | $ 182,030 | $ 479,140 | $ 479,140 | $ 479,140 | $ 297,110 | 163.2% |
| 55130 | EQUIPMENT AND MACHINERY | $ 1,499,400 | $ 240,000 | $ 960,000 | $ - | $ 960,000 | $ - | $ - | $ - | $ (960,000) | -100.0% |
| | Total Capital Outlay | $ 1,499,400 | $ 240,000 | $ 960,000 | $ - | $ 960,000 | $ - | $ - | $ - | $ (960,000) | -100.0% |
| 61110 | CONTINGENCIES | $ - | $ - | $ 127,100 | $ - | $ 113,900 | $ 71,870 | $ 71,870 | $ 71,870 | $ (42,030) | -36.9% |
| | Total Contingencies | $ - | $ - | $ 127,100 | $ - | $ 113,900 | $ 71,870 | $ 71,870 | $ 71,870 | $ (42,030) | -36.9% |
| | Total Expenditures | $ 1,832,160 | $ 595,390 | $ 1,398,630 | $ 301,791 | $ 1,255,930 | $ 551,010 | $ 551,010 | $ 551,010 | $ (704,920) | -56.1% |

# City of Salem Budget
# Public Art Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| | Proceeds for Public Art Fund program activities | |
| 39110 | Interfund Transfer: from the Cultural and Tourism Fund of transient occupancy tax revenue and from the General Fund for a completed office remodel. | $ 15,960 |

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.



# City of Salem Budget
# Public Art Fund
## FY 2021

### Public Art Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 36210 | INTEREST | $ 300 | $ 635 | $ 480 | $ 1,029 | $ 440 | $ 1,050 | $ 1,050 | $ 1,050 | $ 610 | 138.6% |
| 36820 | DONATION | - | - | 15,000 | 15,000 | - | - | - | - | - | - |
| | Total Other Revenue | $ 300 | $ 635 | $ 15,480 | $ 16,029 | $ 440 | $ 1,050 | $ 1,050 | $ 1,050 | $ 610 | 138.6% |
| 39110 | INTERFUND TRANSFERS | $ 15,000 | $ 17,109 | $ 15,000 | $ 15,000 | $ 15,570 | $ 15,960 | $ 15,960 | $ 15,960 | $ 390 | 2.5% |
| | Total Interfund Transfers | $ 15,000 | $ 17,109 | $ 15,000 | $ 15,000 | $ 15,570 | $ 15,960 | $ 15,960 | $ 15,960 | $ 390 | 2.5% |
| 39910 | BEGINNING WORKING CAPITAL | $ 43,440 | $ 43,412 | $ 48,600 | $ 33,242 | $ 42,200 | $ 50,900 | $ 50,900 | $ 50,900 | $ 8,700 | 20.6% |
| | Total Beginning Balance | $ 43,440 | $ 43,412 | $ 48,600 | $ 33,242 | $ 42,200 | $ 50,900 | $ 50,900 | $ 50,900 | $ 8,700 | 20.6% |
| | Total Resources | $ 58,740 | $ 61,155 | $ 79,080 | $ 64,271 | $ 58,210 | $ 67,910 | $ 67,910 | $ 67,910 | $ 9,700 | 16.7% |

### Public Art Fund Expenditures

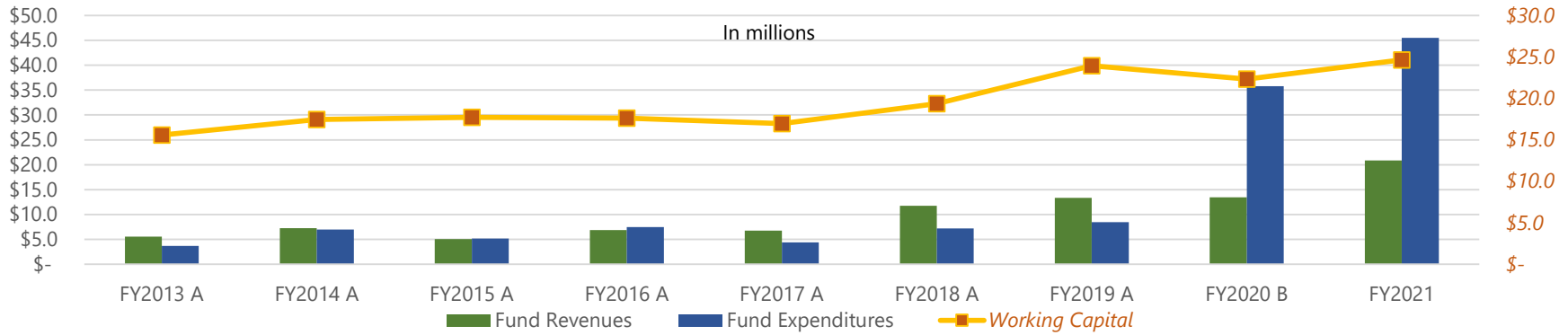
| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52130 | SUPPLIES | $ - | $ 345 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52320 | ADVERTISING | - | 775 | - | - | - | - | - | - | - | - |
| 52540 | MEALS | - | 124 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 2,410 | 22,691 | 20,040 | 21,986 | 7,510 | 5,650 | 5,650 | 5,650 | (1,860) | -24.8% |
| 52740 | PERMITS | - | - | - | 189 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 7,890 | 20 | 5,520 | - | 1,280 | 110 | 110 | 110 | (1,170) | -91.4% |
| 53767 | BANKING AND INVESTMENT FEES | - | 51 | - | 52 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | - | 1,196 | - | 726 | - | - | - | - | - | - |
| 53851 | COPY | - | - | - | 2,221 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 48,440 | 2,712 | 53,520 | - | 49,420 | 62,150 | 62,150 | 62,150 | 12,730 | 25.8% |
| | Total Materials and Services | $ 58,740 | $ 27,914 | $ 79,080 | $ 25,173 | $ 58,210 | $ 67,910 | $ 67,910 | $ 67,910 | $ 9,700 | 16.7% |
| | Total Expenditures | $ 58,740 | $ 27,914 | $ 79,080 | $ 25,173 | $ 58,210 | $ 67,910 | $ 67,910 | $ 67,910 | $ 9,700 | 16.7% |

# City of Salem Budget
# System Development Charges (SDCs) Fund Assumptions and Trends
## (Also known as Extra Capacity Facilities Fund)
## FY 2021

| 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 107.1% increase over the FY 2020 Budget | $ 2,900,000 |
| 32226 | SDC - Sewer Improvement: fees collected from new growth at the time of connection to the system, a 1.8% increase over the FY 2020 Budget | $ 2,300,000 |
| 32228 | SDC - Parks: fees collected from new growth at the time of connection to the system, estimating a 66.3% increase over the FY 2020 Budget | $ 3,575,000 |
| 32231 | SDC - Transportation Improvement: fees collected from new growth at the time of connection to the system, estimating a 150.3% increase over the FY 2020 Budget | $ 4,448,980 |
| 32235 | SDC - Stormwater Improvement: fees collected from new growth at the time of connection to the system, estimating 100% increase over the FY 2020 Budget | $ 500,000 |
| 35395 | Other Government Agencies: opportunity grant funds, estimating no change over the FY 2020 Budget | $ 2,500,000 |
| 35510-35519 | States Grants: Oregon Department of Transportation and Oregon Parks and Recreation Department, estimating a 21.6% decrease from the FY 2020 Budget | $ 1,699,390 |
| 35632 | US Federal Highway Administration: federal grants expected to be awarded for construction project funding, estimating a 50.5% decrease from the FY 2020 Budget. | $ 466,600 |

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 2013 through FY 2019 and the budgeted expenditures for FY 2020 and FY 2021.

# City of Salem Budget
# System Development Charges (SDCs) Fund
## FY 2021

SDCs Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32210 | SDC SEWER - KEIZER | $ - | $ 26,526 | $ - | $ 9,227 | $ - | $ - | $ - | $ - | $ - | - |
| 32212 | SDC SEWER - EAST SALEM DISTRICT | - | 5,466 | - | 4,074 | - | - | - | - | - | - |
| 32218 | SDC WATER IMPROVEMENT | 1,000,000 | 2,371,781 | 1,000,000 | 2,703,799 | 1,400,000 | 2,900,000 | 2,900,000 | 2,900,000 | 1,500,000 | 107.1% |
| 32226 | SDC SEWER IMPROVEMENT | 900,000 | 1,728,992 | 1,443,000 | 2,089,211 | 2,260,000 | 2,300,000 | 2,300,000 | 2,300,000 | 40,000 | 1.8% |
| 32228 | SDC PARKS | 1,740,860 | 3,275,352 | 1,735,000 | 3,011,003 | 2,150,000 | 3,575,000 | 3,575,000 | 3,575,000 | 1,425,000 | 66.3% |
| 32231 | SDC TRANSPORTATION IMPROVEMENT | 1,013,000 | 1,947,289 | 1,400,000 | 2,065,505 | 1,777,560 | 4,448,980 | 4,448,980 | 4,448,980 | 2,671,420 | 150.3% |
| 32235 | SDC STORMWATER IMPROVEMENT | 250,000 | 481,133 | 250,000 | 604,009 | 250,000 | 500,000 | 500,000 | 500,000 | 250,000 | 100.0% |
| 32273 | SDC SEWER - TURNER | - | 44,955 | - | 24,444 | - | - | - | - | - | - |
| | Total Sales, Fees, Licenses, Permits | $ 4,903,860 | $ 9,881,493 | $ 5,828,000 | $ 10,511,270 | $ 7,837,560 | $ 13,723,980 | $ 13,723,980 | $ 13,723,980 | $ 5,886,420 | 75.1% |
| 33115 | ASSESSMENT - INTEREST | $ - | $ 105,939 | $ - | $ 92,027 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Assessments | $ - | $ 105,939 | $ - | $ 92,027 | $ - | $ - | $ - | $ - | $ - | - |
| 34110 | LAND / BUILDING RENT | $ - | $ 53,747 | $ - | $ 50,625 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Rent | $ - | $ 53,747 | $ - | $ 50,625 | $ - | $ - | $ - | $ - | $ - | - |
| 35395 | OTHER GOVERNMENT AGENCIES | $ 500,000 | $ - | $ 500,000 | $ - | $ 2,500,000 | $ 2,500,000 | $ 2,500,000 | $ 2,500,000 | $ - | - |
| 35518 | STATE-PARKS & REC DEPT (OPRD) | - | - | - | - | 400,000 | 631,580 | 631,580 | 631,580 | 231,580 | 57.9% |
| 35519 | STATE-DEPT OF TRANSPORTATION (ODOT) | 4,513,670 | - | 1,185,870 | 59,620 | 1,768,890 | 1,067,810 | 1,067,810 | 1,067,810 | (701,080) | -39.6% |
| 35631 | US FEDERAL EMERGENCY MGMT ADMIN (FEMA) | 725,830 | 315,272 | - | - | - | - | - | - | - | - |
| 35632 | US FEDERAL HIGHWAY ADMIN (FHWA) | - | 1,096,201 | 2,476,060 | 1,976,446 | 942,010 | 466,600 | 466,600 | 466,600 | (475,410) | -50.5% |
| 35633 | US FEDERAL HIGHWAY TRANSPORTATION | - | - | - | - | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 5,739,500 | $ 1,411,473 | $ 4,161,930 | $ 2,036,066 | $ 5,610,900 | $ 4,665,990 | $ 4,665,990 | $ 4,665,990 | $ (944,910) | -16.8% |
| 39110 | INTERFUND TRANSFERS | $ - | $ - | $ - | $ - | $ - | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | - |
| 39115 | INTRAFUND TRANSFERS IN | - | - | - | - | - | 1,985,000 | 1,985,000 | 1,985,000 | 1,985,000 | - |
| | Total Other Revenue | $ - | $ - | $ - | $ - | $ - | $ 2,485,000 | $ 2,485,000 | $ 2,485,000 | $ 2,485,000 | - |
| 36210 | INTEREST | $ - | $ 295,960 | $ - | $ 572,815 | $ - | $ - | $ - | $ - | $ - | - |
| 36895 | OTHER REVENUE | - | - | - | 14,067 | - | - | - | - | - | - |
| 38755 | SALE OF ASSETS | - | - | - | 50,684 | - | - | - | - | - | - |
| | Total Other Revenue | $ - | $ 295,960 | $ - | $ 637,566 | $ - | $ - | $ - | $ - | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 17,443,340 | $ 19,361,742 | $ 22,873,650 | $ 23,927,938 | $ 22,328,480 | $ 24,647,500 | $ 24,647,500 | $ 24,647,500 | $ 2,319,020 | 10.4% |
| | Total Beginning Balance | $ 17,443,340 | $ 19,361,742 | $ 22,873,650 | $ 23,927,938 | $ 22,328,480 | $ 24,647,500 | $ 24,647,500 | $ 24,647,500 | $ 2,319,020 | 10.4% |
| | Total Resources | $ 28,086,700 | $ 31,110,354 | $ 32,863,580 | $ 37,255,493 | $ 35,776,940 | $ 45,522,470 | $ 45,522,470 | $ 45,522,470 | $ 9,745,530 | 27.2% |

# City of Salem Budget
## System Development Charges (SDCs) Fund
### FY 2021

SDCs Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52120 | MAIL | $ - | $ 1,721 | $ - | $ 944 | $ - | $ - | $ - | $ - | $ - | - |
| 52130 | SUPPLIES | - | 580 | - | 128 | - | - | - | - | - | - |
| 52150 | RECORDING FEES | - | 442 | - | 5,043 | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | 2,490 | - | 980 | - | - | - | - | - | - |
| 52540 | MEALS | - | 1,698 | - | 720 | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | 10,395,340 | 502,470 | 14,349,180 | 4,974,198 | 23,240,850 | 31,839,130 | 31,839,130 | 31,839,130 | 8,598,280 | 37.0% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | - | 609,117 | 217,090 | 400,541 | 237,090 | 190,000 | 190,000 | 190,000 | (47,090) | -19.9% |
| 52650 | LEGAL / COURT SERVICES | - | - | - | 730 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | - | 74,035 | - | 60,933 | - | 10,000 | 10,000 | 10,000 | 10,000 | - |
| 52740 | PERMITS | - | 15,019 | - | 7,825 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 12,796 | - | 4,360 | - | - | - | - | - | - |
| 53530 | OUTSIDE RENTAL | - | - | - | 1,891 | - | - | - | - | - | - |
| 53630 | WATER | - | - | - | 939 | - | - | - | - | - | - |
| 53650 | REFUSE DISPOSAL | - | 907 | - | 40 | - | - | - | - | - | - |
| 53720 | TAXES AND ASSESSMENTS | - | 12,838 | - | 3,523 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 37,990 | 23,691 | 63,080 | 28,945 | 85,220 | - | - | - | (85,220) | -100.0% |
| 53768 | DIRECT BANKING FEES | - | 1,259 | - | 1,276 | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | 69,470 | - | 92,851 | - | - | - | - | - | - |
| 53790 | CONSTRUCTION - UNSPECIFIED | 11,305,350 | - | 12,975,660 | - | 5,855,030 | 8,391,390 | 8,391,390 | 8,391,390 | 2,536,360 | 43.3% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 1,741,970 | 565,748 | 1,606,020 | 547,858 | 1,845,050 | 931,550 | 931,550 | 931,550 | (913,500) | -49.5% |
| 53840 | MOTOR POOL RENTAL | - | 335 | - | - | - | - | - | - | - | - |
| 53851 | COPY | - | 4,789 | - | 3,598 | - | - | - | - | - | - |
| 53853 | PRINTING | - | 120 | - | 130 | - | - | - | - | - | - |
| 53860 | BUILDING SERVICES | - | 63 | - | - | - | - | - | - | - | - |
| 54810 | SPECIAL PAYMENTS - RIGHT OF WAY | 1,554,740 | 46,589 | 649,000 | 56,809 | 300,000 | 429,190 | 429,190 | 429,190 | 129,190 | 43.1% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEMENT | - | 1,303,956 | - | 160,675 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | - | 805,457 | - | 426,527 | - | - | - | - | - | - |
| | Total Materials and Services | $ 25,035,390 | $ 4,055,588 | $ 29,860,030 | $ 6,781,463 | $ 31,563,240 | $ 41,791,260 | $ 41,791,260 | $ 41,791,260 | $ 10,228,020 | 32.4% |
| 55110 | LAND | $ 2,892,120 | $ 2,967,638 | $ 2,928,550 | $ 1,597,992 | $ 4,138,700 | $ 1,371,210 | $ 1,371,210 | $ 1,371,210 | $ (2,767,490) | -66.9% |
| | Total Capital Outlay | $ 2,892,120 | $ 2,967,638 | $ 2,928,550 | $ 1,597,992 | $ 4,138,700 | $ 1,371,210 | $ 1,371,210 | $ 1,371,210 | $ (2,767,490) | -66.9% |
| 62110 | INTERFUND TRANSFERS | $ 159,190 | $ 159,190 | $ 75,000 | 75,000 | $ 75,000 | $ 375,000 | $ 375,000 | $ 375,000 | $ 300,000 | 400.0% |
| 62115 | INTRAFUND TRANSFERS OUT | - | - | - | - | - | 1,985,000 | 1,985,000 | 1,985,000 | 1,985,000 | - |
| | Total Interfund Transfers | $ 159,190 | $ 159,190 | $ 75,000 | $ 75,000 | $ 75,000 | $ 2,360,000 | $ 2,360,000 | $ 2,360,000 | $ 2,285,000 | 3046.7% |
| | Total Expenditures | $ 28,086,700 | $ 7,182,416 | $ 32,863,580 | $ 8,454,454 | $ 35,776,940 | $ 45,522,470 | $ 45,522,470 | $ 45,522,470 | $ 9,745,530 | 27.2% |

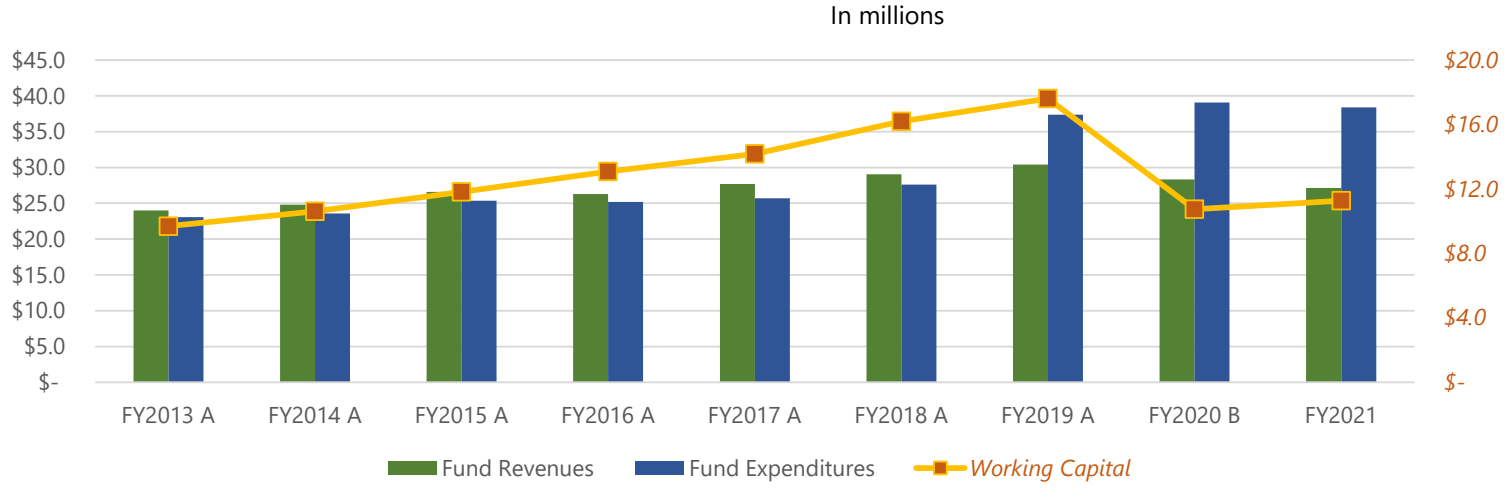
# City of Salem Budget
# Self Insurance Benefits Fund Assumptions and Trends
## FY 2021

| 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 | $ 1,107,370 |
| 35140 | Insurance Premiums - Employee: premium income received for employee share of benefits not covered by the City | $ 1,040,740 |
| 35145 | Insurance Premiums - Employer: premium income billed back to departments for medical, dental, and vision | $ 23,332,580 |
| 53710<br>53711 | Claims and Damages: expense paid by the City for medical, dental, and vision self insurance programs | $ 20,002,890 |

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




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 2021

| | Benefits Admin | Medical | Dental | Vision | Total Benefits |
|---|---|---|---|---|---|
| **Resources** | | | | | |
| Beginning Balance | $ - | $ 9,256,920 | $ 1,204,840 | $ 810,590 | $ 11,272,350 |
| Interest Earnings | - | 70,000 | 26,000 | 18,000 | 114,000 |
| Other Revenue | - | 1,544,060 | - | - | 1,544,060 |
| Premiums - paid by employees | - | 937,840 | 79,350 | 23,550 | 1,040,740 |
| Premiums - billed to departments | - | 21,012,400 | 1,793,170 | 527,010 | 23,332,580 |
| Premiums - COBRA / Retirees | - | 1,047,290 | 46,770 | 13,310 | 1,107,370 |
| | $ - | $ 33,868,510 | $ 3,150,130 | $ 1,392,460 | $ 38,411,100 |
| **Expenditures** | | | | | |
| Services Provided by the General Fund (support services charge / cost allocation) | $ 274,570 | $ - | $ - | $ - | $ 274,570 |
| Third Party Administration | - | 430,120 | 93,640 | 20,050 | 543,810 |
| Insurance Premiums | - | 5,294,930 | 241,120 | - | 5,536,050 |
| Claims Expenses | - | 18,202,860 | 1,388,030 | 412,000 | 20,002,890 |
| Appropriated Claims Expense Reserve | 10,751,670 | - | - | - | 10,751,670 |
| 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 | 547,480 | 7,210 | - | - | 554,690 |
| | $ 11,797,570 | $ 24,458,690 | $ 1,722,790 | $ 432,050 | $ 38,411,100 |
| Unappropriated Balance | $ (11,797,570) | $ 9,409,820 | $ 1,427,340 | $ 960,410 | $ - |

# City of Salem Budget
# Self Insurance Benefits Fund
## FY 2021

### Self Insurance Benefits Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32695 | OTHER FEE | $ - | $ - | $ - | $ 600 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Sales, Fees, Licenses, Permits | $ - | $ - | $ - | $ 600 | $ - | $ - | $ - | $ - | $ - | - |
| 35135 | INSURANCE PREMIUM - COBRA / RETIREE | $ 1,226,340 | $ 1,049,662 | $ 1,044,310 | $ 1,154,035 | $ 2,350,910 | $ 1,107,370 | $ 1,107,370 | $ 1,107,370 | $ (1,243,540) | -52.9% |
| 35140 | INSURANCE PREMIUM - EMPLOYEE | 903,310 | 1,164,279 | 880,590 | 1,241,676 | 1,061,530 | 1,040,740 | 1,040,740 | 1,040,740 | (20,790) | -2.0% |
| 35145 | INSURANCE PREMIUM - EMPLOYER | 25,388,230 | 25,107,123 | 24,695,520 | 26,160,411 | 23,755,240 | 23,332,580 | 23,332,580 | 23,332,580 | (422,660) | -1.8% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | - | 959 | - | 11,062 | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 27,517,880 | $ 27,322,022 | $ 26,620,420 | $ 28,567,183 | $ 27,167,680 | $ 25,480,690 | $ 25,480,690 | $ 25,480,690 | $ (1,686,990) | -6.2% |
| 36210 | INTEREST | $ 70,300 | $ 241,263 | $ 81,800 | $ 374,413 | $ 79,000 | $ 114,000 | $ 114,000 | $ 114,000 | $ 35,000 | 44.3% |
| 36835 | STOPLOSS REIMBURSEMENT | - | - | - | 1,298,741 | 1,100,000 | 1,544,060 | 1,544,060 | 1,544,060 | 444,060 | 40.4% |
| 36895 | OTHER REVENUE | 438,000 | 1,470,891 | 550,000 | 189,390 | - | - | - | - | - | - |
| | Total Other Revenue | $ 508,300 | $ 1,712,154 | $ 631,800 | $ 1,862,544 | $ 1,179,000 | $ 1,658,060 | $ 1,658,060 | $ 1,658,060 | $ 479,060 | 40.6% |
| 39910 | BEGINNING WORKING CAPITAL | $ 14,496,260 | $ 16,201,565 | $ 16,111,080 | $ 17,613,913 | $ 10,739,460 | $ 11,272,350 | $ 11,272,350 | $ 11,272,350 | $ 532,890 | 5.0% |
| | Total Beginning Balance | $ 14,496,260 | $ 16,201,565 | $ 16,111,080 | $ 17,613,913 | $ 10,739,460 | $ 11,272,350 | $ 11,272,350 | $ 11,272,350 | $ 532,890 | 5.0% |
| | Total Resources | $ 42,522,440 | $ 45,235,741 | $ 43,363,300 | $ 48,044,241 | $ 39,086,140 | $ 38,411,100 | $ 38,411,100 | $ 38,411,100 | $ (675,040) | -1.7% |

*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 2021

Self Insurance Benefits Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 545,310 | $ 487,570 | $ 656,970 | $ 620,963 | $ 285,000 | $ 310,710 | $ 310,710 | $ 310,710 | $ 25,710 | 9.0% |
| 51020 | SEASONAL AND RELIEF | - | 2,724 | - | 11,260 | - | - | - | - | - | - |
| 51030 | OVERTIME | - | - | - | - | 1,010 | 1,010 | 1,010 | 1,010 | - | - |
| 51100 | INCENTIVES | 2,660 | 2,771 | 2,950 | 2,928 | 3,060 | 3,150 | 3,150 | 3,150 | 90 | 2.9% |
| 51120 | LEAVE PAYOFF | 3,640 | 5,315 | 3,720 | 3,681 | 3,000 | 3,010 | 3,010 | 3,010 | 10 | 0.3% |
| 51130 | CAR ALLOWANCE | 1,080 | 1,084 | 1,080 | 586 | - | - | - | - | - | - |
| 51135 | CELL PHONE ALLOWANCE | 470 | 722 | 430 | 1,255 | 950 | 460 | 460 | 460 | (490) | -51.6% |
| 51195 | OTHER PAY / BENEFITS | 4,700 | - | 2,700 | 7,256 | - | - | - | - | - | - |
| 51210 | FICA AND MEDICARE | 42,310 | 36,098 | 50,890 | 46,825 | 22,400 | 24,350 | 24,350 | 24,350 | 1,950 | 8.7% |
| 51221 | WORKERS' COMP PREMIUM | 4,100 | 4,100 | 4,120 | 4,120 | 2,000 | - | - | - | (2,000) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 210 | 178 | 210 | 201 | 120 | 110 | 110 | 110 | (10) | -8.3% |
| 51240 | EMPLOYER - RETIREMENT PERS | 73,290 | 65,426 | 87,220 | 72,608 | 48,090 | 52,240 | 52,240 | 52,240 | 4,150 | 8.6% |
| 51243 | PERS UNFUNDED LIABILITY | 26,360 | 26,360 | 31,600 | 31,600 | 16,070 | 16,400 | 16,400 | 16,400 | 330 | 2.1% |
| 51245 | EMPLOYER - PERS PICKUP | 33,190 | 29,052 | 39,910 | 32,538 | 17,590 | 19,100 | 19,100 | 19,100 | 1,510 | 8.6% |
| 51250 | INSURANCE - MEDICAL | 138,330 | 128,168 | 179,430 | 160,247 | 87,720 | 70,920 | 70,920 | 70,920 | (16,800) | -19.2% |
| 51255 | INSURANCE - VISION | 3,690 | 3,651 | 4,860 | 4,404 | 2,220 | 1,820 | 1,820 | 1,820 | (400) | -18.0% |
| 51260 | INSURANCE - DENTAL | 12,920 | 11,664 | 15,830 | 14,186 | 7,290 | 6,040 | 6,040 | 6,040 | (1,250) | -17.1% |
| 51265 | INSURANCE - LIFE | 1,470 | 889 | 1,690 | 1,477 | 780 | 800 | 800 | 800 | 20 | 2.6% |
| 51270 | INSURANCE - DISABILITY | 1,550 | 1,349 | 1,840 | 1,731 | 800 | 880 | 880 | 880 | 80 | 10.0% |
| | Total Personal Services | $ 895,280 | $ 807,123 | $ 1,085,450 | $ 1,017,865 | $ 498,100 | $ 511,000 | $ 511,000 | $ 511,000 | $ 12,900 | 2.6% |
| 52120 | MAIL | $ 4,530 | $ 399 | $ 1,600 | $ 1,156 | $ 1,000 | $ 2,500 | $ 2,500 | $ 2,500 | $ - | 150.0% |
| 52130 | SUPPLIES | 6,050 | 1,152 | 3,700 | 10,217 | 1,200 | 8,000 | 8,000 | 8,000 | - | 566.7% |
| 52360 | RECRUITMENT FEES | - | 40 | - | 7,727 | - | - | - | - | - | - |
| 52405 | TELEPHONE - OFFICE | 2,470 | 2,191 | 2,170 | 2,385 | 650 | 920 | 920 | 920 | - | 41.5% |
| 52410 | TELEPHONE - CELLULAR | 670 | 569 | 1,020 | 684 | - | - | - | - | - | - |
| 52510 | TRAINING | 3,960 | 5,553 | 6,460 | 11,067 | 1,560 | 5,560 | 5,560 | 5,560 | - | 256.4% |
| 52540 | MEALS | - | - | - | 13 | - | - | - | - | - | - |
| 52550 | MILEAGE | 2,780 | 863 | 680 | 1,006 | 180 | - | - | - | - | -100.0% |
| 52650 | LEGAL / COURT SERVICES | 19,000 | 400 | 19,000 | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 1,464,600 | 769,978 | 1,549,550 | 1,296,507 | 1,278,100 | 1,291,230 | 1,291,230 | 1,291,230 | - | 1.0% |
| 52710 | MEMBERSHIP DUES | 210 | - | 210 | 843 | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | 7,380 | 15,341 | 7,380 | 8,944 | 1,190 | 1,190 | 1,190 | 1,190 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 1,980 | 46,228 | 14,900 | 45,301 | 680 | 680 | 680 | 680 | - | - |
| 52930 | GASOLINE | - | - | - | 800 | - | - | - | - | - | - |
| 53210 | INSURANCE | 4,974,580 | 5,356,260 | 5,620,640 | 6,105,545 | 5,464,960 | 5,536,050 | 5,536,050 | 5,536,050 | - | 1.3% |
| 53211 | LIABILITY INSURANCE | - | - | 2,340 | 2,340 | 1,380 | 1,130 | 1,130 | 1,130 | - | -18.1% |
| 53220 | INSURANCE-RESERVE | 12,973,960 | - | 3,114,300 | - | 11,178,550 | 10,751,670 | 10,751,670 | 10,751,670 | - | -3.8% |
| 53310 | VEHICLE MAINTENANCE | 30 | - | - | - | - | - | - | - | - | - |
| 53710 | CLAIMS AND DAMAGES | 21,313,870 | 17,316,476 | 19,226,280 | 15,575,844 | 18,183,390 | 16,896,170 | 16,896,170 | 16,896,170 | - | -7.1% |
| 53711 | PRESCRIPTION CLAIMS | - | 2,458,643 | 2,000,000 | 2,839,326 | 2,120,000 | 3,106,720 | 3,106,720 | 3,106,720 | - | 46.5% |
| 53720 | TAXES AND ASSESSMENTS | 7,000 | - | 7,000 | 5,074 | 7,000 | 7,210 | 7,210 | 7,210 | - | 3.0% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 400 | - | 400 | - | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 20,130 | 19,253 | 23,130 | 19,865 | 17,960 | 10,500 | 10,500 | 10,500 | - | -41.5% |
| 53768 | DIRECT BANKING FEES | - | 95 | - | - | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | 5,003 | - | - | - | - | - | - | - | - |
| 53799 | OTHER EXPENSES | - | 3,719 | - | 500 | - | - | - | - | - | - |

# City of Salem Budget
# Self Insurance Benefits Fund
## FY 2021

Self Insurance Benefits Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 5,050 | 1,423 | - | 11,062 | - | - | - | - | - | - |
| 53830 | RADIO | - | 80 | 130 | 130 | - | - | - | - | - | - |
| 53851 | COPY | 8,300 | 2,224 | 5,500 | 5,164 | 2,500 | 6,000 | 6,000 | 6,000 | - | 140.0% |
| 53854 | PHOTOCOPIES | 1,700 | 304 | 800 | 51 | - | - | - | - | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 808,510 | 808,510 | 620,660 | 620,660 | 327,740 | 274,570 | 274,570 | 274,570 | - | -16.2% |
| | Total Materials and Services | $ 41,627,160 | $ 26,814,705 | $ 32,227,850 | $ 26,572,211 | $ 38,588,040 | $ 37,900,100 | $ 37,900,100 | $ 37,900,100 | $ (687,940) | -1.8% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ 10,050,000 | $ 9,769,015 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Interfund Transfers | $ - | $ - | $ 10,050,000 | $ 9,769,015 | $ - | $ - | $ - | $ - | $ - | - |
| | Total Expenditures | $ 42,522,440 | $ 27,621,828 | $ 43,363,300 | $ 37,359,091 | $ 39,086,140 | $ 38,411,100 | $ 38,411,100 | $ 38,411,100 | $ (675,040) | -1.7% |

*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 2021

| Account | Assumption | Amount | Account | Assumption | Amount |
|---|---|---|---|---|---|
| Proceeds from and expenses of the Self Insurance Fund program activities | | | | | |
| 35145 | Insurance Premiums - Employer: premium income billed back to departments for liability and workers compensation | $ 2,141,590 | 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 2021

| | Workers Compensation | Liability and Casualty | Total Risk |
|---|---|---|---|
| **Resources** | | | |
| Beginning Balance | $ 6,349,940 | $ 2,891,910 | $ 9,241,850 |
| Interest Earnings | 80,000 | 40,000 | 120,000 |
| Transfers In | - | - | - |
| Premiums - billed to departments | - | 2,141,590 | 2,141,590 |
| | $ 6,429,940 | $ 5,073,500 | $ 11,503,440 |
| **Expenditures** | | | |
| Services Provided by the General Fund (support services charge / cost allocation) | $ 79,250 | $ 263,310 | $ 342,560 |
| Third Party Administration / Contracted Services | 127,350 | 115,380 | 242,730 |
| Insurance Premiums | 265,000 | 722,660 | 987,660 |
| Claims Expenses | 1,591,000 | 859,000 | 2,450,000 |
| Appropriated Claims Expense Reserve | 3,980,870 | 2,725,510 | 6,706,380 |
| Other Operating Expenses | 386,470 | 387,640 | 774,110 |
| | $ 6,429,940 | $ 5,073,500 | $ 11,503,440 |
| Unappropriated Balance | $ - | $ - | $ - |

# City of Salem Budget
## Self Insurance Risk Fund Assumptions and Trends
### FY 2021

Self Insurance Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 35145 | INSURANCE PREMIUM - EMPLOYER | $ - | $ - | $ - | $ - | $ 3,947,020 | $ 2,141,590 | $ 2,141,590 | $ 2,141,590 | $ (1,805,430) | -45.7% |
| | Total Internal / Intergovernmental | $ - | $ - | $ - | $ - | $ 3,947,020 | $ 2,141,590 | $ 2,141,590 | $ 2,141,590 | $ (1,805,430) | -45.7% |
| 36210 | INTEREST | $ - | $ - | $ - | $ 1,606 | $ 75,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 45,000 | 60.0% |
| | Total Other Revenue | $ - | $ - | $ - | $ 1,606 | $ 75,000 | $ 120,000 | $ 120,000 | $ 120,000 | $ 45,000 | 60.0% |
| 39110 | INTERFUND TRANSFERS | $ - | $ - | $ - | $ 9,669,015 | $ 100,000 | $ - | $ - | $ - | $ (100,000) | -100.0% |
| | Total Beginning Balance | $ - | $ - | $ - | $ 9,669,015 | $ 100,000 | $ - | $ - | $ - | $ (100,000) | -100.0% |
| 39910 | BEGINNING WORKING CAPITAL | $ - | $ - | $ - | $ - | $ 9,509,820 | $ 9,241,850 | $ 9,241,850 | $ 9,241,850 | $ (267,970) | -2.8% |
| | Total Beginning Balance | $ - | $ - | $ - | $ - | $ 9,509,820 | $ 9,241,850 | $ 9,241,850 | $ 9,241,850 | $ (267,970) | -2.8% |
| | Total Resources | $ - | $ - | $ - | $ 9,670,621 | $ 13,631,840 | $ 11,503,440 | $ 11,503,440 | $ 11,503,440 | $ (2,128,400) | -15.6% |

# City of Salem Budget
## Self Insurance Risk Fund Assumptions and Trends
### FY 2021

Self Insurance Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ - | $ - | $ - | $ - | $ 391,020 | $ 458,900 | $ 458,900 | $ 458,900 | $ 67,880 | 17.4% |
| 51120 | LEAVE PAYOFF | - | - | - | - | 6,000 | 9,050 | 9,050 | 9,050 | 3,050 | 50.8% |
| 51135 | CELL PHONE ALLOWANCE | - | - | - | - | 480 | 480 | 480 | 480 | - | - |
| 51195 | OTHER PAY / BENEFITS | - | - | - | - | - | 3,140 | 3,140 | 3,140 | 3,140 | - |
| 51210 | FICA AND MEDICARE | - | - | - | - | 30,420 | 35,840 | 35,840 | 35,840 | 5,420 | 17.8% |
| 51221 | WORKERS' COMP PREMIUM | - | - | - | - | 2,660 | - | - | - | (2,660) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | - | - | - | - | 150 | 150 | 150 | 150 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | - | - | - | - | 73,210 | 85,360 | 85,360 | 85,360 | 12,150 | 16.6% |
| 51243 | PERS UNFUNDED LIABILITY | - | - | - | - | 21,290 | 22,430 | 22,430 | 22,430 | 1,140 | 5.4% |
| 51245 | EMPLOYER - PERS PICKUP | - | - | - | - | 23,860 | 28,090 | 28,090 | 28,090 | 4,230 | 17.7% |
| 51250 | INSURANCE - MEDICAL | - | - | - | - | 107,920 | 129,780 | 129,780 | 129,780 | 21,860 | 20.3% |
| 51255 | INSURANCE - VISION | - | - | - | - | 2,830 | 3,440 | 3,440 | 3,440 | 610 | 21.6% |
| 51260 | INSURANCE - DENTAL | - | - | - | - | 9,240 | 11,620 | 11,620 | 11,620 | 2,380 | 25.8% |
| 51265 | INSURANCE - LIFE | - | - | - | - | 1,080 | 1,270 | 1,270 | 1,270 | 190 | 17.6% |
| 51270 | INSURANCE - DISABILITY | - | - | - | - | 1,070 | 1,270 | 1,270 | 1,270 | 200 | 18.7% |
| | Total Personal Services | $ - | $ - | $ - | $ - | $ 671,230 | $ 790,820 | $ 790,820 | $ 790,820 | $ 119,590 | 17.8% |
| 52120 | MAIL | $ - | $ - | $ - | $ - | $ 600 | $ 600 | $ 600 | $ 600 | $ - | - |
| 52130 | SUPPLIES | - | - | - | - | 2,500 | 2,500 | 2,500 | 2,500 | - | - |
| 52405 | TELEPHONE - OFFICE | - | - | - | - | 1,370 | 1,240 | 1,240 | 1,240 | (130) | -9.5% |
| 52410 | TELEPHONE - CELLULAR | - | - | - | - | 220 | 220 | 220 | 220 | - | - |
| 52510 | TRAINING | - | - | - | - | 4,900 | 5,900 | 5,900 | 5,900 | 1,000 | 20.4% |
| 52550 | MILEAGE | - | - | - | - | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | - | - | - | - | 252,730 | 242,730 | 242,730 | 242,730 | (10,000) | -4.0% |
| 52815 | CONTROLLED EQUIPMENT | - | - | - | - | 6,190 | 9,400 | 9,400 | 9,400 | 3,210 | 51.9% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | - | - | - | - | 51,230 | 52,070 | 52,070 | 52,070 | 840 | 1.6% |
| 53210 | INSURANCE | - | - | - | - | 842,000 | 987,660 | 987,660 | 987,660 | 145,660 | 17.3% |
| 53211 | LIABILITY INSURANCE | - | - | - | - | 2,940 | 1,560 | 1,560 | 1,560 | (1,380) | -46.9% |
| 53220 | INSURANCE-RESERVE | - | - | - | - | 8,870,640 | 6,606,380 | 6,606,380 | 6,606,380 | (2,264,260) | -25.5% |
| 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 | 1,000 | 1,000 | 1,000 | (100) | -9.1% |
| 53854 | PHOTOCOPIES | - | - | - | - | 300 | 300 | 300 | 300 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | - | - | - | - | 465,390 | 342,560 | 342,560 | 342,560 | (122,830) | -26.4% |
| | Total Materials and Services | $ - | $ - | $ - | $ - | $ 12,960,610 | $ 10,712,620 | $ 10,712,620 | $ 10,712,620 | $ (2,247,990) | -17.3% |
| | Total Expenditures | $ - | $ - | $ - | $ - | $ 13,631,840 | $ 11,503,440 | $ 11,503,440 | $ 11,503,440 | $ (2,128,400) | -15.6% |

# City of Salem Budget
# Streetlight Fund Assumptions and Trends
## FY 2021

| 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 | $ 1,928,900 |

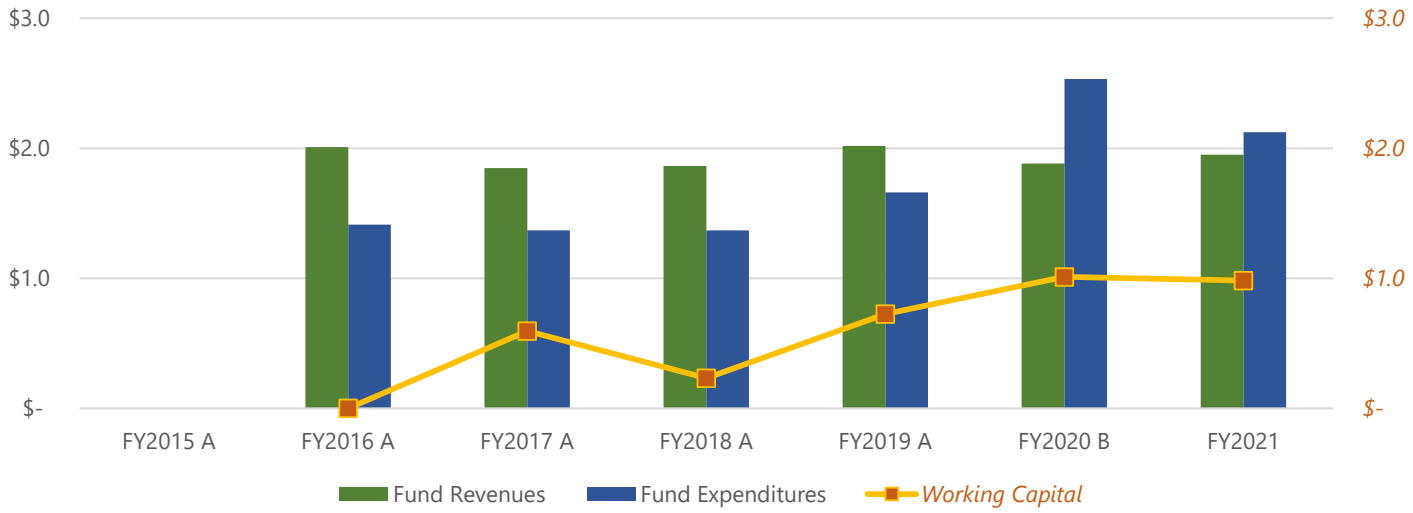
| Account | Assumption | Amount |
|---|---|---|
| 53620 | Electricity: power for streetlights, estimating a 18.4% decrease from the FY 2020 budget from energy savings with the completion of the relamping project | $ 927,000 |

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 2021

### Streetlight Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32310 | ACCIDENT AND FIRE RECOVERY | $ 30,000 | $ 1,310 | $ - | $ 5,399 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ - | - |
| 32381 | STREETLIGHT FEE | 1,839,590 | 1,858,686 | 1,856,000 | 1,876,772 | 1,869,000 | 1,928,900 | 1,928,900 | 1,928,900 | 59,900 | 3.2% |
| 32895 | OTHER PERMITS | - | - | - | 950 | - | - | - | - | - | - |
| | Total Sales, Fees, Licenses, Permits | $ 1,869,590 | $ 1,859,996 | $ 1,856,000 | $ 1,883,121 | $ 1,874,000 | $ 1,933,900 | $ 1,933,900 | $ 1,933,900 | $ 59,900 | 3.2% |
| 35516 | STATE-ENERGY TRUST OF OREGON (OET) | $ 123,150 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | |
| | Total Internal / Intergovernmental | $ 123,150 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 36210 | INTEREST | $ 2,900 | $ 2,909 | $ 3,000 | $ 12,737 | $ 8,000 | $ 16,500 | $ 16,500 | $ 16,500 | $ 8,500 | 106.3% |
| 36895 | OTHER REVENUE | - | - | - | 121,190 | - | - | - | - | - | - |
| | Total Other Revenue | $ 2,900 | $ 2,909 | $ 3,000 | $ 133,927 | $ 8,000 | $ 16,500 | $ 16,500 | $ 16,500 | $ 8,500 | 106.3% |
| 39910 | BEGINNING WORKING CAPITAL | $ 687,630 | $ 231,124 | $ 788,830 | $ 725,098 | $ 1,011,080 | $ 982,400 | $ 982,400 | $ 982,400 | $ (28,680) | -2.8% |
| | Total Beginning Balance | $ 687,630 | $ 231,124 | $ 788,830 | $ 725,098 | $ 1,011,080 | $ 982,400 | $ 982,400 | $ 982,400 | $ (28,680) | -2.8% |
| | Total Resources | $ 2,683,270 | $ 2,094,029 | $ 2,647,830 | $ 2,742,146 | $ 2,893,080 | $ 2,932,800 | $ 2,932,800 | $ 2,932,800 | $ 39,720 | 1.4% |

# City of Salem Budget
## Streetlight Fund
### FY 2021

Streetlight Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52320 | ADVERTISING | $ - | $ 453 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 200,000 | 23,393 | 50,000 | 337 | 51,500 | 53,050 | 53,050 | 53,050 | 1,550 | 3.0% |
| 52810 | SMALL TOOLS | - | - | - | 15 | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 15,000 | 38,809 | 184,930 | 247,986 | 154,500 | 159,140 | 159,140 | 159,140 | 4,640 | 3.0% |
| 53620 | ELECTRIC | 1,135,500 | 810,914 | 828,000 | 769,543 | 1,135,800 | 927,000 | 927,000 | 927,000 | (208,800) | -18.4% |
| 53767 | BANKING AND INVESTMENT FEES | 500 | 226 | 50 | 642 | 250 | 260 | 260 | 260 | 10 | 4.0% |
| 53770 | BAD DEBT - WRITE OFF | 5,000 | 5,084 | 5,300 | 5,000 | 5,240 | 5,400 | 5,400 | 5,400 | 160 | 3.1% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 15,000 | 168 | - | 7,408 | 10,000 | 10,400 | 10,400 | 10,400 | 400 | 4.0% |
| 53851 | COPY | - | 23 | - | - | - | - | - | - | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 11,860 | 11,860 | 36,190 | 36,190 | 35,580 | 26,680 | 26,680 | 26,680 | (8,900) | -25.0% |
| | Total Materials and Services | $ 1,382,860 | $ 890,931 | $ 1,104,470 | $ 1,067,121 | $ 1,392,870 | $ 1,181,930 | $ 1,181,930 | $ 1,181,930 | $ (210,940) | -15.1% |
| 60120 | PRINCIPAL | $ 183,710 | $ 181,491 | $ 199,030 | $ 199,027 | $ 197,280 | $ 218,890 | $ 218,890 | $ 218,890 | $ 21,610 | 11.0% |
| 60130 | INTEREST | 44,290 | 46,509 | 33,750 | 33,744 | 43,120 | 21,540 | 21,540 | 21,540 | (21,580) | -50.0% |
| | Total Debt Service | $ 228,000 | $ 228,000 | $ 232,780 | $ 232,772 | $ 240,400 | $ 240,430 | $ 240,430 | $ 240,430 | $ 30 | 0.0% |
| | | | | | | | | | | | - |
| 61110 | CONTINGENCIES | $ 200,000 | $ - | $ 200,000 | $ - | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 | $ - | - |
| | Total Contingencies | $ 200,000 | $ - | $ 200,000 | $ - | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 | $ - | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 250,000 | $ 250,000 | $ 360,000 | $ 360,000 | $ 700,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ (200,000) | -28.6% |
| | Total Interfund Transfers | $ 250,000 | $ 250,000 | $ 360,000 | $ 360,000 | $ 700,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ (200,000) | -28.6% |
| | Total Expenditures | $ 2,060,860 | $ 1,368,931 | $ 1,897,250 | $ 1,659,892 | $ 2,533,270 | $ 2,122,360 | $ 2,122,360 | $ 2,122,360 | $ (410,910) | -16.2% |

# City of Salem Budget
# Tourism Promotion Area Assumptions and Trends
## FY 2021

## Tourism Promotion Area Revenues and Expenditures

In millions

| Account | Assumption | Amount |
|---|---|---|
| 33110 | Assessment: collections of the Tourism Promotion Area fee, a 2% charge on overnight stays in Hotels/Motels and bookings made through intermediaries in Salem. | $ 930,000 |

| Account | Assumption | Amount |
|---|---|---|
| 54850 | Other Special Payments: payment of 95% of collections of the Tourism Promotion Area fee are returned to the City's destination marketing organization | $ 883,500 |
| 62110 | Transfers To Other Funds: payment to cover the City's administration of the fee. | $ 41,610 |

In the 2019 Policy Agenda, City Council idenitified a Tourism Promotion Area (or TPA) as a goal for the following year. In November, 2019, City Council approved the TPA and established a 2% fee on overnight stays in Salem that were booked through third party intermediaries and in hotel/motels. The revenues from the TPA are paid to the City's Destination Marketing Organization (DMO), currently Travel Salem, for marketing activities related to tourism such as sponsorship of events that would attract out of town visitors. Per ORS 223, every five years the TPA will be reviewed and a public hearing held on it's impact and effectiveness.

# City of Salem Budget
# Tourism Promotion Area
## FY 2021

### Tourism Promotion Area Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 33110 | ASSESSMENT - PRINCIPAL | $ - | $ - | $ - | $ - | $ 700,000 | $ 930,000 | $ 930,000 | $ 930,000 | $ 930,000 | 32.9% |
| | Total Assessments | $ - | $ - | $ - | $ - | $ 700,000 | $ 930,000 | $ 930,000 | $ 930,000 | $ 930,000 | 32.9% |
| 39910 | BEGINNING WORKING CAPITAL | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Beginning Balance | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Resources | $ - | $ - | $ - | $ - | $ 700,000 | $ 930,000 | $ 930,000 | $ 930,000 | $ 930,000 | 32.9% |

### Tourism Promotion Area Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53768 | DIRECT BANKING FEES | $ - | $ - | $ - | $ - | $ - | $ 100 | $ 100 | $ 100 | $ 100 | - |
| 53769 | CARD PROCESSING FEES | - | - | - | - | - | 4,790 | 4,790 | 4,790 | 4,790 | - |
| 54850 | OTHER SPECIAL PAYMENTS | - | - | - | - | 665,000 | 883,500 | 883,500 | 883,500 | 883,500 | 32.9% |
| | Total Materials and Services | $ - | $ - | $ - | $ - | $ 665,000 | $ 888,390 | $ 888,390 | $ 888,390 | $ 888,390 | 33.6% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ - | $ - | $ 35,000 | $ 41,610 | $ 41,610 | $ 41,610 | $ 41,610 | 18.9% |
| | Total Interfund Transfers | $ - | $ - | $ - | $ - | $ 35,000 | $ 41,610 | $ 41,610 | $ 41,610 | $ 41,610 | 18.9% |
| | Total Expenditures | $ - | $ - | $ - | $ - | $ 700,000 | $ 930,000 | $ 930,000 | $ 930,000 | $ 930,000 | 32.9% |

# City of Salem Budget
# Traffic Safety Fund
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| 36116 | Photo Red Light Fines: collected through the use of the photo red light installations are recorded here; four approaches (one side of an intersection) are monitored with an anticipated implementation of three more approaches, a 23.9% decrease from the FY 2020 Budget | $ 642,900 |
| 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, a 58.5% decrease from the FY 2020 Budget | $ 526,050 |

| Account | Assumption | Amount |
|---|---|---|
| 52670 | Other Professional Services: includes payments to the vendor for photo red light and speed-on-green citation issues, a 26.0% decrease from the FY 2020 Budget | $ 420,000 |
| 53813 | Intra City - Budgeted Transfers: expense for reserve officer citation review and to support additional capacity in Municipal Court and offset the expense of a Finance position to address the volume of work from increased citations, a 32.6% increase from the FY 2020 Budget | $ 430,340 |
| 62110 | Transfers To Other Funds: includes a transfer to the General Fund equating to an estimate of net revenue previously realized in the fund from the photo red light program, a 60.8% decrease from the FY 2020 Budget | $ 318,610 |

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

See the result area *Safe Community* for more information about Traffic Safety Fund program expenses.

The City is implementing a multi-year plan to improve traffic safety through the expansion of the digital traffic enforcement system. In FY 2020, the City used a new fund to segregate the revenues and program costs associated with current photo red light efforts and a planned expansion of this safety service. The next step is to expand photo red light to three additional approaches. Speed-on-green photo enforcement was deployed at one location during FY 2020 and plans are underway to add this feature to more locations as resources allow.

# City of Salem Budget
# Traffic Safety Fund
## FY 2021

### Traffic Safety Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 36116 | PHOTO RED LIGHT FINES | $ - | $ - | $ - | $ - | $ 844,710 | $ 642,900 | $ 642,900 | $ 642,900 | $ (201,810) | -23.9% |
| 36117 | SPEED-ON-GREEN FINES | - | - | - | - | 1,268,010 | 526,050 | 526,050 | 526,050 | (741,960) | -58.5% |
| | Total Sales, Fees, Licenses, and Permits | $ - | $ - | $ - | $ - | $ 2,112,720 | $ 1,168,950 | $ 1,168,950 | $ 1,168,950 | $ (943,770) | -44.7% |
| 39910 | BEGINNING WORKING CAPITAL | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Beginning Balance | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Resources | $ - | $ - | $ - | $ - | $ 2,112,720 | $ 1,168,950 | $ 1,168,950 | $ 1,168,950 | $ (943,770) | -44.7% |

### Traffic Safety Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52670 | OTHER PROFESSIONAL SERVICES | $ - | $ - | $ - | $ - | $ 567,520 | $ 420,000 | $ 420,000 | $ 420,000 | $ (147,520) | -26.0% |
| 53620 | ELECTRIC | - | - | - | - | 3,600 | - | - | - | (3,600) | -100.0% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | - | - | - | - | 324,480 | 430,340 | 430,340 | 430,340 | 105,860 | 32.6% |
| | Total Materials and Services | $ - | $ - | $ - | $ - | $ 895,600 | $ 850,340 | $ 850,340 | $ 850,340 | $ (45,260) | -5.1% |
| 61110 | CONTINGENCIES | $ - | $ - | $ - | $ - | $ 200,000 | $ - | $ - | $ - | $ (200,000) | -100.0% |
| | Total Contingencies | $ - | $ - | $ - | $ - | $ 200,000 | $ - | $ - | $ - | $ (200,000) | -100.0% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ - | $ - | $ 812,360 | $ 318,610 | $ 318,610 | $ 318,610 | $ (493,750) | -60.8% |
| | Total Interfund Transfers | $ - | $ - | $ - | $ - | $ 812,360 | $ 318,610 | $ 318,610 | $ 318,610 | $ (493,750) | -60.8% |
| | Total Expenditures | $ - | $ - | $ - | $ - | $ 1,907,960 | $ 1,168,950 | $ 1,168,950 | $ 1,168,950 | $ (739,010) | -38.7% |

# City of Salem Budget
# Transportation Services Fund Assumptions and Trends
## FY 2021

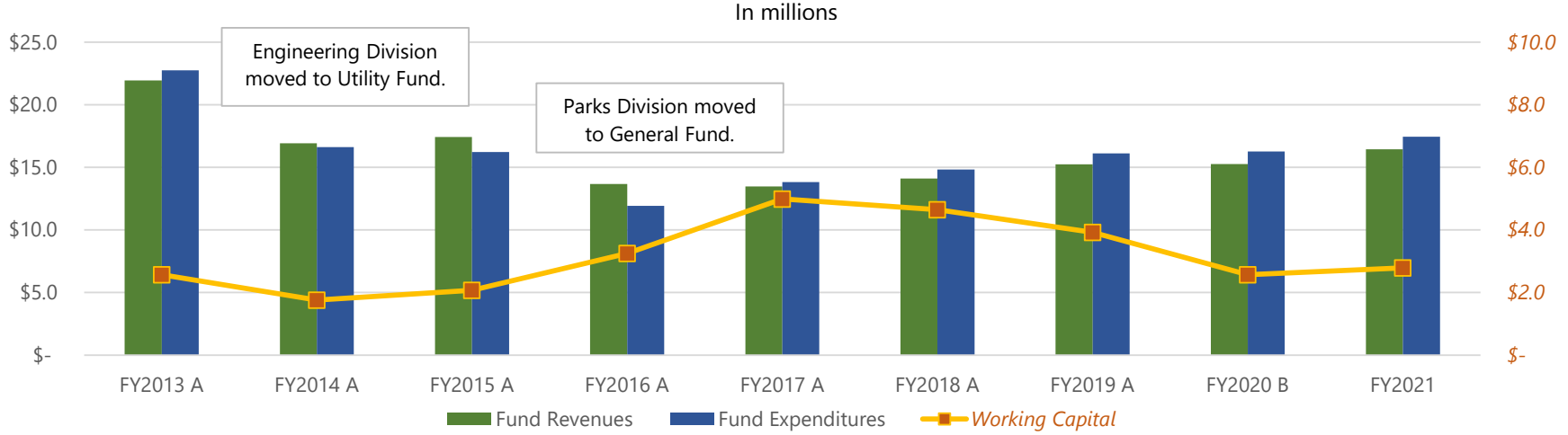
| Account | Assumption | Amount |
|---|---|---|
| | Proceeds for Transportation Fund program activities | |
| 32820 | Street Use Permits: for use of public right-of-way including lane closures, estimating no change over FY 2020 Budget | $ 172,000 |
| 35212 | Intrafund Direct Chg (Labor): internal to the City charging fund-to-fund for labor, estimating a 2.7% increase over the FY 2020 Budget | $ 997,470 |
| 35213 | Intrafund Budgeted Transfers: internal to the City charging monthly for a set amount to support certain services, estimating a 29.4% increase from the FY 2020 Budget | $ 1,100,720 |

| Account | Assumption | Amount |
|---|---|---|
| 32515 | Intrafund Interdept. Billings: internal to the City as a reimbursement for expenses paid, estimating a 10% increase over the FY 2020 Budget | $ 382,690 |
| 35310 | State Highway Revenue: Salem's share of certain net revenues collected by the Motor Vehicles Division, Highway Division, and Public Utility Commissioner; estimating a 6.9% increase over FY 2020 Budget | $ 13,167,040 |

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

See the result area *Safe, Reliable, and Efficient Infrastructure* for more information about Transportation Fund program expenses.

### Transportation Services Fund Revenues, Expenditures, and Working Capital - Multi-Year View



# City of Salem Budget
## Transportation Services Fund Resources
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32310 | ACCIDENT AND FIRE RECOVERY | $ 20,500 | $ 50,944 | $ 10,000 | $ 37,707 | $ 10,000 | $ 10,300 | $ 10,300 | $ 10,300 | $ 300 | 3.0% |
| 32320 | DOCUMENT SALES | 1,000 | 1,463 | 1,000 | 1,389 | 1,000 | 1,030 | 1,030 | 1,030 | 30 | 3.0% |
| 32355 | SIGN REPAIRS / INSTALL | 500 | 2,962 | 500 | 6,300 | 3,000 | 3,090 | 3,090 | 3,090 | 90 | 3.0% |
| 32640 | PW SERVICE FEE | 4,000 | 14,568 | 14,700 | 7,996 | 5,050 | 9,400 | 9,400 | 9,400 | 4,350 | 86.1% |
| 32695 | OTHER FEE | - | 60 | - | 30 | - | - | - | - | - | - |
| 32820 | STREET USE PERMITS | 118,200 | 160,919 | 152,000 | 163,834 | 172,000 | 172,000 | 172,000 | 172,000 | - | - |
| 32895 | OTHER PERMITS | - | 5,447 | 7,500 | 4,035 | 4,500 | 4,640 | 4,640 | 4,640 | 140 | 3.1% |
| | Total Sales, Fees, Licenses, Permits | $ 144,200 | $ 236,363 | $ 185,700 | $ 221,290 | $ 195,550 | $ 200,460 | $ 200,460 | $ 200,460 | $ 4,910 | 2.5% |
| 33110 | ASSESSMENT - PRINCIPAL | $ 9,500 | $ 3,937 | $ 8,000 | $ 4,183 | $ 4,000 | $ 4,120 | $ 4,120 | $ 4,120 | $ 120 | 3.0% |
| 33115 | ASSESSMENT - INTEREST | 1,000 | 1,035 | 1,000 | 561 | 1,000 | 1,030 | 1,030 | 1,030 | 30 | 3.0% |
| | Total Assessments | $ 10,500 | $ 4,972 | $ 9,000 | $ 4,743 | $ 5,000 | $ 5,150 | $ 5,150 | $ 5,150 | $ 150 | 3.0% |
| 34110 | LAND / BUILDING RENT | $ 1,900 | $ 2,073 | $ 2,100 | $ 2,036 | $ 2,040 | $ 2,040 | $ 2,040 | $ 2,040 | $ - | - |
| | Total Rent | $ 1,900 | $ 2,073 | $ 2,100 | $ 2,036 | $ 2,040 | $ 2,040 | $ 2,040 | $ 2,040 | $ - | - |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ 1,270,780 | $ 1,029,992 | $ 945,890 | $ 802,320 | $ 971,010 | $ 997,470 | $ 997,470 | $ 997,470 | $ 26,460 | 2.7% |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 1,366,160 | 1,366,160 | 1,071,710 | 1,093,890 | 850,330 | 1,100,720 | 1,100,720 | 1,100,720 | 250,390 | 29.4% |
| 35215 | INTRAFUND - INTERDEPARTMENTAL BILLINGS | 333,350 | 359,607 | 326,580 | 438,476 | 347,870 | 382,690 | 382,690 | 382,690 | 34,820 | 10.0% |
| 35310 | STATE HIGHWAY REVENUE | 9,754,860 | 10,507,026 | 12,008,810 | 12,053,359 | 12,318,060 | 13,167,040 | 13,167,040 | 13,167,040 | 848,980 | 6.9% |
| 35350 | CHEMEKETA COMM COLLEGE | 2,000 | - | 1,720 | 2,226 | 1,500 | 1,550 | 1,550 | 1,550 | 50 | 3.3% |
| 35361 | STATE REIMBURSEMENT | 130,000 | 127,429 | 114,960 | 105,164 | 126,500 | 130,300 | 130,300 | 130,300 | 3,800 | 3.0% |
| 35367 | CITY OF KEIZER | 27,500 | 26,639 | 27,500 | 33,474 | 51,000 | 34,480 | 34,480 | 34,480 | (16,520) | -32.4% |
| 35370 | MARION COUNTY | 31,500 | 20,792 | 25,000 | 30,141 | 19,500 | 30,140 | 30,140 | 30,140 | 10,640 | 54.6% |
| 35395 | OTHER GOVERNMENT AGENCIES | - | 420 | - | 2,125 | - | - | - | - | - | - |
| 35519 | STATE-DEPT OF TRANSPORTATION (ODOT) | - | - | 53,500 | 51,637 | - | - | - | - | - | - |
| 35615 | OTHER FEDERAL GRANTS | 247,800 | - | 207,330 | - | - | - | - | - | - | - |
| 35633 | US FEDERAL HIGHWAY TRANSPORTATION | - | 271,295 | 3,100 | 260,827 | 271,860 | 280,020 | 280,020 | 280,020 | 8,160 | 3.0% |
| | Total Internal / Intergovernmental | $ 13,163,950 | $ 13,709,360 | $ 14,786,100 | $ 14,873,639 | $ 14,957,630 | $ 16,124,410 | $ 16,124,410 | $ 16,124,410 | $ 1,166,780 | 7.8% |
| 36210 | INTEREST | $ 30,000 | $ 55,545 | $ 50,000 | $ 59,508 | $ 32,000 | $ 32,960 | $ 32,960 | $ 32,960 | $ 960 | 3.0% |
| 36810 | BAD DEBT RECOVERY | - | 109 | - | 636 | - | - | - | - | - | - |
| 36815 | WAGE RECOVERY | - | 4,297 | - | - | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 2,500 | 24,444 | 2,000 | 9,735 | 2,000 | 2,060 | 2,060 | 2,060 | 60 | 3.0% |
| | Total Other Revenue | $ 32,500 | $ 84,395 | $ 52,000 | $ 69,879 | $ 34,000 | $ 35,020 | $ 35,020 | $ 35,020 | $ 1,020 | 3.0% |
| 39110 | INTERFUND TRANSFERS | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ - | - |
| | Total Interfund Transfers | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ 75,000 | $ - | - |
| 39910 | BEGINNING WORKING CAPITAL | $ 4,583,480 | $ 4,648,560 | $ 3,027,450 | $ 3,922,216 | $ 2,575,000 | $ 2,790,670 | $ 2,790,670 | $ 2,790,670 | $ 215,670 | 8.4% |
| | Total Beginning Balance | $ 4,583,480 | $ 4,648,560 | $ 3,027,450 | $ 3,922,216 | $ 2,575,000 | $ 2,790,670 | $ 2,790,670 | $ 2,790,670 | $ 215,670 | 8.4% |
| | Total Resources | $ 18,011,530 | $ 18,760,723 | $ 18,137,350 | $ 19,168,804 | $ 17,844,220 | $ 19,232,750 | $ 19,232,750 | $ 19,232,750 | $ 1,388,530 | 7.8% |

# City of Salem Budget
## Transportation Services Fund Expenditures
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARY AND WAGES | $ 3,131,830 | $ 2,932,475 | $ 3,328,550 | $ 3,210,452 | $ 3,525,080 | $ 3,792,440 | $ 3,792,440 | $ 3,792,440 | $ 267,360 | 7.6% |
| 51020 | SEASONAL AND RELIEF | 440,560 | 229,790 | 302,270 | 155,775 | 280,620 | 241,610 | 241,610 | 241,610 | (39,010) | -13.9% |
| 51025 | HOLIDAY - REGULAR | - | 2,009 | - | 738 | - | - | - | - | - | - |
| 51030 | OVERTIME | 88,630 | 138,695 | 95,750 | 159,881 | 106,610 | 109,360 | 109,360 | 109,360 | 2,750 | 2.6% |
| 51080 | STANDBY | 48,420 | 31,480 | 53,300 | 30,205 | 41,130 | 39,630 | 39,630 | 39,630 | (1,500) | -3.6% |
| 51090 | DIFFERENTIAL | 8,380 | 8,482 | 7,620 | 7,263 | 10,510 | 10,610 | 10,610 | 10,610 | 100 | 1.0% |
| 51100 | INCENTIVES | 7,290 | 7,018 | 7,660 | 7,326 | 9,570 | 7,950 | 7,950 | 7,950 | (1,620) | -16.9% |
| 51120 | LEAVE PAYOFF | 16,460 | 31,033 | 17,760 | 27,882 | 30,460 | 26,560 | 26,560 | 26,560 | (3,900) | -12.8% |
| 51195 | OTHER PAY / BENEFITS | 5,400 | - | 8,860 | - | 11,770 | 10,800 | 10,800 | 10,800 | (970) | -8.2% |
| 51210 | FICA AND MEDICARE | 282,100 | 254,289 | 290,030 | 270,812 | 306,300 | 323,480 | 323,480 | 323,480 | 17,180 | 5.6% |
| 51221 | WORKERS' COMP PREMIUM | 57,660 | 57,660 | 40,940 | 40,940 | 70,700 | - | - | - | (70,700) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 1,560 | 1,454 | 1,560 | 1,413 | 1,870 | 1,720 | 1,720 | 1,720 | (150) | -8.0% |
| 51230 | UNEMPLOYMENT | - | 16,246 | 29,000 | 12,905 | 29,000 | - | - | - | (29,000) | -100.0% |
| 51240 | EMPLOYER - RETIREMENT PERS | 606,290 | 475,459 | 580,310 | 515,078 | 773,740 | 779,030 | 779,030 | 779,030 | 5,290 | 0.7% |
| 51243 | PERS UNFUNDED LIABILITY | 180,570 | 180,570 | 186,670 | 186,670 | 194,680 | 208,290 | 208,290 | 208,290 | 13,610 | 7.0% |
| 51245 | EMPLOYER - PERS PICKUP | 224,490 | 175,037 | 228,780 | 202,259 | 240,240 | 244,970 | 244,970 | 244,970 | 4,730 | 2.0% |
| 51250 | INSURANCE - MEDICAL | 863,830 | 735,317 | 950,960 | 812,202 | 904,940 | 1,003,330 | 1,003,330 | 1,003,330 | 98,390 | 10.9% |
| 51255 | INSURANCE - VISION | 23,190 | 20,044 | 25,330 | 21,537 | 23,170 | 24,750 | 24,750 | 24,750 | 1,580 | 6.8% |
| 51260 | INSURANCE - DENTAL | 75,770 | 65,616 | 84,550 | 71,623 | 77,860 | 85,850 | 85,850 | 85,850 | 7,990 | 10.3% |
| 51265 | INSURANCE - LIFE | 6,260 | 5,222 | 6,630 | 7,112 | 8,080 | 8,510 | 8,510 | 8,510 | 430 | 5.3% |
| 51270 | INSURANCE - DISABILITY | 2,460 | 2,428 | 2,530 | 2,419 | 2,600 | 2,720 | 2,720 | 2,720 | 120 | 4.6% |
| | Total Personal Services | $ 6,071,150 | $ 5,370,322 | $ 6,249,060 | $ 5,744,491 | $ 6,648,930 | $ 6,921,610 | $ 6,921,610 | $ 6,921,610 | $ 272,680 | 4.1% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 650 | $ 483 | $ 1,200 | $ 1,932 | $ 1,320 | $ 1,850 | $ 1,850 | $ 1,850 | $ 530 | 40.2% |
| 52120 | MAIL | 1,100 | 1,148 | 1,700 | 57 | 1,700 | 1,300 | 1,300 | 1,300 | (400) | -23.5% |
| 52130 | SUPPLIES | 25,210 | 38,452 | 36,200 | 36,993 | 36,500 | 42,100 | 42,100 | 42,100 | 5,600 | 15.3% |
| 52150 | RECORDING FEES | 600 | 122 | 600 | - | 600 | 600 | 600 | 600 | - | - |
| 52320 | ADVERTISING | 24,600 | 5,748 | 16,800 | 1,357 | 10,000 | 6,800 | 6,800 | 6,800 | (3,200) | -32.0% |
| 52340 | EMPLOYEE RECOGNITION | - | 130 | - | 126 | - | - | - | - | - | - |
| 52360 | RECRUITMENT FEES | 400 | 366 | 200 | 368 | 420 | 550 | 550 | 550 | 130 | 31.0% |
| 52405 | TELEPHONE - OFFICE | 300 | 311 | 300 | 357 | 350 | 350 | 350 | 350 | - | - |
| 52410 | TELEPHONE - CELLULAR | 39,610 | 36,935 | 39,270 | 38,968 | 44,110 | 45,820 | 45,820 | 45,820 | 1,710 | 3.9% |
| 52460 | COMMUNICATION - OTHER | - | 558 | - | 480 | 600 | 600 | 600 | 600 | - | - |
| 52510 | TRAINING | 16,750 | 10,301 | 18,150 | 14,333 | 19,700 | 22,700 | 22,700 | 22,700 | 3,000 | 15.2% |
| 52540 | MEALS | 750 | 502 | 750 | 1,253 | 250 | 750 | 750 | 750 | 500 | 200.0% |
| 52550 | MILEAGE | 500 | - | - | - | 1,000 | 1,510 | 1,510 | 1,510 | 510 | 51.0% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 59,000 | 77,883 | 44,450 | 25,257 | - | 75,000 | 75,000 | 75,000 | 75,000 | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 670,780 | 1,240,494 | 688,640 | 708,408 | 568,400 | 693,710 | 693,710 | 693,710 | 125,310 | 22.0% |
| 52710 | MEMBERSHIP DUES | 15,380 | 8,531 | 10,900 | 8,905 | 11,220 | 11,100 | 11,100 | 11,100 | (120) | -1.1% |
| 52720 | LICENSES / CERTIFICATIONS | 2,660 | 4,788 | 4,660 | 5,104 | 4,370 | 3,960 | 3,960 | 3,960 | (410) | -9.4% |
| 52740 | PERMITS | - | 2,001 | - | 118 | - | - | - | - | - | - |
| 52810 | SMALL TOOLS | 12,000 | 14,190 | 11,500 | 18,484 | 14,080 | 16,980 | 16,980 | 16,980 | 2,900 | 20.6% |
| 52815 | CONTROLLED EQUIPMENT | 11,000 | 16,542 | 15,000 | 22,384 | 19,000 | 28,000 | 28,000 | 28,000 | 9,000 | 47.4% |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 6,500 | 10,636 | 10,500 | 43,857 | 12,400 | 19,100 | 19,100 | 19,100 | 6,700 | 54.0% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 72,600 | 57,134 | 63,710 | 53,514 | 57,640 | 53,420 | 53,420 | 53,420 | (4,220) | -7.3% |
| 52840 | AUTOMOTIVE PARTS | - | 2,080 | - | - | - | - | - | - | - | - |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 264 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 154,330 | 134,697 | 151,140 | 123,833 | 165,000 | 165,000 | 165,000 | 165,000 | - | - |
| 52930 | GASOLINE | 59,540 | 55,815 | 62,810 | 64,199 | 67,000 | 70,000 | 70,000 | 70,000 | 3,000 | 4.5% |

# City of Salem Budget
## Transportation Services Fund Expenditures
### FY 2021

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52940 | LP / CNG GAS | 3,070 | 3,686 | 3,450 | 3,230 | 3,800 | 3,800 | 3,800 | 3,800 | - | - |
| 52950 | LUBRICANTS | 240 | 46 | 240 | 62 | 130 | 180 | 180 | 180 | 50 | 38.5% |
| 53210 | INSURANCE | 317,860 | 317,860 | 31,050 | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 240,820 | 259,650 | 124,100 | 204,830 | 204,830 | 204,830 | 80,730 | 65.1% |
| 53310 | VEHICLE MAINTENANCE | 197,970 | 252,628 | 203,020 | 271,122 | 202,000 | 253,330 | 253,330 | 253,330 | 51,330 | 25.4% |
| 53320 | EQUIPMENT MAINTENANCE | 70,010 | 7,617 | 37,490 | 22,205 | 15,590 | 13,310 | 13,310 | 13,310 | (2,280) | -14.6% |
| 53330 | FACILITIES SERVICES | - | - | - | 18 | - | - | - | - | - | - |
| 53340 | FACILITIES MAINTENANCE | - | 682 | - | - | - | - | - | - | - | - |
| 53350 | RADIO MAINTENANCE | 400 | 298 | 400 | - | 1,150 | 400 | 400 | 400 | (750) | -65.2% |
| 53375 | CHEMICALS | - | 649 | - | 441 | 30 | 530 | 530 | 530 | 500 | 1666.7% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 1,668,410 | 1,228,324 | 2,001,630 | 1,447,935 | 1,843,670 | 1,898,090 | 1,898,090 | 1,898,090 | 54,420 | 3.0% |
| 53530 | OUTSIDE RENTAL | 11,000 | 20,046 | 16,870 | 13,597 | 19,650 | 40,250 | 40,250 | 40,250 | 20,600 | 104.8% |
| 53610 | GAS | 4,790 | 4,476 | 4,480 | 3,899 | 4,550 | 4,350 | 4,350 | 4,350 | (200) | -4.4% |
| 53620 | ELECTRIC | 137,260 | 137,955 | 147,860 | 162,225 | 153,160 | 168,350 | 168,350 | 168,350 | 15,190 | 9.9% |
| 53650 | REFUSE DISPOSAL | 28,200 | 28,699 | 28,200 | 25,305 | 28,700 | 29,700 | 29,700 | 29,700 | 1,000 | 3.5% |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | 1,600 | 1,634 | 1,100 | 1,856 | 1,180 | 1,410 | 1,410 | 1,410 | 230 | 19.5% |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 18,000 | 30,359 | 25,250 | 33,606 | 27,800 | 34,130 | 34,130 | 34,130 | 6,330 | 22.8% |
| 53740 | CLOTHING - CLEANING CHARGES | 800 | 479 | 800 | 706 | 800 | 950 | 950 | 950 | 150 | 18.8% |
| 53767 | BANKING AND INVESTMENT FEES | 12,010 | 5,313 | 10,300 | 4,176 | 13,500 | 6,060 | 6,060 | 6,060 | (7,440) | -55.1% |
| 53768 | DIRECT BANKING FEES | - | 122 | 700 | 28 | 200 | 50 | 50 | 50 | (150) | -75.0% |
| 53769 | CARD PROCESSING FEES | - | 7,545 | - | 2,080 | 2,000 | 2,200 | 2,200 | 2,200 | 200 | 10.0% |
| 53770 | BAD DEBT - WRITE OFF | - | - | - | 3,262 | - | - | - | - | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 82,000 | 172,301 | 9,660 | 26,960 | 11,380 | 9,760 | 9,760 | 9,760 | (1,620) | -14.2% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 2,498,370 | 2,425,197 | 2,701,410 | 2,701,410 | 2,611,170 | 2,787,060 | 2,787,060 | 2,787,060 | 175,890 | 6.7% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLINGS | 122,960 | 180,069 | 137,490 | 125,429 | 127,490 | 131,310 | 131,310 | 131,310 | 3,820 | 3.0% |
| 53830 | RADIO | 100,990 | 99,730 | 112,730 | 112,730 | 102,190 | 112,960 | 112,960 | 112,960 | 10,770 | 10.5% |
| 53840 | MOTOR POOL RENTAL | 581,280 | 518,178 | 504,640 | 504,636 | 504,920 | 522,440 | 522,440 | 522,440 | 17,520 | 3.5% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 901,000 | 901,000 | 599,000 | 599,000 | 661,000 | 575,000 | 575,000 | 575,000 | (86,000) | -13.0% |
| 53851 | COPY | 3,200 | 6,067 | 3,800 | 1,317 | 5,300 | 3,800 | 3,800 | 3,800 | (1,500) | -28.3% |
| 53853 | PRINTING | 600 | - | 400 | - | 250 | 250 | 250 | 250 | - | - |
| 53855 | SHOPS FACILITIES MAINTENANCE | 24,850 | 24,850 | 27,510 | 27,510 | 23,970 | 26,710 | 26,710 | 26,710 | 2,740 | 11.4% |
| 53860 | BUILDING SERVICES | 56,000 | 2,207 | 1,000 | 2,423 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 53900 | SUPPORT SERVICES CHARGE | 578,200 | 578,200 | 734,900 | 734,900 | 820,650 | 853,310 | 853,310 | 853,310 | 32,660 | 4.0% |
| | Total Materials and Services | $ 8,595,330 | $ 8,676,062 | $ 8,764,680 | $ 8,262,267 | $ 8,347,990 | $ 8,947,720 | $ 8,947,720 | $ 8,947,720 | $ 599,730 | 7.2% |
| 55120 | BUILDINGS AND IMPROVEMENTS | $ 50,000 | $ 24,150 | $ - | $ 7,193 | $ - | $ - | $ - | $ - | $ - | - |
| 55130 | EQUIPMENT AND MACHINERY | 50,000 | 168,015 | 745,500 | 582,158 | 315,500 | 275,000 | 275,000 | 275,000 | (40,500) | -12.8% |
| 55150 | FLEET REPLACEMENT | 304,000 | 138,197 | - | - | - | - | - | - | - | - |
| | Total Capital Outlay | $ 404,000 | $ 330,362 | $ 745,500 | $ 589,350 | $ 315,500 | $ 275,000 | $ 275,000 | $ 275,000 | $ (40,500) | -12.8% |
| 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 | $ 461,760 | $ 461,760 | $ 1,525,490 | $ 1,525,490 | $ 453,470 | $ 812,070 | $ 812,070 | $ 812,070 | $ 358,600 | 79.1% |
| | Total Interfund Transfers | $ 461,760 | $ 461,760 | $ 1,525,490 | $ 1,525,490 | $ 453,470 | $ 812,070 | $ 812,070 | $ 812,070 | $ 358,600 | 79.1% |
| | Total Expenditures | $ 16,032,240 | $ 14,838,507 | $ 17,784,730 | $ 16,121,598 | $ 16,265,890 | $ 17,456,400 | $ 17,456,400 | $ 17,456,400 | $ 1,190,510 | 7.3% |

# City of Salem Budget
# Trust Fund Assumptions and Trends
## FY 2021

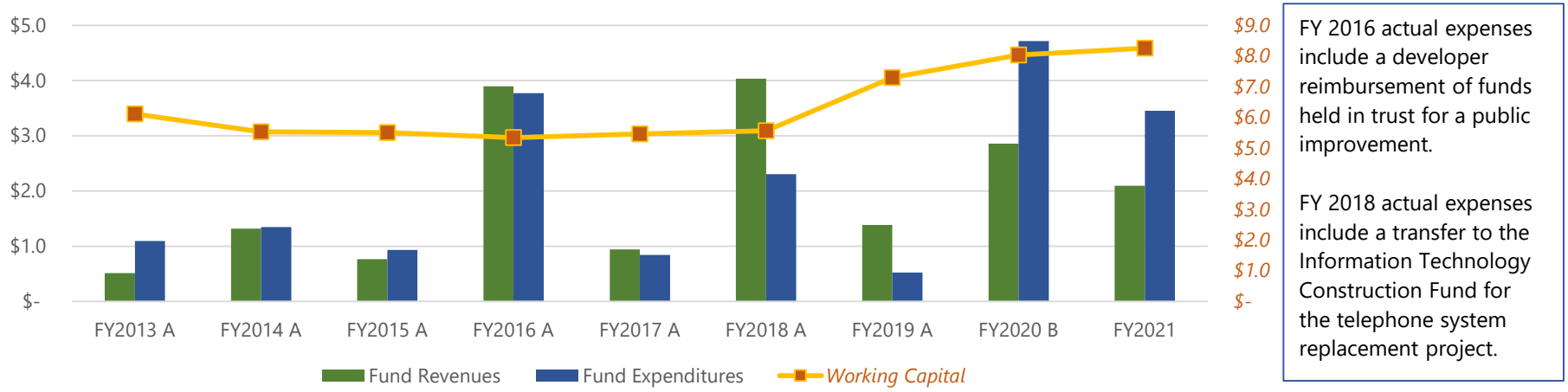
| Account | Assumption | Amount |
|---|---|---|
| 32345 | Community Enforcement Fee: revenue derived from the remediation of blighted properties in Salem; estimating a 25% decrease from the FY 2020 Budget | $ 75,000 |
| 32640 | PW Service Fee: developer fees held in trust for Public Works projects; estimating a 18.5% decrease from the FY 2020 Budget | $ 110,000 |
| 35510 | State Grants: library Ready To Read grant funding, which is received at mid-fiscal year, to support program expenses | $ 30,000 |
| 36895 | Other Revenues: includes $500,000 of appropriation authority for unanticipated revenues, also forfeited funds held in several trust accounts; estimating a 24.4% increase over the FY 2020 Budget | $ 1,417,500 |
| 39110 | Interfund Transfers: includes transfers for the senior center and historical residential toolbox grants; estimating a 40.0% increase over the FY 2020 Budget | $ 17,500 |

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

See all six result areas and the Miscellaneous section of the budget document for more information about trust fund resources and expenses.

### Trust Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions




FY 2016 actual expenses include a developer reimbursement of funds held in trust for a public improvement.

FY 2018 actual expenses include a transfer to the Information Technology Construction Fund for the telephone system replacement project.

# Trust Funds

## FY 2021

| Actual Cash Balance 7/1/2018 | Actual Cash Balance 7/1/2019 | Account Number | Trust Account Title | Estimated Cash Bal. 6/30/2020 | Anticipated FY 2020-21 Receipts | Anticipated FY 2020-21 Total Res | Anticipated FY 2020-21 Disbursements | Projected Cash Bal. 6/30/2021 |
|---|---|---|---|---|---|---|---|---|
| $ 565 | $ 565 | 401 10980400 | Civic Center Trust | $ - | $ - | $ - | $ - | $ - |
| - | - | 403 60981058 | Independence Day Celebration | - | - | - | - | - |
| 1,295,920 | - | 420 59980500 | Telephone System Replacement | - | - | - | - | - |
| 18,686 | 18,938 | 421 20981700 | Kingwood Tower | 24,750 | 300 | 25,050 | 25,050 | - |
| 68,962 | 69,891 | 429 64989700 | Enterprise Zone | 72,450 | 1,000 | 73,450 | 73,450 | - |
| 29,034 | 29,429 | 430 25989800 | Seismic Response | 30,750 | 450 | 31,200 | 31,200 | - |
| 805 | 816 | 435 60982000 | Youth Commission | 830 | - | 830 | - | 830 |
| 11,433 | 12,811 | 436 58982600 | Pioneer Cemetery Trust | 6,280 | 14,300 | 20,580 | 15,000 | 5,580 |
| 33,144 | 48,664 | 440 21983500 | Senior Center | 75,020 | 20,500 | 95,520 | 30,000 | 65,520 |
| 3,178 | 3,335 | 445 25984000 | SESNA Neighborhood Response | 3,210 | 550 | 3,760 | 1,610 | 2,150 |
| 405,645 | 411,140 | 446 64989800 | Railroad Bridge Maintenance | 403,640 | 9,260 | 412,900 | 50,500 | 362,400 |
| 143,389 | 198,939 | 447 589831-- | Parks Facilities Reserves | 226,070 | 38,900 | 264,970 | 71,600 | 193,370 |
| 7,230 | 15,407 | 448 25985--- | Neighborhood Enhancement | 334,790 | 97,860 | 432,650 | 428,380 | 4,270 |
| 26,477 | 15,115 | 460 33982200 | Friends of SPL | 15,980 | 32,500 | 48,480 | 32,500 | 15,980 |
| 936,785 | 938,927 | 461 3398---- | Library Gifts | 800,500 | 83,000 | 883,500 | 108,000 | 775,500 |
| 13,643 | 13,827 | 462 33984200 | Nora Anderson Estate | 14,130 | - | 14,130 | - | 14,130 |
| 9,751 | 9,377 | 463 33985900 | Dr. Helen Pearce Music Fund | 8,230 | - | 8,230 | 1,000 | 7,230 |
| 24,123 | 23,023 | 464 33986400 | Rise Estate | 18,440 | - | 18,440 | 4,000 | 14,440 |
| 8,343 | 8,455 | 465 33986500 | Rutter Bond Donation | 8,640 | - | 8,640 | - | 8,640 |
| 147,009 | 238,052 | 467 35981700 | Police Property Income | 330,000 | 225,000 | 555,000 | 300,000 | 255,000 |
| 13,930 | 12,071 | 469 35981200 | K-9 Trust | 1,500 | 500 | 2,000 | 2,000 | - |
| 287,856 | 308,876 | 470 35981400 | Police - Other Income | 350,000 | 100,000 | 450,000 | 350,000 | 100,000 |
| 5,938 | 12,757 | 472 35982900 | Police - Misc. Donations | 28,000 | 100,000 | 128,000 | 120,000 | 8,000 |
| 1,170 | 6,179 | 473 35983800 | Police Training | 5,000 | 40,100 | 45,100 | 40,000 | 5,100 |
| 7,680 | 7,313 | 474 35983900 | D.A.R.E. Program | - | - | - | - | - |
| 2,716 | 2,982 | 475 35987100 | Neighborhood Watch | 4,000 | 1,000 | 5,000 | 5,000 | - |
| 1,379 | 2,500 | 477 37987500 | Fire - Prevention / Education / Trauma | 2,540 | 100,000 | 102,540 | 100,000 | 2,540 |
| 179,916 | 379,525 | 479 35983--- | Federal and State Forfeitures | 350,400 | 465,000 | 815,400 | 700,400 | 115,000 |
| 63,917 | 64,778 | 483 37987200 | Antique Fire Apparatus | 65,470 | 30,000 | 95,470 | 30,000 | 65,470 |
| 40,265 | 281,841 | 486 58981900 | Street Right-of-Way | 292,510 | 6,550 | 299,060 | 292,500 | 6,560 |
| 1,586,475 | 3,955,215 | 490 589887-- | Future Public Works Projects | 4,512,040 | 206,850 | 4,718,890 | 80,800 | 4,638,090 |
| 8,531 | 6,935 | 493 58982210 | Environmental Program Donations | 6,300 | 6,000 | 12,300 | 5,000 | 7,300 |
| - | - | 500 60989500 | Unanticipated | - | 500,000 | 500,000 | 500,000 | - |
| 3,203 | 3,246 | 551 10983100 | Willard C. Marshall | 3,370 | - | 3,370 | - | 3,370 |
| 170,124 | 185,631 | 560 58985100 | Woodmansee Park | 253,740 | 15,290 | 269,030 | 50,000 | 219,030 |
| 8,190 | 8,300 | 570 33984700 | J. Wesley Sullivan Trust | 8,600 | - | 8,600 | - | 8,600 |
| $ 5,565,410 | $ 7,294,859 | | | $ 8,257,180 | $ 2,094,910 | 10,352,090 | $ 3,447,990 | $ 6,904,100 |

# City of Salem Budget
## Trust Fund
### FY 2021

Trust Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32242 | SHARED CONSTRUCTION COST | $ - | $ 2,025,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 32310 | ACCIDENT AND FIRE RECOVERY | - | - | - | 1,298 | - | - | - | - | - | - |
| 32345 | COMMUNITY ENFORCEMENT FEES | - | - | - | 80,824 | 100,000 | 75,000 | 75,000 | 75,000 | (25,000) | -25.0% |
| 32610 | SENIOR CENTER FEE | - | 6,357 | - | 14,545 | - | - | - | - | - | - |
| 32633 | LIBRARY - DAMAGED AND LOST MATERIALS | 30,000 | 19,572 | 25,000 | 34,776 | - | - | - | - | - | - |
| 32640 | PW SERVICE FEE | 28,000 | 314,990 | 180,000 | 113,000 | 135,000 | 110,000 | 110,000 | 110,000 | (25,000) | -18.5% |
| | Total Sales, Fees, Licenses, Permits | $ 58,000 | $ 2,365,919 | $ 205,000 | $ 244,443 | $ 235,000 | $ 185,000 | $ 185,000 | $ 185,000 | $ (50,000) | -21.3% |
| 35510 | STATE GRANTS | $ 26,750 | $ 27,178 | $ 30,000 | $ 26,177 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ - | - |
| 35515 | STATE-DEPT OF ADMIN SERVICES (DAS) | - | - | - | - | 1,000,000 | - | - | - | (1,000,000) | -100.0% |
| 35518 | STATE-PARKS & REC DEPT (OPRD) | - | 1,300 | - | - | - | - | - | - | - | - |
| 35640 | US DEPT OF JUSTICE (OTHER) | - | 42,703 | - | 50,423 | - | - | - | - | - | - |
| 35655 | OTHER GRANTS | - | 7,600 | - | - | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 26,750 | $ 78,781 | $ 30,000 | $ 76,600 | $ 1,030,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ (1,000,000) | -97.1% |
| 33115 | ASSESSMENT - INTEREST | $ - | $ - | $ - | $ 8,302 | $ - | $ - | $ - | $ - | $ - | - |
| 34110 | LAND / BUILDING RENT | - | 777 | - | 2,187 | - | - | - | - | - | - |
| 36106 | TREE CODE VIOLATION | 6,500 | 4,585 | 7,000 | 3,985 | 3,660 | 4,000 | 4,000 | 4,000 | 340 | 9.3% |
| 36130 | CIVIL PENALTIES | - | 1,000 | - | (750) | - | - | - | - | - | - |
| 36210 | INTEREST | 19,400 | 91,956 | 117,620 | 181,870 | 136,260 | 218,410 | 218,410 | 218,410 | 82,150 | 60.3% |
| 36315 | LOAN INTEREST | - | - | - | 2,586 | 3,000 | - | - | - | (3,000) | -100.0% |
| 36820 | DONATIONS | 175,900 | 275,352 | 257,180 | 72,913 | 296,700 | 222,500 | 222,500 | 222,500 | (74,200) | -25.0% |
| 36830 | CORPORATE CARD REBATE | - | - | - | 277 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 1,630,800 | 1,175,633 | 1,301,150 | 632,383 | 1,139,800 | 1,417,500 | 1,417,500 | 1,417,500 | 277,700 | 24.4% |
| | Total Other Revenue | $ 1,832,600 | $ 1,549,303 | $ 1,682,950 | $ 903,753 | $ 1,579,420 | $ 1,862,410 | $ 1,862,410 | $ 1,862,410 | $ 282,990 | 17.9% |
| 38755 | SALE OF ASSETS | $ - | $ 8,349 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| | Total Non / Operating Revenues | $ - | $ 8,349 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 39110 | INTERFUND TRANSFERS | $ 30,430 | $ 30,430 | $ 162,500 | $ 162,500 | $ 12,500 | $ 17,500 | $ 17,500 | $ 17,500 | $ 5,000 | 40.0% |
| | Total Interfund Transfers | $ 30,430 | $ 30,430 | $ 162,500 | $ 162,500 | $ 12,500 | $ 17,500 | $ 17,500 | $ 17,500 | $ 5,000 | 40.0% |
| 39910 | BEGINNING WORKING CAPITAL | $ 4,455,250 | $ 5,565,410 | $ 7,156,980 | $ 7,294,859 | $ 8,031,860 | $ 8,257,180 | $ 8,257,180 | $ 8,257,180 | $ 225,320 | 2.8% |
| | Total Beginning Balance | $ 4,455,250 | $ 5,565,410 | $ 7,156,980 | $ 7,294,859 | $ 8,031,860 | $ 8,257,180 | $ 8,257,180 | $ 8,257,180 | $ 225,320 | 2.8% |
| | Total Resources | $ 6,403,030 | $ 9,598,192 | $ 9,237,430 | $ 8,682,156 | $ 10,888,780 | $ 10,352,090 | $ 10,352,090 | $ 10,352,090 | $ (536,690) | -4.9% |

# City of Salem Budget
## Trust Fund
### FY 2021

Trust Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 31,000 | $ 63,204 | $ 25,000 | $ 71,249 | $ - | $ - | $ - | $ - | $ - | - |
| 52120 | MAIL | - | 443 | - | 245 | - | - | - | - | - | - |
| 52130 | SUPPLIES | 66,000 | 33,983 | 80,000 | 28,597 | 15,000 | 15,000 | 15,000 | 15,000 | - | - |
| 52140 | PRINTING AND DUPLICATION | - | - | - | 789 | - | - | - | - | - | - |
| 52320 | ADVERTISING | - | 32,467 | - | 1,240 | - | - | - | - | - | - |
| 52340 | EMPLOYEE RECOGNITION | - | 363 | - | 134 | - | - | - | - | - | - |
| 52510 | TRAINING | - | 53,917 | - | 15,615 | - | - | - | - | - | - |
| 52520 | TRAVEL | - | 5,076 | - | 1,674 | - | - | - | - | - | - |
| 52540 | MEALS | - | 1,714 | - | 298 | - | - | - | - | - | - |
| 52550 | MILEAGE | - | 210 | - | 43 | - | - | - | - | - | - |
| 52620 | CONSTRUCTION CONTRACTS | - | 237 | - | - | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 14,750 | 109,327 | 117,000 | 49,864 | 145,000 | 260,250 | 260,250 | 260,250 | 115,250 | 79.5% |
| 52740 | PERMITS | - | 137 | - | - | - | - | - | - | - | - |
| 52810 | SMALL TOOLS | - | 22 | - | 742 | - | - | - | - | - | - |
| 52815 | CONTROLLED EQUIPMENT | - | 18,805 | 56,140 | 93,115 | - | - | - | - | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | - | 1,989 | - | 5,539 | - | 55,250 | 55,250 | 55,250 | 55,250 | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | - | 25,228 | 7,460 | 85,033 | 33,000 | - | - | - | (33,000) | -100.0% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | - | - | 3,352 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | - | 22 | - | 204 | - | - | - | - | - | - |
| 52930 | GASOLINE | - | 290 | - | (448) | - | - | - | - | - | - |
| 53310 | VEHICLE MAINTENANCE | - | - | - | 195 | - | - | - | - | - | - |
| 53320 | EQUIPMENT MAINTENANCE | - | - | - | 2,495 | 4,270 | - | - | - | (4,270) | -100.0% |
| 53375 | CHEMICALS | - | 896 | - | - | - | - | - | - | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | 39,589 | - | 29,414 | - | - | - | - | - | - |
| 53530 | OUTSIDE RENTAL | - | 2,133 | - | - | - | - | - | - | - | - |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | - | 800 | - | 200 | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | - | 9 | - | 7,600 | - | - | - | - | - | - |
| 53767 | BANKING AND INVESTMENT FEES | 1,000 | 3,272 | 7,560 | 4,922 | 7,560 | 6,590 | 6,590 | 6,590 | (970) | -12.8% |
| 53768 | DIRECT BANKING FEES | - | 104 | - | 14 | - | - | - | - | - | - |
| 53769 | CARD PROCESSING FEES | - | 5,860 | - | 1,233 | - | - | - | - | - | - |
| 53770 | BAD DEBT - WRITE OFF | - | 536 | - | 499 | - | - | - | - | - | - |
| 53799 | OTHER EXPENSES | 1,296,320 | 433,718 | 1,166,880 | 49,065 | 2,480,820 | 2,310,130 | 2,310,130 | 2,313,130 | (167,690) | -6.8% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 59,000 | 49,233 | 33,000 | 21,925 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 53851 | COPY | - | 2,417 | - | 2,128 | - | - | - | - | - | - |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEMENT | - | - | - | 1,000 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 11,000 | 14,175 | - | 29,577 | 1,000,000 | - | - | - | (1,000,000) | -100.0% |
| | Total Materials and Services | $ 1,479,070 | $ 900,176 | $ 1,493,040 | $ 507,550 | $ 3,690,650 | $ 2,652,220 | $ 2,652,220 | $ 2,655,220 | $ (1,035,430) | -28.1% |
| 55130 | EQUIPMENT AND MACHINERY | $ 100,000 | $ 35,997 | $ 1,086,000 | $ 10,000 | $ 918,500 | $ 500,000 | $ 500,000 | $ 500,000 | $ (418,500) | -45.6% |
| | Total Capital Outlay | $ 100,000 | $ 35,997 | $ 1,086,000 | $ 10,000 | $ 918,500 | $ 500,000 | $ 500,000 | $ 500,000 | $ (418,500) | -45.6% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 1,510,700 | $ 1,367,160 | $ 105,000 | $ 5,000 | $ 105,570 | $ 295,770 | $ 295,770 | $ 295,770 | $ 190,200 | 180.2% |
| | Total Interfund Transfers | $ 1,510,700 | $ 1,367,160 | $ 105,000 | $ 5,000 | $ 105,570 | $ 295,770 | $ 295,770 | $ 295,770 | $ 190,200 | 180.2% |
| | Total Expenditures | $ 3,089,770 | $ 2,303,333 | $ 2,684,040 | $ 522,550 | $ 4,714,720 | $ 3,447,990 | $ 3,447,990 | $ 3,450,990 | $ (1,263,730) | -26.8% |

# City of Salem Trust Funds
## FY 2021

*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 2021

*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 2021

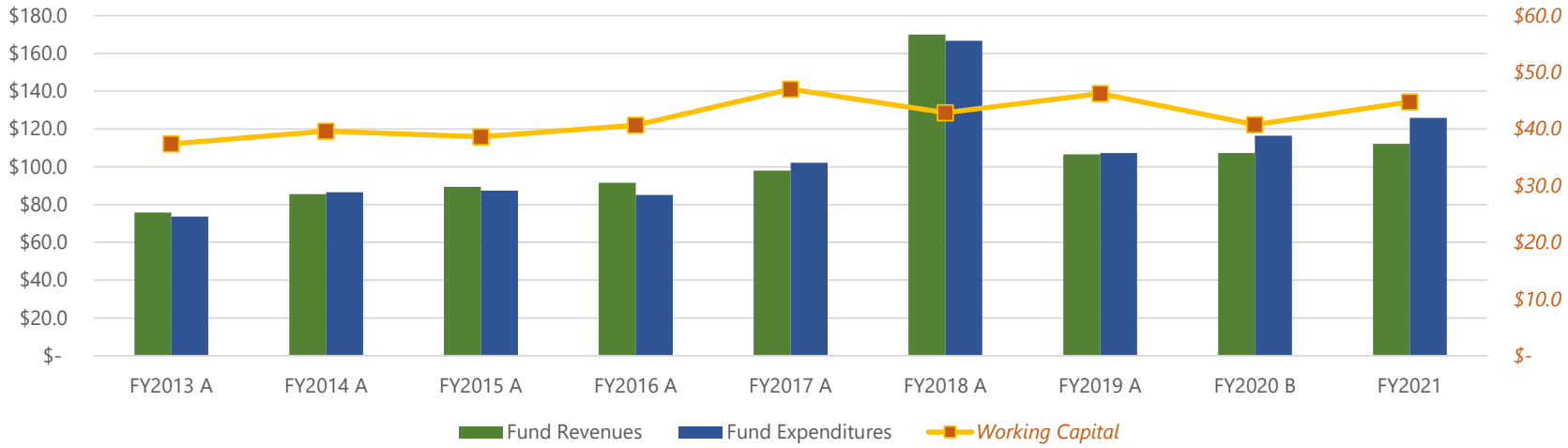
| Account | Assumption | Amount |
|---|---|---|
| 32160 | Water / Wastewater / Stormwater Franchise Fees: five percent fee assessed on utility revenue for use of the City's right-of way, estimating a 3.5% increase over the FY 2020 Budget | $ 3,811,270 |
| 32236 | Wastewater Connection: fees on new permitted development, estimating a 3% increase over the FY 2020 Budget | $ 20,600 |
| 32238 | New Service Install Water: connection and testing fees, estimating a 3% decrease from the FY 2020 Budget | $ 288,400 |
| 32244 | Delay Assessment Connection Charge: for new connections to existing water and wastewater infrastructure on properties located in assessment districted established prior to 1989, change in methodology includes connection fee in SCD fees | $ - |
| 32330 | Fire Service: monthly fees for properties with fire suppression systems, estimating a 1.7% decrease from the FY 2020 Budget | $ 125,000 |
| 32354 | Development Plan Review: for permitted development plan and plat review, estimating a 3% increase over the FY 2020 Budget | $ 503,700 |
| 32370 | Water: sales revenue, estimating a 4% increase over the FY 2020 Budget | $ 30,671,510 |
| 32376 | Wastewater: rate revenue, estimating a 3.5% increase over the FY 2020 Budget | $ 47,442,240 |
| 32377 | Stormwater: rate revenue, estimating a 7.7% increase over the FY 2020 Budget | $ 14,359,130 |
| 32637 | Backflow Program Fees: for backflow prevention assembly compliance, estimating a 0.9% increase over the FY 2020 Budget | $ 218,000 |
| 32638 | Septic Waste Fees: to treat septage from chemical toilets and septic tanks, estimating a 7.1% increase over the FY 2020 Budget | $ 750,000 |
| 32639 | Hauled Waste Fees: to treat waste hauled to treatment plant under contract, estimating a 25% increase over the FY 2020 Budget | $ 375,000 |
| 32640 | Public Works Service Fees: for permits and agreements, estimating an increase of 3% over the FY 2020 Budget | $ 56,640 |
| 32644 | Processing Fee: for utility customer account activation and reactivation, estimating a 3% increase over the FY 2020 Budget | $ 437,750 |
| 32815 | Public Works Construction Permits: for site development / construction permits, estimating a 3% increase over the FY 2020 Budget | $ 1,339,000 |
| 32895 | Other Permits: for industrial waste discharge | $ 25,780 |
| 35212 | Intrafund - Direct Chg (Labor): for management, engineering support, and services to construction projects, estimating a 2.5% increase over the FY 2020 Budget | $ 4,453,330 |
| 35213 | Intrafund - Budgeted Transfers: for administration and support by the Utility Fund to other funds, estimating a 4.1% increase over the FY 2020 Budget | $ 1,445,500 |
| 35215 | Intrafund - Interdepartmental Billings: internal billings for services provided by the Utility Fund, estimating a 2.9% increase over the FY 2020 Budget | $ 498,560 |
| 36310 | Loan Principal: repayments, estimating a 65.1% increase over the FY 2020 Budget | $ 899,000 |
| 36315 | Loan Interest: from repayments, estimating a 51.7% increase over the FY 2020 Budget | $ 102,880 |
| 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 2021

### 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 2021

### Utility Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32160 | WATER / SEWER FRANCHISE FEE | $ 3,419,800 | $ 3,471,942 | $ 3,546,280 | $ 3,598,906 | $ 3,681,540 | $ 3,811,270 | $ 3,811,270 | $ 3,811,270 | $ 129,730 | 3.5% |
| 32236 | SEWER CONNECTION | 31,190 | 37,886 | 31,530 | 41,630 | 20,000 | 20,600 | 20,600 | 20,600 | 600 | 3.0% |
| 32238 | NEW SERVICE INSTALL WATER | 236,230 | 363,259 | 284,310 | 292,080 | 280,000 | 288,400 | 288,400 | 288,400 | 8,400 | 3.0% |
| 32244 | DELAY ASSMT - CONNECT CHARGE | 71,640 | 147,490 | 126,010 | 61,314 | 80,000 | - | - | - | (80,000) | -100.0% |
| 32310 | ACCIDENT AND FIRE RECOVERY | 13,290 | 22,910 | - | 7,997 | 10,000 | 20,300 | 20,300 | 20,300 | 10,300 | 103.0% |
| 32320 | DOCUMENT SALES | 2,030 | 1,215 | 1,510 | 1,288 | 1,500 | 1,550 | 1,550 | 1,550 | 50 | 3.3% |
| 32330 | FIRE SERVICE | 128,450 | 127,072 | 126,700 | 124,116 | 127,160 | 125,000 | 125,000 | 125,000 | (2,160) | -1.7% |
| 32354 | DEVELOPMENT PLAN REVIEW | 450,710 | 902,352 | 473,830 | 593,586 | 489,030 | 503,700 | 503,700 | 503,700 | 14,670 | 3.0% |
| 32370 | WATER | 28,020,160 | 28,518,430 | 28,489,180 | 29,969,242 | 29,502,950 | 30,671,510 | 30,671,510 | 30,671,510 | 1,168,560 | 4.0% |
| 32376 | WASTEWATER | 43,121,480 | 44,077,144 | 45,088,150 | 45,099,130 | 45,839,200 | 47,442,240 | 47,442,240 | 47,442,240 | 1,603,040 | 3.5% |
| 32377 | STORMWATER | 11,943,020 | 12,115,845 | 12,487,320 | 12,770,962 | 13,328,300 | 14,359,130 | 14,359,130 | 14,359,130 | 1,030,830 | 7.7% |
| 32495 | OTHER CHARGE FOR SERVICE | 11,000 | 15,744 | 13,790 | 16,167 | 16,000 | 16,000 | 16,000 | 16,000 | - | - |
| 32637 | BACKFLOW PROGRAM FEE | 200,000 | 214,873 | 187,000 | 217,176 | 216,000 | 218,000 | 218,000 | 218,000 | 2,000 | 0.9% |
| 32638 | SEPTIC WASTE FEE | 592,290 | 695,191 | 553,450 | 737,966 | 700,000 | 750,000 | 750,000 | 750,000 | 50,000 | 7.1% |
| 32639 | HAULED WASTE FEE | 406,670 | 538,916 | 440,310 | 336,718 | 300,000 | 375,000 | 375,000 | 375,000 | 75,000 | 25.0% |
| 32640 | PW SERVICE FEE | 52,530 | 55,925 | 49,870 | 55,409 | 55,000 | 56,640 | 56,640 | 56,640 | 1,640 | 3.0% |
| 32644 | PROCESSING FEE | 407,030 | 382,365 | 401,060 | 405,780 | 425,000 | 437,750 | 437,750 | 437,750 | 12,750 | 3.0% |
| 32695 | OTHER FEE | 23,870 | 24,637 | 24,710 | 42,778 | 25,000 | 50,000 | 50,000 | 50,000 | 25,000 | 100.0% |
| 32815 | PW CONSTRUCTION PERMITS | 1,061,600 | 1,860,098 | 1,106,220 | 1,252,903 | 1,300,000 | 1,339,000 | 1,339,000 | 1,339,000 | 39,000 | 3.0% |
| 32895 | OTHER PERMITS | 16,130 | 21,232 | 3,270 | 26,448 | 24,990 | 25,780 | 25,780 | 25,780 | 790 | 3.2% |
| | Total Sales, Fees, Licenses, Permits | $ 90,209,120 | $ 93,594,525 | $ 93,434,500 | $ 95,651,594 | $ 96,421,670 | $ 100,511,870 | $ 100,511,870 | $ 100,511,870 | $ 4,090,200 | 4.2% |
| 33110 | ASSESSMENT - PRINCIPAL | $ 5,180 | $ 5,858 | $ 5,350 | $ 20,952 | $ 5,500 | $ 5,670 | $ 5,670 | $ 5,670 | $ 170 | 3.1% |
| 33115 | ASSESSMENT - INTEREST | 710 | 586 | 220 | 2,059 | 1,500 | 1,550 | 1,550 | 1,550 | 50 | 3.3% |
| | Total Assessments | $ 5,890 | $ 6,444 | $ 5,570 | $ 23,011 | $ 7,000 | $ 7,220 | $ 7,220 | $ 7,220 | $ 220 | 3.1% |
| 34110 | LAND / BUILDING RENT | $ 15,450 | $ 18,068 | $ 17,990 | $ 24,586 | $ 18,000 | $ 18,450 | $ 18,450 | $ 18,450 | $ 450 | 2.5% |
| | Total Rent | $ 15,450 | $ 18,068 | $ 17,990 | $ 24,586 | $ 18,000 | $ 18,450 | $ 18,450 | $ 18,450 | $ 450 | 2.5% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ 4,416,340 | $ 3,820,781 | $ 4,315,760 | $ 4,339,482 | $ 4,345,820 | $ 4,453,330 | $ 4,453,330 | $ 4,453,330 | $ 107,510 | 2.5% |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 1,257,510 | 1,257,510 | 1,307,950 | 1,307,950 | 1,388,350 | 1,445,500 | 1,445,500 | 1,445,500 | 57,150 | 4.1% |
| 35215 | INTRAFUND - INTERDEPARTMENTAL BILLINGS | 529,480 | 523,046 | 522,210 | 363,331 | 484,490 | 498,560 | 498,560 | 498,560 | 14,070 | 2.9% |
| 35367 | CITY OF KEIZER | - | 1,311 | - | - | - | - | - | - | - | - |
| 35370 | MARION COUNTY | - | 16,299 | - | - | - | - | - | - | - | - |
| 35375 | POLK COUNTY | - | (12,709) | - | - | - | - | - | - | - | - |
| 35395 | OTHER GOVERNMENT AGENCIES | 5,610 | 7,215 | 4,990 | 3,397 | 5,000 | 5,000 | 5,000 | 5,000 | - | - |
| 35495 | OTHER AGENCIES | 9,180 | 11,814 | 13,900 | 9,409 | 10,000 | 10,000 | 10,000 | 10,000 | - | - |
| 35516 | STATE-ENERGY TRUST OF OREGON (OET) | - | - | - | - | - | - | - | - | - | - |
| | Total Internal / Intergovernmental | $ 6,218,120 | $ 5,625,266 | $ 6,164,810 | $ 6,023,569 | $ 6,233,660 | $ 6,412,390 | $ 6,412,390 | $ 6,412,390 | $ 178,730 | 2.9% |

# City of Salem Budget
## Utility Fund
### FY 2021

Utility Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 36210 | INTEREST | $ 404,940 | $ 957,480 | $ 539,930 | $ 1,322,020 | $ 1,008,840 | $ 980,930 | $ 980,930 | $ 980,930 | $ (27,910) | -2.8% |
| 36310 | LOAN PRINCIPAL | 546,670 | 545,363 | 523,720 | 548,314 | 544,430 | 899,000 | 899,000 | 899,000 | 354,570 | 65.1% |
| 36315 | LOAN INTEREST | 59,950 | 62,075 | 38,780 | 54,573 | 67,810 | 102,880 | 102,880 | 102,880 | 35,070 | 51.7% |
| 36810 | BAD DEBT RECOVERY | 149,940 | 139,849 | 145,380 | 130,673 | 130,000 | 145,000 | 145,000 | 145,000 | 15,000 | 11.5% |
| 36815 | WAGE RECOVERY | 13,260 | 5,774 | - | 12,236 | 15,000 | 15,450 | 15,450 | 15,450 | 450 | 3.0% |
| 36825 | ENERGY INCENTIVES | - | - | - | 3,200 | - | - | - | - | - | - |
| 36830 | CORPORATE CARD REBATE | - | - | - | 1,988 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | 14,280 | 32,636 | 18,020 | 67,355 | 21,200 | 48,000 | 48,000 | 48,000 | 26,800 | 126.4% |
| 38710 | BOND PROCEEDS | - | 55,990,000 | - | - | - | - | - | - | - | - |
| 38712 | BOND ISSUANCE PREMIUM | - | 9,347,380 | - | - | - | - | - | - | - | - |
| 38755 | SALE OF ASSETS | 2,696,200 | 3,558,767 | 2,686,200 | 2,686,200 | 2,686,200 | 2,686,200 | 2,686,200 | 2,686,200 | - | - |
| | Total Other Revenue | $ 3,885,240 | $ 70,639,322 | $ 3,952,030 | $ 4,826,560 | $ 4,473,480 | $ 4,877,460 | $ 4,877,460 | $ 4,877,460 | $ 403,980 | 9.0% |
| 39110 | INTERFUND TRANSFERS | $ 94,590 | $ 94,590 | $ 110,400 | $ 60,400 | $ 60,400 | $ 360,400 | $ 360,400 | $ 360,400 | $ 300,000 | 496.7% |
| | Total Interfund Transfers | $ 94,590 | $ 94,590 | $ 110,400 | $ 60,400 | $ 60,400 | $ 360,400 | $ 360,400 | $ 360,400 | $ 300,000 | 496.7% |
| 39910 | BEGINNING WORKING CAPITAL | $ 40,891,520 | $ 42,892,853 | $ 49,716,690 | $ 46,252,556 | $ 40,784,290 | $ 44,212,570 | $ 44,212,570 | $ 44,795,160 | $ 4,010,870 | 9.8% |
| | Total Beginning Balance | $ 40,891,520 | $ 42,892,853 | $ 49,716,690 | $ 46,252,556 | $ 40,784,290 | $ 44,212,570 | $ 44,212,570 | $ 44,795,160 | $ 4,010,870 | 9.8% |
| | Total Resources | $ 141,319,930 | $ 212,871,069 | $ 153,401,990 | $ 152,862,276 | $ 147,998,500 | $ 156,400,360 | $ 156,400,360 | $ 156,982,950 | $ 8,984,450 | 6.1% |

# City of Salem Budget
## Utility Fund
### FY 2021

Utility Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 19,955,980 | $ 18,773,870 | $ 21,024,660 | $ 19,371,492 | $ 22,007,000 | $ 23,326,530 | $ 23,326,530 | $ 23,326,530 | $ 1,319,530 | 6.0% |
| 51020 | SEASONAL AND RELIEF | 380,420 | 419,735 | 377,470 | 335,659 | 425,340 | 438,970 | 438,970 | 438,970 | 13,630 | 3.2% |
| 51025 | HOLIDAY - REGULAR | - | 49,579 | - | 47,268 | 12,170 | 10,250 | 10,250 | 10,250 | (1,920) | -15.8% |
| 51030 | OVERTIME | 361,520 | 503,427 | 429,160 | 500,189 | 501,370 | 540,370 | 540,370 | 540,370 | 39,000 | 7.8% |
| 51080 | STANDBY | 296,740 | 121,172 | 326,460 | 124,714 | 306,190 | 272,960 | 272,960 | 272,960 | (33,230) | -10.9% |
| 51090 | DIFFERENTIAL | 39,400 | 36,218 | 43,140 | 36,291 | 43,100 | 39,430 | 39,430 | 39,430 | (3,670) | -8.5% |
| 51100 | INCENTIVES | 10,950 | 15,583 | 9,070 | 18,056 | 9,440 | 23,110 | 23,110 | 23,110 | 13,670 | 144.8% |
| 51120 | LEAVE PAYOFF | 220,460 | 184,213 | 226,150 | 178,037 | 192,980 | 247,410 | 247,410 | 247,410 | 54,430 | 28.2% |
| 51130 | CAR ALLOWANCE | 12,300 | 10,583 | 11,220 | 11,000 | 12,290 | 12,290 | 12,290 | 12,290 | - | - |
| 51145 | MOVING ALLOWANCE | - | - | - | 3,000 | - | - | - | - | - | - |
| 51150 | DEPT HEAD ANNUITY | 7,840 | 7,990 | 8,760 | 8,363 | 8,780 | 8,840 | 8,840 | 8,840 | 60 | 0.7% |
| 51195 | OTHER PAY / BENEFITS | 233,370 | - | 139,820 | 7,312 | 234,660 | 49,190 | 49,190 | 49,190 | (185,470) | -79.0% |
| 51210 | FICA AND MEDICARE | 1,622,330 | 1,484,071 | 1,707,570 | 1,539,802 | 1,791,210 | 1,898,780 | 1,898,780 | 1,898,780 | 107,570 | 6.0% |
| 51221 | WORKERS' COMP PREMIUM | 331,520 | 331,520 | 274,990 | 274,990 | 266,130 | - | - | - | (266,130) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 9,120 | 7,660 | 9,220 | 7,076 | 9,780 | 9,880 | 9,880 | 9,880 | 100 | 1.0% |
| 51230 | UNEMPLOYMENT | 30,000 | 34,457 | 37,000 | 57,809 | 55,000 | 25,000 | 25,000 | 25,000 | (30,000) | -54.5% |
| 51240 | EMPLOYER - RETIREMENT PERS | 3,411,930 | 3,045,585 | 3,523,830 | 3,119,821 | 4,661,170 | 4,831,000 | 4,831,000 | 4,831,000 | 169,830 | 3.6% |
| 51243 | PERS UNFUNDED LIABILITY | 1,132,740 | 1,132,740 | 1,186,640 | 1,186,640 | 1,219,780 | 1,291,060 | 1,291,060 | 1,291,060 | 71,280 | 5.8% |
| 51245 | EMPLOYER - PERS PICKUP | 1,258,550 | 1,118,309 | 1,337,950 | 1,181,508 | 1,407,070 | 1,481,690 | 1,481,690 | 1,481,690 | 74,620 | 5.3% |
| 51250 | INSURANCE - MEDICAL | 5,134,960 | 4,655,366 | 5,397,900 | 4,946,016 | 5,866,480 | 5,997,660 | 5,997,660 | 5,997,660 | 131,180 | 2.2% |
| 51255 | INSURANCE - VISION | 139,230 | 127,104 | 143,310 | 132,009 | 150,350 | 153,510 | 153,510 | 153,510 | 3,160 | 2.1% |
| 51260 | INSURANCE - DENTAL | 449,020 | 413,446 | 474,680 | 435,846 | 502,410 | 512,810 | 512,810 | 512,810 | 10,400 | 2.1% |
| 51265 | INSURANCE - LIFE | 39,750 | 31,002 | 40,530 | 41,454 | 48,530 | 50,510 | 50,510 | 50,510 | 1,980 | 4.1% |
| 51270 | INSURANCE - DISABILITY | 20,140 | 17,917 | 20,600 | 19,156 | 21,330 | 22,470 | 22,470 | 22,470 | 1,140 | 5.3% |
| | Total Personal Services | $ 35,098,270 | $ 32,521,546 | $ 36,750,130 | $ 33,583,508 | $ 39,752,560 | $ 41,243,720 | $ 41,243,720 | $ 41,243,720 | $ 1,491,160 | 3.8% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 12,440 | $ 13,278 | $ 12,370 | $ 11,564 | $ 11,760 | $ 13,420 | $ 13,420 | $ 13,420 | $ 1,660 | 14.1% |
| 52120 | MAIL | 460,830 | 374,431 | 502,970 | 365,874 | 433,860 | 390,330 | 390,330 | 390,330 | (43,530) | -10.0% |
| 52130 | SUPPLIES | 430,300 | 375,376 | 384,720 | 250,400 | 317,000 | 395,820 | 395,820 | 395,820 | 78,820 | 24.9% |
| 52140 | PRINTING AND DUPLICATION | 22,900 | 10,347 | 21,900 | 18,786 | 9,900 | 9,300 | 9,300 | 9,300 | (600) | -6.1% |
| 52150 | RECORDING FEES | 4,100 | 821 | 1,600 | 1,673 | 1,600 | 11,000 | 11,000 | 11,000 | 9,400 | 587.5% |
| 52320 | ADVERTISING | 52,600 | 41,923 | 67,100 | 35,557 | 72,700 | 64,520 | 64,520 | 64,520 | (8,180) | -11.3% |
| 52340 | EMPLOYEE RECOGNITION | 100 | 1,414 | 100 | 1,796 | 440 | 1,060 | 1,060 | 1,060 | 620 | 140.9% |
| 52360 | RECRUITMENT FEES | 8,500 | 5,929 | 9,050 | 5,936 | 8,050 | 9,670 | 9,670 | 9,670 | 1,620 | 20.1% |
| 52405 | TELEPHONE - OFFICE | 156,920 | 151,600 | 143,840 | 142,903 | 146,670 | 117,830 | 117,830 | 117,830 | (28,840) | -19.7% |
| 52410 | TELEPHONE - CELLULAR | 140,990 | 144,590 | 151,290 | 160,380 | 145,930 | 174,220 | 174,220 | 174,220 | 28,290 | 19.4% |
| 52420 | TELEMETERING | 47,500 | 39,582 | 97,850 | 40,319 | 96,140 | 58,860 | 58,860 | 58,860 | (37,280) | -38.8% |
| 52460 | COMMUNICATION - OTHER | 64,180 | 49,231 | 53,190 | 53,602 | 53,750 | 57,900 | 57,900 | 57,900 | 4,150 | 7.7% |
| 52510 | TRAINING | 161,150 | 122,171 | 183,420 | 128,212 | 215,390 | 236,190 | 236,190 | 236,190 | 20,800 | 9.7% |
| 52520 | TRAVEL | - | - | - | 10 | - | - | - | - | - | - |
| 52530 | LODGING | - | - | - | 417 | - | - | - | - | - | - |
| 52540 | MEALS | 3,900 | 9,326 | 5,960 | 6,729 | 6,650 | 6,950 | 6,950 | 6,950 | 300 | 4.5% |
| 52550 | MILEAGE | 3,260 | 3,787 | 3,240 | 2,020 | 3,260 | 3,020 | 3,020 | 3,020 | (240) | -7.4% |
| 52640 | ENGINEERING / ARCHITECT SERVICES | 1,583,000 | 1,066,689 | 1,670,000 | 621,559 | 1,998,600 | 1,938,000 | 1,938,000 | 2,177,000 | 178,400 | 8.9% |
| 52660 | TEMP EMPLOYMENT SERVICES | - | - | - | 92 | - | - | - | - | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 8,075,060 | 5,975,687 | 6,224,840 | 3,971,368 | 5,928,700 | 5,333,520 | 5,333,520 | 5,333,520 | (595,180) | -10.0% |
| 52710 | MEMBERSHIP DUES | 49,250 | 45,184 | 52,060 | 45,583 | 53,880 | 57,890 | 57,890 | 57,890 | 4,010 | 7.4% |
| 52720 | LICENSES / CERTIFICATIONS | 32,550 | 27,479 | 38,110 | 41,051 | 37,150 | 42,610 | 42,610 | 42,610 | 5,460 | 14.7% |
| 52740 | PERMITS | 140,560 | 128,317 | 132,770 | 141,255 | 156,620 | 209,670 | 209,670 | 209,670 | 53,050 | 33.9% |
| 52810 | SMALL TOOLS | 94,380 | 92,347 | 104,100 | 91,713 | 106,500 | 111,570 | 111,570 | 111,570 | 5,070 | 4.8% |
| 52815 | CONTROLLED EQUIPMENT | 253,490 | 257,683 | 310,340 | 361,483 | 511,340 | 499,160 | 499,160 | 548,250 | 36,910 | 7.2% |

# City of Salem Budget
## Utility Fund
### FY 2021

Utility Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 178,350 | 262,727 | 180,450 | 211,672 | 178,270 | 196,300 | 196,300 | 196,300 | 18,030 | 10.1% |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 685,080 | 618,342 | 563,130 | 481,474 | 620,580 | 694,580 | 694,580 | 694,580 | 74,000 | 11.9% |
| 52865 | OTHER TECHNICAL SUPPLIES | - | 66 | - | 89 | - | - | - | - | - | - |
| 52910 | DIESEL FUEL | 187,130 | 194,189 | 194,320 | 173,978 | 192,180 | 185,360 | 185,360 | 185,360 | (6,820) | -3.5% |
| 52930 | GASOLINE | 140,400 | 140,626 | 154,080 | 133,801 | 153,220 | 143,430 | 143,430 | 143,430 | (9,790) | -6.4% |
| 52940 | LP / CNG GAS | 820 | 993 | 1,120 | 754 | 1,120 | 1,240 | 1,240 | 1,240 | 120 | 10.7% |
| 52950 | LUBRICANTS | 27,100 | 21,297 | 26,100 | 20,242 | 23,250 | 23,250 | 23,250 | 23,250 | - | - |
| 53210 | INSURANCE | 426,770 | 426,185 | 6,590 | 5,143 | 6,590 | 5,420 | 5,420 | 5,420 | (1,170) | -17.8% |
| 53211 | LIABILITY INSURANCE | - | - | 600,390 | 600,390 | 647,350 | 484,590 | 484,590 | 484,590 | (162,760) | -25.1% |
| 53310 | VEHICLE MAINTENANCE | 333,080 | 370,432 | 397,150 | 414,925 | 402,050 | 400,470 | 400,470 | 400,470 | (1,580) | -0.4% |
| 53320 | EQUIPMENT MAINTENANCE | 2,344,910 | 1,679,936 | 1,671,990 | 1,669,606 | 1,534,550 | 1,723,340 | 1,723,340 | 1,830,810 | 296,260 | 19.3% |
| 53340 | FACILITIES MAINTENANCE | 570,670 | 580,902 | 806,780 | 1,447,672 | 542,900 | 455,550 | 455,550 | 455,550 | (87,350) | -16.1% |
| 53350 | RADIO MAINTENANCE | - | (13) | - | - | - | - | - | - | - | - |
| 53375 | CHEMICALS | 1,227,890 | 884,077 | 1,140,240 | 867,076 | 1,375,410 | 2,027,060 | 2,027,060 | 2,027,060 | 651,650 | 47.4% |
| 53380 | OTHER MAINTENANCE AND REPAIRS | 2,381,080 | 1,639,118 | 2,405,140 | 1,518,367 | 2,172,260 | 1,754,680 | 1,754,680 | 1,754,680 | (417,580) | -19.2% |
| 53510 | BUILDING RENTAL | 267,090 | 239,648 | 267,100 | 279,332 | 297,700 | 302,600 | 302,600 | 302,600 | 4,900 | 1.6% |
| 53520 | LAND RENTAL | 281,540 | 281,540 | 281,540 | 281,540 | 281,540 | 281,540 | 281,540 | 281,540 | - | - |
| 53530 | OUTSIDE RENTAL | 141,800 | 165,796 | 157,030 | 105,364 | 128,440 | 105,940 | 105,940 | 105,940 | (22,500) | -17.5% |
| 53610 | GAS | 92,590 | 61,769 | 89,670 | 60,552 | 93,590 | 100,340 | 100,340 | 100,340 | 6,750 | 7.2% |
| 53620 | ELECTRIC | 1,991,590 | 1,826,570 | 2,040,930 | 1,926,188 | 1,907,960 | 2,034,290 | 2,034,290 | 2,034,290 | 126,330 | 6.6% |
| 53630 | WATER | 8,570 | 55,876 | 8,450 | 20,261 | 25,450 | 19,450 | 19,450 | 19,450 | (6,000) | -23.6% |
| 53640 | SEWER | 4,610 | 3,069 | 3,280 | 2,701 | 3,520 | 3,470 | 3,470 | 3,470 | (50) | -1.4% |
| 53650 | REFUSE DISPOSAL | 129,700 | 164,422 | 264,700 | 165,955 | 199,000 | 297,860 | 297,860 | 297,860 | 98,860 | 49.7% |
| 53720 | TAXES AND ASSESSMENTS | 20,640 | 4,456 | 9,910 | 4,959 | 7,430 | 4,030 | 4,030 | 4,030 | (3,400) | -45.8% |
| 53731 | CLOTHING - UNIFORMS (TAXABLE) | 8,340 | 3,633 | 7,680 | 3,753 | 7,370 | 8,140 | 8,140 | 8,140 | 770 | 10.4% |
| 53733 | CLOTHING - UNIFORMS (TAX-EXEMPT) | 9,000 | - | 7,000 | 12 | - | - | - | - | - | - |
| 53734 | SAFETY CLOTHING AND EQUIPMENT | 76,020 | 96,276 | 90,970 | 63,685 | 100,380 | 105,280 | 105,280 | 105,280 | 4,900 | 4.9% |
| 53740 | CLOTHING - CLEANING CHARGES | 22,100 | 19,678 | 23,200 | 18,718 | 25,480 | 26,330 | 26,330 | 26,330 | 850 | 3.3% |
| 53760 | LABORATORY - SUPPLIES | 38,900 | 63,630 | 42,700 | 55,118 | 45,500 | 50,750 | 50,750 | 50,750 | 5,250 | 11.5% |
| 53767 | BANKING AND INVESTMENT FEES | 543,000 | 55,933 | 70,000 | 57,536 | 73,000 | 65,000 | 65,000 | 65,000 | (8,000) | -11.0% |
| 53768 | DIRECT BANKING FEES | - | 133,025 | 157,210 | 138,658 | 135,700 | 135,950 | 135,950 | 135,950 | 250 | 0.2% |
| 53769 | CARD PROCESSING FEES | - | 277,385 | 300,000 | 320,113 | 350,000 | 357,880 | 357,880 | 357,880 | 7,880 | 2.3% |
| 53770 | BAD DEBT - WRITE OFF | 480,500 | 439,693 | 502,980 | 538,600 | 475,500 | 475,500 | 475,500 | 475,500 | - | - |
| 53775 | BAD DEBT - COLLECTION | - | - | - | 103 | - | - | - | - | - | - |
| 53780 | FRANCHISE FEES - UTILITY | 3,419,800 | 3,475,557 | 3,546,280 | 3,598,906 | 3,681,540 | 3,811,270 | 3,811,270 | 3,811,270 | 129,730 | 3.5% |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 1,224,490 | 951,222 | 912,810 | 783,860 | 907,610 | 1,001,110 | 1,001,110 | 1,001,110 | 93,500 | 10.3% |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 2,445,990 | 2,445,990 | 2,180,610 | 2,202,790 | 1,985,400 | 2,653,140 | 2,653,140 | 2,653,140 | 667,740 | 33.6% |
| 53815 | INTRA CITY - INTERDEPARTMENTAL BILLINGS | 17,440 | 1,144 | 20,230 | 366 | 19,330 | 20,000 | 20,000 | 20,000 | 670 | 3.5% |
| 53830 | RADIO | 167,940 | 167,940 | 148,600 | 148,600 | 171,150 | 174,500 | 174,500 | 174,500 | 3,350 | 2.0% |
| 53840 | MOTOR POOL RENTAL | 735,260 | 686,127 | 630,160 | 602,918 | 565,430 | 600,830 | 600,830 | 600,830 | 35,400 | 6.3% |
| 53841 | EQUIPMENT REPLACEMENT CHARGE | 1,434,000 | 1,444,285 | 1,815,000 | 1,815,000 | 1,716,000 | 1,711,010 | 1,711,010 | 1,711,010 | (4,990) | -0.3% |
| 53851 | COPY | 180,300 | 130,903 | 193,450 | 124,416 | 174,870 | 162,870 | 162,870 | 162,870 | (12,000) | -6.9% |
| 53853 | PRINTING | 4,000 | - | 4,250 | - | 1,750 | 1,250 | 1,250 | 1,250 | (500) | -28.6% |
| 53854 | PHOTOCOPIES | 37,690 | 49,594 | 37,690 | 53,093 | 47,310 | 46,940 | 46,940 | 46,940 | (370) | -0.8% |
| 53855 | SHOPS FACILITIES MAINTENANCE | 50,090 | 52,043 | 63,250 | 63,250 | 53,000 | 55,960 | 55,960 | 55,960 | 2,960 | 5.6% |
| 53860 | BUILDING SERVICES | 88,980 | 23,332 | 173,980 | 10,733 | 26,900 | 44,300 | 44,300 | 44,300 | 17,400 | 64.7% |
| 53900 | SUPPORT SERVICES CHARGE | 3,991,480 | 3,991,480 | 4,250,740 | 4,250,740 | 4,695,380 | 4,649,530 | 4,649,530 | 4,649,530 | (45,850) | -1.0% |
| 54811 | SPECIAL PAYMENTS - PERMANENT EASEMENT | - | 1,100 | - | 5,643 | - | - | - | - | - | - |
| 54850 | OTHER SPECIAL PAYMENTS | 110,000 | 66,137 | 110,000 | 32,638 | 110,000 | 110,000 | 110,000 | 110,000 | - | - |
| | Total Materials and Services | $ 38,324,690 | $ 33,135,324 | $ 36,729,700 | $ 31,781,573 | $ 36,478,850 | $ 37,254,840 | $ 37,254,840 | $ 37,650,400 | $ 1,171,550 | 3.2% |

# City of Salem Budget
## Utility Fund
### FY 2021

Utility Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 55110 | LAND | $ - | $ 368,435 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | - |
| 55130 | EQUIPMENT AND MACHINERY | 693,190 | 580,052 | 1,309,760 | 1,118,867 | 1,059,070 | 1,228,530 | 1,228,530 | 1,415,560 | 356,490 | 33.7% |
| 55150 | FLEET REPLACEMENT | - | - | - | 42,848 | - | - | - | - | - | - |
| 55160 | WATER METERS | 187,190 | 225,118 | 242,550 | 280,137 | 285,550 | 344,610 | 344,610 | 344,610 | 59,060 | 20.7% |
| | Total Capital Outlay | $ 880,380 | $ 1,173,604 | $ 1,552,310 | $ 1,441,851 | $ 1,344,620 | $ 1,573,140 | $ 1,573,140 | $ 1,760,170 | $ 415,550 | 30.9% |
| 60120 | PRINCIPAL | $ 15,917,300 | $ 16,510,000 | $ 15,273,000 | $ 15,273,000 | $ 17,147,440 | $ 13,803,000 | $ 13,803,000 | $ 13,803,000 | $ (3,344,440) | -19.5% |
| 60130 | INTEREST | 4,405,130 | 3,808,698 | 3,666,290 | 3,666,289 | 4,042,030 | 5,220,240 | 5,220,240 | 5,220,240 | 1,178,210 | 29.1% |
| 60135 | PAYMENTS TO ESCROW AGENTS | - | 65,033,340 | - | - | - | - | - | - | - | - |
| | Total Debt Service | $ 20,322,430 | $ 85,352,038 | $ 18,939,290 | $ 18,939,289 | $ 21,189,470 | $ 19,023,240 | $ 19,023,240 | $ 19,023,240 | $ (2,166,230) | -10.2% |
| 61110 | CONTINGENCIES | $ 3,000,000 | $ - | $ 600,000 | $ - | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ - | - |
| | Total Contingencies | $ 3,000,000 | $ - | $ 600,000 | $ - | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ - | - |
| 62110 | TRANSFERS TO OTHER FUNDS | $ 14,436,000 | $ 14,436,000 | $ 21,570,140 | $ 21,570,140 | $ 14,650,000 | $ 23,248,440 | $ 23,248,440 | $ 23,248,440 | $ 8,598,440 | 58.7% |
| | Total Interfund Transfers | $ 14,436,000 | $ 14,436,000 | $ 21,570,140 | $ 21,570,140 | $ 14,650,000 | $ 23,248,440 | $ 23,248,440 | $ 23,248,440 | $ 8,598,440 | 58.7% |
| | Total Expenditures | $ 112,061,770 | $ 166,618,513 | $ 116,141,570 | $ 107,316,361 | $ 116,415,500 | $ 125,343,380 | $ 125,343,380 | $ 125,925,970 | $ 9,510,470 | 8.2% |

# City of Salem Budget
# Willamette Valley Communication Center (WVCC) Fund Assumptions and Trends
## FY 2021

| Account | Assumption | Amount |
|---|---|---|
| 35213 | Intrafund - Budgeted Transfers: support from the Radio Communications Division and member rate payments from the Police and Fire departments, increase of 8.8% over the FY 2020 Budget | $ 5,325,730 |
| 35370-35395 | Other Government Agencies: annual member rates budgeted for the participating government agencies, estimating a 6.7% increase over the FY 2020 Budget | $ 6,591,900 |

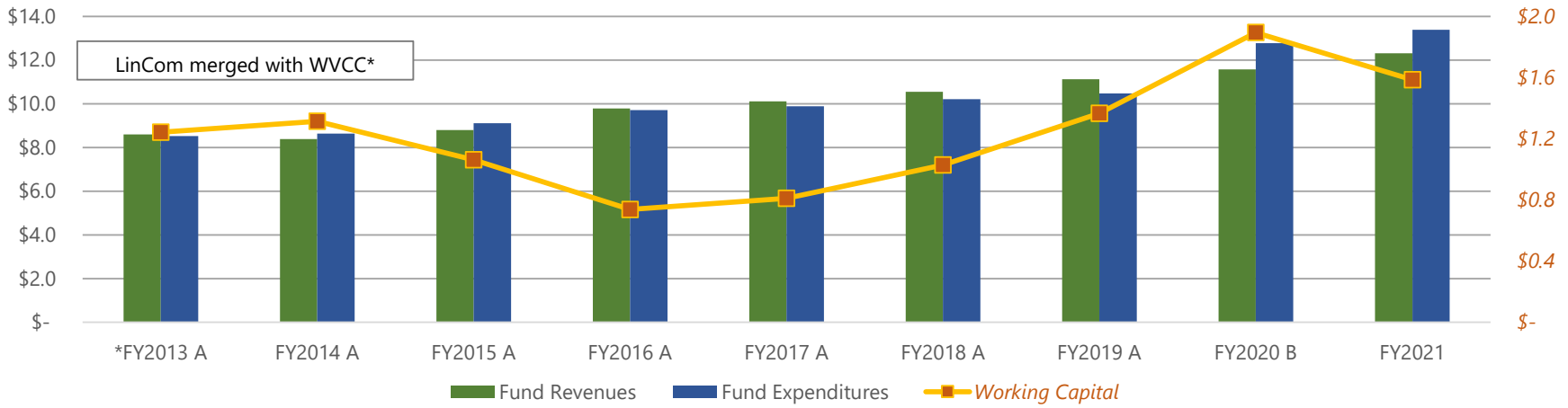
| Account | Assumption | Amount |
|---|---|---|
| 35495 | Other Agencies: annual member rates budgeted for the participating non-government agencies, estimating a 5.7% increase over the FY 2020 Budget | $ 268,030 |

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 2021 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 2021 |
|---|---|---|---|
| 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 |
| | | $ | 4,894,250 |
| 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 2021 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 2021 |
|---|---|---|---|
| 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 2021

WVCC Fund Resources

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32320 | DOCUMENT SALES | $ 600 | $ 2,664 | $ 2,000 | $ 2,986 | $ 3,000 | $ 3,300 | $ 3,300 | $ 3,300 | $ 300 | 10.0% |
| 32495 | OTHER CHARGE FOR SERVICE | 15,720 | 20,799 | 20,000 | 18,928 | 19,000 | 19,500 | 19,500 | 19,500 | 500 | 2.6% |
| | Total Sales, Fees, Licenses, Permits | $ 16,320 | $ 23,463 | $ 22,000 | $ 21,914 | $ 22,000 | $ 22,800 | $ 22,800 | $ 22,800 | $ 800 | 3.6% |
| 34110 | LAND / BUILDING RENT | $ 20,300 | $ 20,800 | $ 16,650 | $ 16,650 | $ 17,480 | $ 8,760 | $ 8,760 | $ 8,760 | $ (8,720) | -49.9% |
| | Total Rent | $ 20,300 | $ 20,800 | $ 16,650 | $ 16,650 | $ 17,480 | $ 8,760 | $ 8,760 | $ 8,760 | $ (8,720) | -49.9% |
| 35212 | INTRAFUND - DIRECT CHG (LABOR) | $ - | $ 19,660 | $ 13,400 | $ 8,163 | $ - | $ - | $ - | $ - | $ - | - |
| 35213 | INTRAFUND - BUDGETED TRANSFERS | 4,471,580 | 4,471,580 | 4,699,330 | 4,699,330 | 4,894,250 | 5,325,730 | 5,325,730 | 5,325,730 | 431,480 | 8.8% |
| 35361 | STATE REIMBURSEMENT | 122,400 | 183,157 | 183,000 | 187,882 | 168,010 | 33,600 | 33,600 | 33,600 | (134,410) | -80.0% |
| 35370 | MARION COUNTY | - | 2,898 | - | - | - | 1,872,260 | 1,872,260 | - | - | - |
| 35395 | OTHER GOVERNMENT AGENCIES | 5,566,240 | 5,566,240 | 5,888,270 | 5,888,270 | 6,175,570 | 4,719,640 | 4,719,640 | 6,591,900 | 416,330 | 6.7% |
| 35495 | OTHER AGENCIES | 226,020 | 226,020 | 238,940 | 238,940 | 253,580 | 268,030 | 268,030 | 268,030 | 14,450 | 5.7% |
| | Total Internal / Intergovernmental | $ 10,386,240 | $ 10,469,555 | $ 11,022,940 | $ 11,022,585 | $ 11,491,410 | $ 12,219,260 | $ 12,219,260 | $ 12,219,260 | $ 727,850 | 6.3% |
| 36210 | INTEREST | $ 10,630 | $ 24,500 | $ 23,000 | $ 46,806 | $ 39,010 | $ 60,000 | $ 60,000 | $ 60,000 | $ 20,990 | 53.8% |
| 36830 | CORPORATE CARD REBATE | - | - | - | 174 | - | - | - | - | - | - |
| 36895 | OTHER REVENUE | - | 15,239 | - | 19,965 | - | - | - | - | - | - |
| | Total Other Revenue | $ 10,630 | $ 39,739 | $ 23,000 | $ 66,945 | $ 39,010 | $ 60,000 | $ 60,000 | $ 60,000 | $ 20,990 | 53.8% |
| 39910 | BEGINNING WORKING CAPITAL | $ 892,660 | $ 1,028,775 | $ 1,142,920 | $ 1,366,529 | $ 1,894,210 | $ 1,551,610 | $ 1,551,610 | $ 1,586,610 | $ (307,600) | -16.2% |
| | Total Beginning Balance | $ 892,660 | $ 1,028,775 | $ 1,142,920 | $ 1,366,529 | $ 1,894,210 | $ 1,551,610 | $ 1,551,610 | $ 1,586,610 | $ (307,600) | -16.2% |
| | Total Resources | $ 11,326,150 | $ 11,582,331 | $ 12,227,510 | $ 12,494,623 | $ 13,464,110 | $ 13,862,430 | $ 13,862,430 | $ 13,897,430 | $ 433,320 | 3.2% |

# City of Salem Budget
## Willamette Valley Communication Center Fund
### FY 2021

WVCC Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 51010 | SALARIES AND WAGES | $ 4,728,160 | $ 4,417,923 | $ 5,002,880 | $ 4,585,034 | $ 5,065,190 | $ 5,354,000 | $ 5,354,000 | $ 5,354,000 | $ 288,810 | 5.7% |
| 51020 | SEASONAL AND RELIEF | 73,590 | 92,722 | 95,800 | 117,545 | 98,320 | 106,990 | 106,990 | 106,990 | 8,670 | 8.8% |
| 51025 | HOLIDAY - REGULAR | 69,460 | 64,184 | 76,200 | 68,055 | 71,760 | 74,650 | 74,650 | 74,650 | 2,890 | 4.0% |
| 51030 | OVERTIME | 500,000 | 737,354 | 500,000 | 679,060 | 500,000 | 520,200 | 520,200 | 520,200 | 20,200 | 4.0% |
| 51080 | STANDBY | 12,800 | 10,963 | 12,000 | 11,265 | 13,200 | 13,750 | 13,750 | 13,750 | 550 | 4.2% |
| 51100 | INCENTIVES | 35,650 | 24,755 | 18,310 | 26,636 | 40,370 | 57,990 | 57,990 | 57,990 | 17,620 | 43.6% |
| 51120 | LEAVE PAYOFF | 70,000 | 116,031 | 76,200 | 62,862 | 78,110 | 81,250 | 81,250 | 81,250 | 3,140 | 4.0% |
| 51135 | CELL PHONE ALLOWANCE | 940 | 940 | 860 | 940 | 960 | 940 | 940 | 940 | (20) | -2.1% |
| 51195 | OTHER PAY / BENEFITS | 2,700 | - | - | - | 5,400 | 2,700 | 2,700 | 2,700 | (2,700) | -50.0% |
| 51210 | FICA AND MEDICARE | 419,890 | 414,227 | 441,620 | 416,415 | 447,960 | 474,240 | 474,240 | 474,240 | 26,280 | 5.9% |
| 51221 | WORKERS' COMP PREMIUM | 49,270 | 49,471 | 44,270 | 44,270 | 44,080 | - | - | - | (44,080) | -100.0% |
| 51222 | WORKERS' COMP STATE ASSMT | 2,190 | 2,016 | 2,190 | 1,882 | 2,200 | 2,250 | 2,250 | 2,250 | 50 | 2.3% |
| 51230 | UNEMPLOYMENT | 30,000 | 13,704 | 18,050 | 443 | 30,000 | 30,000 | 30,000 | 30,000 | - | - |
| 51240 | EMPLOYER - RETIREMENT PERS | 870,560 | 845,849 | 895,340 | 836,366 | 1,175,170 | 1,202,870 | 1,202,870 | 1,202,870 | 27,700 | 2.4% |
| 51243 | PERS UNFUNDED LIABILITY | 303,690 | 303,690 | 303,050 | 303,050 | 312,870 | 319,210 | 319,210 | 319,210 | 6,340 | 2.0% |
| 51245 | EMPLOYER - PERS PICKUP | 324,950 | 308,698 | 341,190 | 312,219 | 352,070 | 366,170 | 366,170 | 366,170 | 14,100 | 4.0% |
| 51250 | INSURANCE - MEDICAL | 1,157,970 | 1,064,908 | 1,249,800 | 1,074,684 | 1,180,760 | 1,290,170 | 1,290,170 | 1,290,170 | 109,410 | 9.3% |
| 51255 | INSURANCE - VISION | 31,570 | 30,244 | 33,890 | 29,337 | 30,890 | 32,760 | 32,760 | 32,760 | 1,870 | 6.1% |
| 51260 | INSURANCE - DENTAL | 104,320 | 97,802 | 111,890 | 97,364 | 103,450 | 111,440 | 111,440 | 111,440 | 7,990 | 7.7% |
| 51265 | INSURANCE - LIFE | 8,500 | 7,244 | 8,550 | 8,249 | 9,070 | 9,330 | 9,330 | 9,330 | 260 | 2.9% |
| 51270 | INSURANCE - DISABILITY | 17,320 | 15,631 | 18,240 | 16,119 | 18,350 | 19,450 | 19,450 | 19,450 | 1,100 | 6.0% |
| | Total Personal Services | $ 8,813,530 | $ 8,618,356 | $ 9,250,330 | $ 8,691,795 | $ 9,580,180 | $ 10,070,360 | $ 10,070,360 | $ 10,070,360 | $ 490,180 | 5.1% |
| 52110 | SUBSCRIPTIONS AND BOOKS | $ 100 | $ 341 | $ 300 | $ 411 | $ 400 | $ 400 | $ 400 | $ 400 | $ - | - |
| 52120 | MAIL | 1,000 | 933 | 1,000 | 704 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52130 | SUPPLIES | 14,600 | 8,201 | 14,600 | 10,299 | 14,870 | 14,870 | 14,870 | 14,870 | - | - |
| 52340 | EMPLOYEE RECOGNITION | 800 | 1,371 | 800 | 160 | 2,000 | 2,000 | 2,000 | 2,000 | - | - |
| 52360 | RECRUITMENT FEES | 2,200 | 7,096 | 31,800 | 16,721 | 21,700 | 19,000 | 19,000 | 19,000 | (2,700) | -12.4% |
| 52405 | TELEPHONE - OFFICE | 66,800 | 62,174 | 60,000 | 61,203 | 73,800 | 69,300 | 69,300 | 69,300 | (4,500) | -6.1% |
| 52460 | COMMUNICATION - OTHER | 12,720 | 7,656 | 10,320 | 12,173 | 11,730 | 15,720 | 15,720 | 15,720 | 3,990 | 34.0% |
| 52510 | TRAINING | 26,000 | 17,481 | 27,000 | 27,968 | 27,990 | 28,000 | 28,000 | 28,000 | 10 | 0.0% |
| 52540 | MEALS | - | 15 | - | 205 | - | - | - | - | - | - |
| 52550 | MILEAGE | 3,000 | 2,847 | 3,000 | 3,751 | 3,510 | 3,510 | 3,510 | 3,510 | - | - |
| 52670 | OTHER PROFESSIONAL SERVICES | 34,710 | 23,765 | 16,200 | 25,893 | 17,000 | 17,200 | 17,200 | 17,200 | 200 | 1.2% |
| 52710 | MEMBERSHIP DUES | 1,450 | 1,532 | 1,700 | 1,307 | 1,700 | 1,700 | 1,700 | 1,700 | - | - |
| 52720 | LICENSES / CERTIFICATIONS | 150 | 50 | 150 | 40 | 200 | 200 | 200 | 200 | - | - |
| 52810 | SMALL TOOLS | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 52815 | CONTROLLED EQUIPMENT | 44,700 | 15,580 | 44,700 | 42,166 | 46,000 | 46,000 | 46,000 | 46,000 | - | - |
| 52820 | SMALL EQUIPMENT AND SUPPLIES | 8,300 | 10,352 | 8,300 | 12,332 | 8,300 | 8,300 | 8,300 | 8,300 | - | - |
| 52830 | COMPUTER SOFTWARE AND LICENSES | 339,560 | 341,584 | 365,900 | 368,486 | 424,690 | 400,000 | 400,000 | 400,000 | (24,690) | -5.8% |
| 52910 | DIESEL FUEL | - | - | 400 | - | 400 | 400 | 400 | 400 | - | - |
| 53210 | INSURANCE | 24,100 | 24,100 | - | - | - | - | - | - | - | - |
| 53211 | LIABILITY INSURANCE | - | - | 23,610 | 23,610 | 23,410 | 23,280 | 23,280 | 23,280 | (130) | -0.6% |
| 53320 | EQUIPMENT MAINTENANCE | 76,060 | 15,696 | 66,300 | 37,008 | 86,300 | 86,300 | 86,300 | 86,300 | - | - |
| 53380 | OTHER MAINTENANCE AND REPAIRS | - | - | - | 439 | - | - | - | - | - | - |
| 53510 | BUILDING RENTAL | 189,800 | 188,037 | 195,100 | 200,649 | 202,010 | 202,000 | 202,000 | 202,000 | (10) | 0.0% |
| 53610 | GAS | 4,000 | 2,496 | 3,200 | 3,208 | 3,310 | 3,300 | 3,300 | 3,300 | (10) | -0.3% |

# City of Salem Budget
## Willamette Valley Communication Center Fund
### FY 2021

WVCC Fund Expenditures

| Account | Description | Budget FY 2018 | Actual FY 2018 | Budget FY 2019 | Actual FY 2019 | Budget FY 2020 | Mgr Rec FY 2021 | BC Rec FY 2021 | Adopted FY 2021 | Difference from FY 2020 | % Chg Difference |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 53620 | ELECTRIC | 35,600 | 31,877 | 39,900 | 31,402 | 38,400 | 36,690 | 36,690 | 36,690 | (1,710) | -4.5% |
| 53650 | REFUSE DISPOSAL | 1,600 | 1,504 | 1,600 | 2,000 | 1,610 | 1,600 | 1,600 | 1,600 | (10) | -0.6% |
| 53767 | BANKING AND INVESTMENT FEES | 1,180 | 1,972 | 1,180 | 2,358 | 1,200 | 1,200 | 1,200 | 1,200 | - | - |
| 53812 | INTRA CITY - DIRECT CHG (LABOR) | 25,920 | 42,855 | 33,100 | 92,009 | 73,000 | 73,000 | 73,000 | 73,000 | - | - |
| 53813 | INTRA CITY - BUDGETED TRANSFERS | 86,320 | 86,320 | 91,940 | 91,940 | 94,160 | 100,610 | 100,610 | 100,610 | 6,450 | 6.9% |
| 53830 | RADIO | 13,650 | 13,650 | 30,240 | 30,240 | 35,040 | 47,950 | 47,950 | 47,950 | 12,910 | 36.8% |
| 53840 | MOTOR POOL RENTAL | 770 | 262 | 1,000 | 90 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 53851 | COPY | 1,700 | 742 | 1,700 | 397 | 1,700 | 1,700 | 1,700 | 1,700 | - | - |
| 53854 | PHOTOCOPIES | 4,200 | 7,385 | 8,600 | 5,171 | 6,570 | 6,560 | 6,560 | 6,560 | (10) | -0.2% |
| 53860 | BUILDING SERVICES | 15,980 | 5,836 | 13,000 | 6,850 | 12,010 | 12,000 | 12,000 | 12,000 | (10) | -0.1% |
| 53900 | SUPPORT SERVICES CHARGE | 643,910 | 643,910 | 638,040 | 638,050 | 531,290 | 525,730 | 525,730 | 525,730 | (5,560) | -1.0% |
| | Total Materials and Services | $ 1,681,880 | $ 1,567,621 | $ 1,735,680 | $ 1,749,239 | $ 1,767,300 | $ 1,751,520 | $ 1,751,520 | $ 1,751,520 | $ (15,780) | -0.9% |
| 55130 | EQUIPMENT AND MACHINERY | $ 33,000 | $ 29,825 | $ 33,000 | $ 31,901 | $ 35,000 | $ 35,000 | $ 35,000 | $ 70,000 | $ 35,000 | 100.0% |
| | Total Capital Outlay | $ 33,000 | $ 29,825 | $ 33,000 | $ 31,901 | $ 35,000 | $ 35,000 | $ 35,000 | $ 70,000 | $ 35,000 | 100.0% |
| 62110 | TRANSFERS TO OTHER FUNDS | $ - | $ - | $ - | $ - | $ 900,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 100,000 | 11.1% |
| | Total Transfers to Other Funds | $ - | $ - | $ - | $ - | $ 900,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 100,000 | 11.1% |
| 61110 | CONTINGENCIES | $ 429,590 | $ - | $ 440,000 | $ - | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ - | - |
| | Total Contingencies | $ 429,590 | $ - | $ 440,000 | $ - | $ 500,000 | $ 500,000 | $ 500,000 | $ 500,000 | $ - | - |
| | Total Expenditures | $ 10,958,000 | $ 10,215,802 | $ 11,459,010 | $ 10,472,935 | $ 12,782,480 | $ 13,356,880 | $ 13,356,880 | $ 13,391,880 | $ 609,400 | 4.8% |

# City of Salem
# Property Tax Levy Summary
## FY 2021

| | FY 2020 Levy | FY 2021 Levy | Loss Due To Compression | Less 2.4% Delinquent | Less 2.6% of Levy Discounted | Net Collection Current Levy 95.00% | Plus Prior Years | Total Budgeted Collections |
|---|---|---|---|---|---|---|---|---|
| A. Tax Base Levy[1] | $73,273,597 | $76,480,180 | ($197,220) | ($1,792,280) | ($1,983,980) | 72,506,700 | 1,631,400 | 74,138,100 |
| B. Debt Service | 15,434,482 | 16,421,130 | - | (385,820) | (427,080) | 15,600,080 | 367,450 | 15,967,530 |
| TOTAL LEVY | $88,708,079 | $92,901,310 | ($197,220) | ($2,178,100) | ($2,411,060) | $88,106,780 | $1,998,850 | $90,105,630 |

[1] Tax Base Levy - The 2020-21 levy shown is an estimate. Actual amounts collected are at a rate of $5.8315 per $1,000 of assessed value.

NOTE: Proceeds from these levies are budgeted in the following funds:

A. Tax Base Levy - General Fund (Fund 101)

B. Debt Service Levy - General Debt Fund (Fund 210)

# City of Salem
# Estimated Property Tax Rates
## FY 2021

| | Actual Rates FY 2020 | Estimated Rates FY 2021 |
|---|---|---|
| A. Permanent Rate - Operations | $5.8315 | $5.8315 |
| B. Debt Service | 1.1611 | 1.2500 |
| TOTAL - City of Salem | $6.9926 | $7.0815 |

# City of Salem
## Estimated Assessed Property Value
FY 2021

| County | Actual 2019-20 Values | Estimated Increase | Estimated 2020-21 Values | % Increase[1] |
|---|---|---|---|---|
| Marion | $ 10,488,465,397 | $ 422,150,973 | $ 10,910,616,370 | 4.0% |
| Polk | 2,140,150,243 | 86,139,057 | 2,226,289,300 | 4.0% |
| Total | $ 12,628,615,640 | $ 508,290,030 | $ 13,136,905,670 | 4.0% |

[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 2021 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 2021 revenue estimates anticipate the following fee adjustments: | Previous Fee or Rate | FY 2021 Fee or Rate | Change to Resources |
|---|---|---|---|
| A. General Fund (101) | | | |
| Community Development - planning fees cost recovery increase | Various | 2.78% | $600,000 / estimate |
| All Planning fees are increasing by the CPI - All Urban Consumers, West Region (All Items), 2.78 percent. Also, specific planning fees are being adjusted to achieve 100 percent cost recovery for current planning services. In addition, the fees will cover three new planning staff to increase service levels. | | | |
| 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 and the impacts of the COVID-19 pandemic | Per explanation | Per explanation | ($7,860) / estimate |

# City of Salem Budget
# FY 2021 Fee Adjustments

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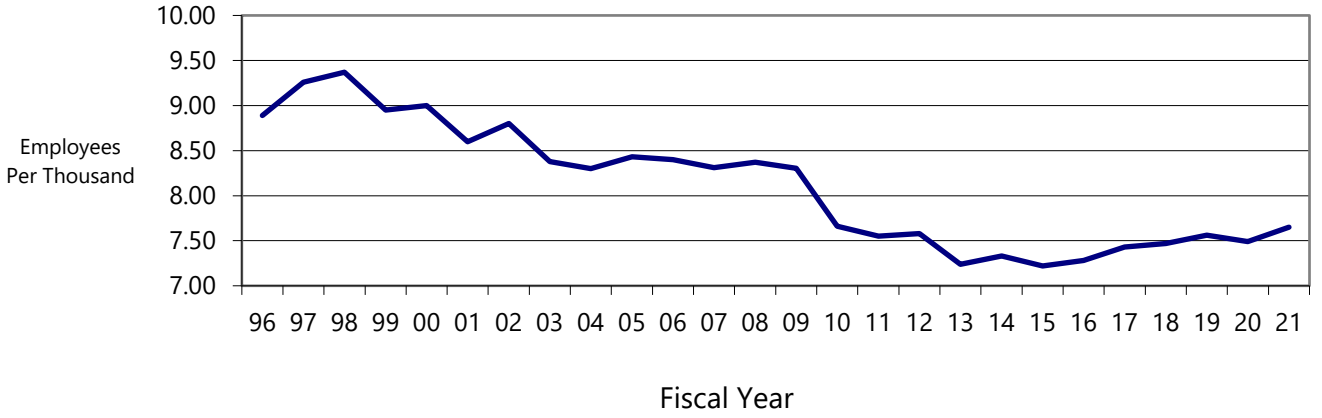
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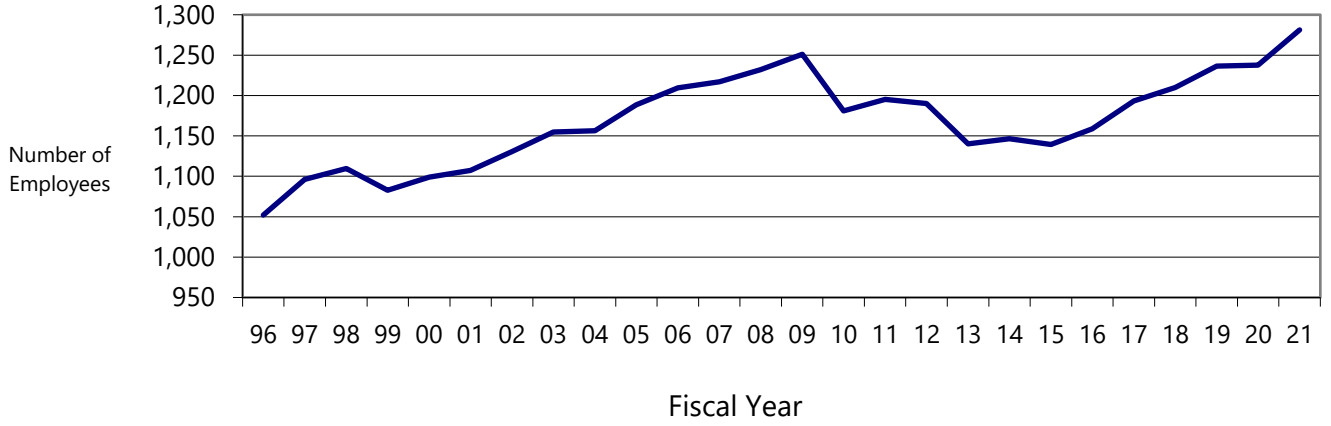
| FY 2021 revenue estimates anticipate the following fee adjustments: | | Previous Fee or Rate | FY 2021 Fee or Rate | Change to Resources |
|---|---|---|---|---|
| C. Utility Fund (310) | | | | |
| Public Works - development, planning, permit fees | | Various | Various | |
| Utility rates: The FY 2020 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% | |
| D. 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 |


CITY OF Salem
AT YOUR SERVICE

## Number of Employees Per Thousand Population




## Permanent Position Recap




Notes
Line chart FTE counts are based on budget adoption.
During FY 2020, seasonal positions decreased as many were converted into permenant positions
Portland State University 2019 certified population estimate of 167,400 for FY 2021 in comparisons.

## City of Salem Position Summary - Authorized FTE

Reflects changes in full time equivalent position authority as positions are added or eliminated through the annual budget adoption.

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Adopted FY 2021 | Change from 2020 |
|---|---|---|---|---|---|---|
| General Fund | | | | | | |
| City Manager's Office | 11.00 | 7.00 | 8.00 | 7.00 | 7.00 | 0.00 |
| Municipal Court | 14.00 | 14.00 | 14.00 | 15.00 | 15.00 | 0.00 |
| Finance [1] | 30.00 | 32.00 | 32.00 | 32.00 | 31.00 | (1.00) |
| Human Resources (Employee Services) | 8.00 | 9.00 | 9.00 | 9.00 | 10.00 | 1.00 |
| Facilities Services | 27.00 | 27.00 | 27.00 | 27.00 | 32.00 | 5.00 |
| Legal | 15.00 | 15.00 | 15.00 | 14.00 | 14.37 | 0.37 |
| Parks Operations | 38.50 | 39.00 | 39.00 | 39.00 | 39.00 | 0.00 |
| Recreation Services | 10.70 | 10.70 | 10.70 | 10.70 | 11.55 | 0.85 |
| Community Development | 31.20 | 31.20 | 34.20 | 33.20 | 36.20 | 3.00 |
| Library | 44.70 | 43.70 | 42.60 | 41.35 | 44.55 | 3.20 |
| Police | 230.00 | 233.00 | 234.00 | 233.00 | 241.40 | 8.40 |
| Fire | 164.00 | 165.00 | 177.00 | 177.00 | 177.00 | 0.00 |
| Information Technology | 42.00 | 47.00 | 50.00 | 48.00 | 53.75 | 5.75 |
| Urban Development | 32.50 | 32.50 | 31.50 | 31.00 | 31.00 | 0.00 |
| Total General Fund | 698.60 | 706.10 | 724.00 | 717.25 | 743.82 | 26.57 |
| Transportation Services Fund | 53.00 | 53.00 | 56.00 | 57.00 | 60.00 | 3.00 |
| Airport Fund | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Building and Safety Fund | 23.00 | 25.00 | 25.00 | 27.00 | 29.00 | 2.00 |
| Utility Fund | 303.80 | 309.80 | 317.30 | 322.50 | 331.50 | 9.00 |
| 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 | 75.60 | 2.60 |
| City Services Fund | 29.00 | 29.00 | 26.00 | 26.00 | 26.00 | 0.00 |
| Self Insurance Fund | 7.00 | 8.00 | 9.00 | 9.00 | 10.00 | 1.00 |
| Total All Funds | 1,193.40 | 1,209.90 | 1,236.30 | 1,237.75 | 1,281.92 | 44.17 |

[1] Finance and Purchasing sections were transferred to the City Manager's Office in FY 2017 and then moved to the Finance department for FY 2020.

# 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.

**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: CITY MANAGER | | DIVISION: MUNICIPAL COURT | | | | | | |
| K11 | Municipal Judge | 1.00 | 124,950 | | | 1.00 | 1.00 | 128,390 |
| B27 | Manager II | 1.00 | 106,950 | | | 1.00 | 1.00 | 110,200 |
| A19 | Administrative Analyst I | 1.00 | 58,660 | | | 1.00 | 1.00 | 62,220 |
| A16 | Court Operations Specialist, Sr. | 6.00 | 289,380 | | | 5.00 | 5.00 | 270,160 |
| A14 | Court Operations Specialist | 6.00 | 289,810 | | | 7.00 | 7.00 | 336,380 |
| | DIVISION TOTAL | 15.00 | 869,750 | | | 15.00 | 15.00 | 907,350 |
| DEPARTMENT: CITY MANAGER | | DIVISION: ADMINISTRATIVE SERVICES | | | | | | |
| J05 | City Manager | 1.00 | 228,370 | | | 1.00 | 1.00 | 230,060 |
| B25 | Policy Analyst, Senior | 2.00 | 199,280 | B29 | Manager III | 2.00 | 2.00 | 208,090 |
| B25 | Program Manager III | 1.00 | 90,220 | | | - | - | - |
| B21 | Program Manager II | 1.00 | 68,950 | | | 2.00 | 2.00 | 148,310 |
| B05 | Executive Assistant | 2.00 | 115,690 | | | 2.00 | 2.00 | 122,610 |
| | DIVISION TOTAL | 7.00 | 702,510 | | | 7.00 | 7.00 | 709,070 |
| DEPARTMENT: FINANCE | | DIVISION: BUDGET OFFICE | | | | | | |
| B35 | Manager V [1] | - | - | | | 1.00 | 1.00 | 106,540 |
| B25 | Fiscal Analyst, Senior | 2.00 | 192,360 | | | 2.00 | 2.00 | 187,320 |
| B21 | Management Analyst II | - | - | | | 1.00 | 1.00 | 77,590 |
| B17 | Management Analyst I [1] | 1.00 | 71,120 | | | 1.00 | 1.00 | 65,520 |
| | DIVISION TOTAL | 3.00 | 263,480 | | | 5.00 | 5.00 | 436,970 |
| DEPARTMENT: FINANCE | | DIVISION: PURCHASING | | | | | | |
| B25 | Supervisor V | 1.00 | 101,050 | | | 1.00 | 1.00 | 104,980 |
| B17 | Management Analyst I | 1.00 | 70,400 | | | 1.00 | 1.00 | 74,600 |
| A21 | Buyer | 1.00 | 57,530 | | | 1.00 | 1.00 | 61,400 |
| | DIVISION TOTAL | 3.00 | 228,980 | | | 3.00 | 3.00 | 240,980 |

[1] 1.0 FTE transferred from Finance Division to Budget Division during FY 2020

# 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.

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: FINANCE | | DIVISION: FINANCE | | | | | | |
| K12 | Chief Financial Officer | 1.00 | 144,370 | | | 1.00 | 1.00 | 160,980 |
| B35 | Manager V [1] | 2.00 | 242,760 | | | 1.00 | 1.00 | 122,260 |
| B19 | Supervisor III | 3.00 | 260,380 | | | 3.00 | 3.00 | 271,290 |
| B17 | Management Analyst I [1] | 1.00 | 68,660 | | | - | - | - |
| B06 | Payroll Specialist | 3.00 | 180,840 | | | 3.00 | 3.00 | 191,090 |
| A30 | Accountant II [2] | 3.00 | 218,000 | | | 2.00 | 2.00 | 159,230 |
| A23 | Accountant | 3.00 | 193,980 | | | 3.00 | 3.00 | 205,130 |
| A19 | Administrative Analyst II | 1.00 | 58,050 | | | 1.00 | 1.00 | 58,060 |
| A14 | Accounting Assistant | 9.00 | 424,000 | | | 9.00 | 9.00 | 440,880 |
| | DIVISION TOTAL | 26.00 | 1,791,040 | | | 23.00 | 23.00 | 1,608,920 |
| DEPARTMENT: HUMAN RESOURCES | | DIVISION: ADMINISTRATION | | | | | | |
| K09 | Director, Human Resources | 1.00 | 155,860 | | | 1.00 | 1.00 | 158,400 |
| B25 | Human Resources Analyst, Sr | 4.00 | 354,760 | | | 4.00 | 4.00 | 372,930 |
| B17 | Management Analyst I | 1.00 | 72,010 | | | 1.00 | 1.00 | 76,310 |
| B13 | Human Resources Coordinator | 1.00 | 75,240 | | | 1.00 | 1.00 | 62,930 |
| B08 | Human Resources Specialist | 2.00 | 136,480 | | | 3.00 | 3.00 | 200,540 |
| | DIVISION TOTAL | 9.00 | 794,350 | | | 10.00 | 10.00 | 871,110 |

[1] 1.0 FTE transferred from Finance Division to Budget Division during FY 2020

[2] 1.0 FTE transferred from Finance Division to IT and reclassed to a Network Analyst, Sr during FY 2020

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: HUMAN RESOURCES | | DIVISION: FACILITIES SERVICES | | | | | | |
| B29 | Manager III | 1.00 | 106,000 | | | 1.00 | 1.00 | 112,470 |
| B19 | Program Manager | 1.00 | 70,780 | | | 1.00 | 1.00 | 75,040 |
| B19 | Supervisor III | 2.00 | 174,910 | | | 2.00 | 2.00 | 182,910 |
| B17 | Management Analyst I | 1.00 | 78,690 | B21 | Management Analyst II | 1.00 | 1.00 | 85,160 |
| A25 | Project Leader II | 2.00 | 155,010 | | | 2.00 | 2.00 | 144,220 |
| A22 | Facility HVAC Tech | 2.00 | 136,510 | | | 3.00 | 3.00 | 198,210 |
| A21 | Facility Maintenance Tech | 2.00 | 131,420 | | | 3.00 | 3.00 | 188,090 |
| A19 | Project Leader I | 1.00 | 62,870 | A22 | | 1.00 | 1.00 | 67,510 |
| A15 | Facility Maintenance II | 5.00 | 246,030 | | | 4.00 | 4.00 | 204,630 |
| A14 | Administrative Analyst I | 1.00 | 54,210 | | | 1.00 | 1.00 | 57,880 |
| A11 | Custodial Worker II | 4.00 | 164,460 | | | 5.00 | 5.00 | 203,990 |
| A09 | Custodial Worker I | 5.00 | 205,560 | | | 8.00 | 8.00 | 301,000 |
| | DIVISION TOTAL | 27.00 | 1,586,450 | | | 32.00 | 32.00 | 1,821,110 |
| DEPARTMENT: LEGAL | | DIVISION: ATTORNEY | | | | | | |
| K01 | City Attorney | 1.00 | 178,900 | | | 1.00 | 1.00 | 179,990 |
| B39 | Deputy City Attorney | 2.00 | 258,450 | | | 2.00 | 2.00 | 287,460 |
| W01 | Assistant City Attorney II | 5.00 | 564,410 | | | 5.00 | 5.00 | 597,430 |
| B21 | Management Analyst II | 1.00 | 90,160 | | | 1.00 | 1.00 | 95,400 |
| B08 | Legal Assistant | 4.00 | 263,060 | | | 4.00 | 4.00 | 276,950 |
| A22 | Administrative Analyst II | 1.00 | 62,690 | | | 1.00 | 1.00 | 67,280 |
| | | | | A14 | Staff Assistant I | 0.37 | 0.37 | 18,930 |
| | DIVISION TOTAL | 14.00 | 1,417,670 | | | 14.37 | 14.37 | 1,523,440 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: PUBLIC WORKS | | DIVISION: RECREATION SERVICES | | | | | | |
| B25 | Manager I | 1.00 | 92,160 | | | 1.00 | 1.00 | 97,750 |
| B19 | Program Manager I | 1.00 | 88,740 | | | 1.00 | 1.00 | 91,450 |
| B13 | Recreation / Education Coordinator II | 3.00 | 211,070 | | | 3.00 | 3.00 | 221,260 |
| B05 | Recreation / Education Coordinator I | 2.00 | 113,240 | | | 2.00 | 2.00 | 120,050 |
| A22 | Program Coordinator | 1.00 | 57,700 | | | 1.00 | 1.00 | 61,680 |
| A14 | Staff Assistant I | 1.70 | 81,550 | | | 1.70 | 1.70 | 85,720 |
| | | | | A12 | Office Assistant | 0.85 | 0.85 | 37,210 |
| A09 | Laborer | 1.00 | 36,180 | | | 1.00 | 1.00 | 41,230 |
| | DIVISION TOTAL | 10.70 | 680,640 | | | 11.55 | 11.55 | 756,350 |
| DEPARTMENT: PUBLIC WORKS | | DIVISION: PARKS OPERATIONS | | | | | | |
| B25 | Manager I | 1.00 | 94,710 | | | 1.00 | 1.00 | 100,330 |
| B19 | Supervisor III | 3.00 | 227,770 | | | 3.00 | 3.00 | 211,750 |
| B19 | Program Manager I | 1.00 | 68,470 | | | 1.00 | 1.00 | 75,380 |
| A19 | Parks Project Coordinator | 9.00 | 519,650 | | | 9.00 | 9.00 | 523,280 |
| A16 | Tree Trimmer | 4.00 | 210,300 | | | 4.00 | 4.00 | 210,370 |
| A15 | Parks Maint Operator | 17.00 | 838,220 | | | 17.00 | 17.00 | 853,770 |
| A09 | Laborer | 4.00 | 141,020 | | | 4.00 | 4.00 | 151,430 |
| | DIVISION TOTAL | 39.00 | 2,100,140 | | | 39.00 | 39.00 | 2,126,310 |
| DEPARTMENT: COMMUNITY DEVELOPMENT | | DIVISION: ADMINISTRATION | | | | | | |
| K02 | Director, Community Development | 1.00 | 148,980 | | | 1.00 | 1.00 | 149,660 |
| B21 | Management Analyst II | 1.00 | 92,640 | | | 1.00 | 1.00 | 95,400 |
| A14 | Staff Assistant I | 1.00 | 49,780 | | | 1.00 | 1.00 | 51,160 |
| | DIVISION TOTAL | 3.00 | 291,400 | | | 3.00 | 3.00 | 296,220 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: COMMUNITY DEVELOPMENT | DIVISION: PLANNING | | | | | | | |
| B39 | Assistant Director | 1.00 | 129,700 | | | 1.00 | 1.00 | 137,610 |
| | | | | B27 | Manager II | 1.00 | 1.00 | 81,970 |
| | | | | B25 | Program Manager III | 2.00 | 2.00 | 176,880 |
| A28 | Planner III | 3.00 | 258,250 | | | 2.00 | 2.00 | 179,090 |
| A25 | Planner II | 6.00 | 436,620 | | | 6.00 | 6.00 | 438,520 |
| | | | | A23 | Code Enforcement Officer 2 | 2.00 | 2.00 | 119,680 |
| A21 | Planner I | 2.00 | 113,340 | | | 1.00 | 1.00 | 59,490 |
| A14 | Staff Assistant I | 2.00 | 87,220 | A19 | Administrative Analyst I | 2.00 | 2.00 | 102,310 |
| | DIVISION TOTAL | 14.00 | 1,025,130 | | | 17.00 | 17.00 | 1,295,550 |
| DEPARTMENT: COMMUNITY DEVELOPMENT | DIVISION: NEIGHBORHOOD ENHANCEMENT | | | | | | | |
| B27 | Manager II | 1.00 | 105,160 | | | 1.00 | 1.00 | 110,200 |
| B19 | Supervisor III | 1.00 | 72,160 | | | 1.00 | 1.00 | 79,430 |
| B13 | Recreation / Education Coordinator II | 1.00 | 77,500 | | | 1.00 | 1.00 | 81,700 |
| A22 | Code Enforcement Officer 2 | 7.00 | 438,870 | A23 | | 8.00 | 8.00 | 544,590 |
| A22 | Program Coordinator | 1.00 | 68,470 | | | - | - | - |
| A18 | Community Svcs Liaison II | 1.20 | 63,350 | | | 1.20 | 1.20 | 65,100 |
| A14 | Code Enforcement Officer 1 | 3.00 | 145,320 | | | 2.00 | 2.00 | 92,530 |
| A14 | Staff Assistant I | 1.00 | 49,780 | | | 2.00 | 2.00 | 93,400 |
| | DIVISION TOTAL | 16.20 | 1,020,610 | | | 16.20 | 16.20 | 1,066,950 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: COMMUNITY DEVELOPMENT | | DIVISION: LIBRARY | | | | | | |
| B39 | City Librarian | 1.00 | 116,970 | | | 1.00 | 1.00 | 124,080 |
| B21 | Management Analyst II | 1.00 | 92,640 | | | 1.00 | 1.00 | 95,400 |
| B19 | Supervisor III | 4.00 | 353,390 | | | 4.00 | 4.00 | 365,820 |
| A24 | Librarian, Sr | 5.00 | 399,260 | | | 5.00 | 5.00 | 381,170 |
| A21 | Librarian | 5.00 | 282,550 | | | 5.00 | 5.00 | 299,900 |
| A17 | Library Associate | 4.00 | 223,250 | A17 | Library Assistant, Senior | 13.65 | 13.65 | 710,920 |
| A15 | Library Assistant III | 6.85 | 323,450 | | | - | - | - |
| A14 | Staff Assistant I | 1.00 | 48,340 | | | 1.00 | 1.00 | 46,740 |
| A12 | Library Assistant II | 5.00 | 223,380 | A12 | Library Assistant | 10.90 | 10.90 | 489,790 |
| A09 | Custodial Worker I | 1.00 | 41,110 | | | 1.00 | 1.00 | 42,240 |
| A08 | Library Assistant I | 5.50 | 211,990 | | | - | - | - |
| A04 | Security Officer | 2.00 | 66,510 | | | 2.00 | 2.00 | 77,720 |
| | DIVISION TOTAL | 41.35 | 2,382,840 | | | 44.55 | 44.55 | 2,633,780 |
| DEPARTMENT: POLICE | | DIVISION: ADMINISTRATION | | | | | | |
| K04 | Police Chief | 1.00 | 168,020 | | | 1.00 | 1.00 | 169,990 |
| B13 | Supervisor I | 1.00 | 70,900 | | | 1.00 | 1.00 | 75,110 |
| A12 | Office Assistant | 1.00 | 45,890 | | | 1.00 | 1.00 | 47,150 |
| | DIVISION TOTAL | 3.00 | 284,810 | | | 3.00 | 3.00 | 292,250 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: POLICE | | DIVISION: SUPPORT | | | | | | |
| F04 | Deputy Police Chief | 1.00 | 144,050 | | | 1.00 | 1.00 | 147,680 |
| F03 | Lieutenant | 1.00 | 126,410 | | | 1.00 | 1.00 | 129,560 |
| F01 | Sergeant | 3.00 | 318,620 | | | 3.00 | 3.00 | 322,910 |
| E12 | Police Officer | 3.00 | 242,280 | | | 3.00 | 3.00 | 249,450 |
| B25 | Manager I | 2.00 | 182,920 | | | 2.00 | 2.00 | 193,890 |
| B21 | Management Analyst II | 1.00 | 92,640 | | | 1.00 | 1.00 | 95,400 |
| B21 | Program Manager II | 1.00 | 85,500 | | | 1.00 | 1.00 | 95,400 |
| B17 | Management Analyst I | 1.00 | 76,920 | | | 1.00 | 1.00 | 81,500 |
| B11 | Supvsr, Police Records Shift | 3.00 | 220,690 | | | 3.00 | 3.00 | 214,230 |
| A34 | Dept Tech Support Analyst II | 1.00 | 87,590 | | | 1.00 | 1.00 | 89,990 |
| A22 | Administrative Analyst II | 1.00 | 64,280 | | | 1.00 | 1.00 | 68,810 |
| A22 | Crime Analyst | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A21 | Buyer | 1.00 | 58,840 | | | 1.00 | 1.00 | 62,770 |
| A19 | Administrative Analyst I | 1.00 | 52,550 | | | 1.00 | 1.00 | 56,130 |
| A17 | Police Evidence & Property Tech | 4.00 | 211,480 | A18 | | 4.00 | 4.00 | 212,190 |
| A17 | Police Records Technician | 14.00 | 756,660 | | | 14.00 | 14.00 | 771,720 |
| A14 | Staff Assistant I | 1.00 | 49,480 | | | 1.00 | 1.00 | 51,160 |
| A09 | Laborer | 1.00 | 45,360 | | | 2.00 | 2.00 | 74,820 |
| | | | | A08 | Clerk-Messenger | 0.50 | 0.50 | 17,290 |
| | DIVISION TOTAL | 41.00 | 2,884,740 | | | 42.50 | 42.50 | 3,005,240 |
| DEPARTMENT: POLICE | | DIVISION: INVESTIGATIONS | | | | | | |
| F04 | Deputy Police Chief | 1.00 | 144,050 | | | 1.00 | 1.00 | 147,680 |
| F03 | Lieutenant | 2.00 | 252,820 | | | 2.00 | 2.00 | 259,120 |
| F01 | Sergeant | 5.00 | 534,900 | | | 5.00 | 5.00 | 558,960 |
| E24 | Police Lab Technician | 2.00 | 180,500 | | | 2.50 | 2.50 | 234,680 |
| E16 | Corporal | 4.00 | 339,170 | | | 4.00 | 4.00 | 346,610 |
| E12 | Police Officer | 31.00 | 2,488,600 | | | 32.00 | 32.00 | 2,563,550 |
| A14 | Staff Assistant I | 1.00 | 49,780 | | | 1.00 | 1.00 | 51,160 |
| A17 | Police Records Technician | 1.00 | 55,980 | | | 1.00 | 1.00 | 57,520 |
| | DIVISION TOTAL | 47.00 | 4,045,800 | | | 48.50 | 48.50 | 4,219,280 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: POLICE | | DIVISION: PATROL | | | | | | |
| F04 | Deputy Police Chief | 1.00 | 144,050 | | | 1.00 | 1.00 | 147,680 |
| F03 | Lieutenant | 5.00 | 603,990 | | | 5.00 | 5.00 | 622,740 |
| F01 | Sergeant | 16.00 | 1,669,770 | | | 16.00 | 16.00 | 1,758,230 |
| E16 | Corporal | 14.00 | 1,144,120 | | | 14.00 | 14.00 | 1,214,220 |
| E12 | Police Officer | 101.00 | 7,662,330 | | | 101.00 | 101.00 | 7,946,170 |
| A22 | Program Coordinator | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A18 | Telephone Report Specialist, Sr | 1.00 | 58,210 | | | 1.00 | 1.00 | 59,840 |
| A16 | Telephone Report Specialist | 2.00 | 99,420 | | | 2.00 | 2.00 | 104,100 |
| A14 | Staff Assistant I | 1.00 | 49,780 | | | 1.00 | 1.00 | 51,160 |
| | | | | P68 | Community Service Officer | 5.40 | 5.40 | 193,600 |
| | DIVISION TOTAL | 142.00 | 11,500,140 | | | 147.40 | 147.40 | 12,168,080 |
| DEPARTMENT: FIRE | | DIVISION: ADMINISTRATION | | | | | | |
| K10 | Fire Chief | 1.00 | 168,020 | | | 1.00 | 1.00 | 169,980 |
| B21 | Management Analyst II | 1.00 | 92,640 | | | 1.00 | 1.00 | 95,400 |
| B17 | Management Analyst I | 2.00 | 165,380 | | | 2.00 | 2.00 | 172,680 |
| A14 | Staff Assistant I | 2.00 | 96,320 | | | 2.00 | 2.00 | 97,690 |
| | DIVISION TOTAL | 6.00 | 522,360 | | | 6.00 | 6.00 | 535,750 |
| DEPARTMENT: FIRE | | DIVISION: EMERGENCY OPERATIONS | | | | | | |
| D07 | Deputy Fire Chief | 2.00 | 286,720 | | | 2.00 | 2.00 | 295,370 |
| C04 | Battalion Chief [1] | 7.00 | 844,070 | | | 6.00 | 6.00 | 741,560 |
| C99 | Training Officer | 1.00 | 110,140 | | | 1.00 | 1.00 | 113,460 |
| C50 | Fire Apparatus Operator | 42.00 | 3,641,490 | | | 45.00 | 45.00 | 4,018,680 |
| C10 | Firefighter-Medic | 69.00 | 5,512,300 | | | 62.00 | 62.00 | 5,195,510 |
| C09 | Fire Captain | 42.00 | 4,364,630 | | | 46.00 | 46.00 | 4,922,840 |
| A14 | Staff Assistant I | 1.00 | 45,890 | | | 1.00 | 1.00 | 49,130 |
| | DIVISION TOTAL | 164.00 | 14,805,240 | | | 163.00 | 163.00 | 15,336,550 |

[1] 1.0 FTE transferred to Fire Prevention during FY 2020

# 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.

**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: FIRE | | DIVISION: FIRE AND LIFE SAFETY (PREVENTION SERVICES) | | | | | | |
| D10 | Asst Fire Chief of Operations | 1.00 | 151,920 | | | 1.00 | 1.00 | 156,470 |
| C93 | Deputy Fire Marshall | 5.00 | 472,210 | | | 6.00 | 6.00 | 581,530 |
| B25 | Program Manager III | 1.00 | 91,530 | | | 1.00 | 1.00 | 96,970 |
| | DIVISION TOTAL | 7.00 | 715,660 | | | 8.00 | 8.00 | 834,970 |
| | [1] 1.0 FTE transferred from Fire Emergency Operations during FY 2020 | | | | | | | |
| DEPARTMENT: INFORMATION TECHNOLOGY | | | | | | | | |
| K06 | Director, Information Technology | 1.00 | 157,030 | | | 1.00 | 1.00 | 158,880 |
| B37 | IT Division Mgr | 1.00 | 126,940 | | | 1.00 | 1.00 | 134,700 |
| B33 | Manager IV | 1.00 | 116,440 | | | 1.00 | 1.00 | 123,500 |
| B29 | Manager III | 1.00 | 106,370 | | | 1.00 | 1.00 | 112,720 |
| B25 | Supervisor V | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| | | | | B17 | Management Analyst I | 1.00 | 1.00 | 65,520 |
| A40 | Solutions Architect | 1.00 | 107,760 | | | 1.00 | 1.00 | 110,730 |
| A39 | IT Programmer Analyst [1] | 7.00 | 640,390 | | | 8.00 | 8.00 | 764,070 |
| A38 | Oracle Database Admin | 3.00 | 318,820 | | | 3.00 | 3.00 | 336,530 |
| A38 | Oracle Programmer Analyst, Lead | 1.00 | 110,640 | | | 1.00 | 1.00 | 113,690 |
| A38 | Systems Analyst, Lead | 1.00 | 110,640 | | | 1.00 | 1.00 | 113,690 |
| A37 | IT GIS Programmer Analyst, Lead | 1.00 | 105,420 | | | 1.00 | 1.00 | 108,330 |
| A37 | IT Programmer Analyst, Lead | 2.00 | 210,850 | | | 2.00 | 2.00 | 216,650 |
| A37 | Oracle Programmer Analyst | 2.00 | 205,450 | | | 2.00 | 2.00 | 216,250 |
| | | | | A37 | System Analyst, Sr | 0.75 | 0.75 | 81,240 |
| A36 | Network Analyst, Sr [2] | 2.00 | 195,600 | | | 3.00 | 3.00 | 294,890 |
| A35 | IT GIS Programmer Analyst [1] | 2.00 | 181,830 | | | 3.00 | 3.00 | 275,330 |
| A35 | Network Analyst | 2.00 | 189,810 | | | 3.00 | 3.00 | 281,610 |
| A35 | Telecommunications Analyst | 1.00 | 95,210 | | | - | - | - |
| A34 | Department Tech Support Analyst II | 3.00 | 244,130 | | | 4.00 | 4.00 | 330,930 |
| A33 | Network Technician | 5.00 | 354,970 | | | 5.00 | 5.00 | 377,390 |
| A29 | Enterprise Business Systems Analyst | 5.00 | 419,090 | | | 5.00 | 5.00 | 438,670 |
| A24 | GIS Analyst | 2.00 | 141,950 | | | 2.00 | 2.00 | 148,610 |
| A22 | Administrative Analyst II | 1.00 | 68,470 | | | 1.00 | 1.00 | 60,570 |
| A22 | GIS Technician | 1.00 | 60,010 | | | 1.00 | 1.00 | 64,060 |
| A19 | Administrative Analyst I | 1.00 | 56,920 | | | 1.00 | 1.00 | 60,750 |
| | DIVISION TOTAL | 48.00 | 4,426,700 | | | 53.75 | 53.75 | 5,094,290 |

[1] 2.0 FTE added for FY 2021 to be reimbursed by Public Works

[2] 1.0 FTE transferred from Finance during FY 2020

# Analysis of Positions and Wages

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**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: URBAN DEVELOPMENT | | DIVISION: URBAN DEVELOPMENT SERVICES | | | | | | |
| K07 | Urban Development Director | 1.00 | 142,710 | | | 1.00 | 1.00 | 144,380 |
| B33 | Manager IV | 1.00 | 120,190 | | | 1.00 | 1.00 | 123,780 |
| B29 | Manager III | 2.00 | 222,740 | | | 2.00 | 2.00 | 231,140 |
| B25 | Program Manager III | 5.00 | 483,880 | | | 5.00 | 5.00 | 504,510 |
| | | | | B21 | Program Manager II | 1.00 | 1.00 | 91,460 |
| B19 | Program Manager I | 4.00 | 299,210 | | | 3.00 | 3.00 | 226,260 |
| B17 | Management Analyst I | 1.00 | 61,710 | | | 1.00 | 1.00 | 65,940 |
| B13 | Supervisor I | 1.00 | 72,290 | | | 1.00 | 1.00 | 76,660 |
| A27 | Real Property Services Specialist | 1.00 | 83,810 | | | 1.00 | 1.00 | 86,110 |
| A14 | Accounting Assistant | 1.00 | 47,670 | | | 1.00 | 1.00 | 51,000 |
| A14 | Staff Assistant I | 1.00 | 49,780 | | | 1.00 | 1.00 | 51,160 |
| A12 | Office Assistant | 1.00 | 39,800 | | | 1.00 | 1.00 | 42,360 |
| | DIVISION TOTAL | 19.00 | 1,623,790 | | | 19.00 | 19.00 | 1,694,760 |
| DEPARTMENT: URBAN DEVELOPMENT | | DIVISION: PARKING SERVICES | | | | | | |
| B17 | Supervisor II | 1.00 | 73,090 | | | 1.00 | 1.00 | 75,200 |
| A14 | Enforcement Officer, Lead | 1.00 | 49,780 | | | 1.00 | 1.00 | 51,160 |
| A13 | Parking Enforcement Officer | 10.00 | 440,220 | | | 10.00 | 10.00 | 450,930 |
| | DIVISION TOTAL | 12.00 | 563,090 | | | 12.00 | 12.00 | 577,290 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: PUBLIC WORKS | | DIVISION: TRANSPORTATION | | | | | | |
| B34 | Engineer 4 | 1.00 | 121,970 | | | 1.00 | 1.00 | 127,540 |
| B31 | Engineer 3 | 2.00 | 232,230 | | | 2.00 | 2.00 | 239,240 |
| B25 | Engineer 2 | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| B25 | Manager I | 1.00 | 98,770 | | | 1.00 | 1.00 | 104,750 |
| B25 | Program Manager III | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| B21 | Supervisor IV | 1.00 | 89,950 | | | 1.00 | 1.00 | 95,400 |
| B19 | Supervisor III | 3.00 | 214,990 | | | 3.00 | 3.00 | 229,490 |
| A28 | Planner III | 1.00 | 87,590 | | | 1.00 | 1.00 | 89,990 |
| A27 | Electrician II | 1.00 | 83,810 | | | 1.00 | 1.00 | 86,110 |
| A25 | Electrician I | 3.00 | 228,410 | | | 3.00 | 3.00 | 237,730 |
| A22 | Traffic Technician, Sr | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A20 | Traffic Technician | 1.00 | 62,870 | | | 1.00 | 1.00 | 64,600 |
| A20 | PW Project Leader | 5.00 | 311,320 | A21 | | 5.00 | 5.00 | 300,370 |
| A19 | Administrative Analyst I | 1.00 | 60,370 | | | 1.00 | 1.00 | 62,220 |
| A18 | PW Crew Leader | 5.00 | 286,370 | A19 | | 5.00 | 5.00 | 309,460 |
| A16 | PW Maint Operator II | 10.00 | 513,240 | | | 11.00 | 11.00 | 582,830 |
| A15 | PW Signs and Markings Worker | 5.00 | 246,330 | | | 5.00 | 5.00 | 258,740 |
| A14 | PW Maint Operator I | 11.00 | 498,710 | | | 11.00 | 11.00 | 529,780 |
| A09 | Laborer | 3.00 | 115,780 | | | 5.00 | 5.00 | 193,890 |
| | DIVISION TOTAL | 57.00 | 3,525,100 | | | 60.00 | 60.00 | 3,792,440 |
| DEPARTMENT: URBAN DEVELOPMENT | | DIVISION: AIRPORT | | | | | | |
| B29 | Manager III | 1.00 | 112,190 | | | 1.00 | 1.00 | 115,570 |
| A22 | Administrative Analyst II | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A15 | Airport Maintenance Operator | 2.00 | 99,330 | | | 2.00 | 2.00 | 104,080 |
| | DIVISION TOTAL | 4.00 | 279,990 | | | 4.00 | 4.00 | 289,990 |

# Analysis of Positions and Wages

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**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: COMMUNITY DEVELOPMENT | | DIVISION: BUILDING AND SAFETY | | | | | | |
| B35 | Manager V | 1.00 | 125,930 | | | 1.00 | 1.00 | 131,340 |
| B34 | Engineer 4 | 1.00 | 102,410 | | | 1.00 | 1.00 | 108,640 |
| B25 | Manager I | 1.00 | 92,690 | | | 1.00 | 1.00 | 98,310 |
| B19 | Program Manager I | 1.00 | 88,740 | | | 1.00 | 1.00 | 91,450 |
| A28 | Bldg Inspector, Senior | 4.00 | 350,370 | | | 4.00 | 4.00 | 359,950 |
| A27 | Comml. Electrical Inspector 3 | 1.00 | 83,810 | | | 1.00 | 1.00 | 82,060 |
| A27 | Comml Plumbing Inspector 3 | 1.00 | 83,810 | | | 1.00 | 1.00 | 86,110 |
| A27 | Plans Examiner II | 5.00 | 350,590 | | | 5.00 | 5.00 | 351,890 |
| A25 | Inspector I | 2.00 | 149,590 | | | 2.00 | 2.00 | 156,740 |
| A25 | Comml. Mech Inspector 2 | 1.00 | 77,510 | | | 1.00 | 1.00 | 79,620 |
| | | | | A21 | Planner II [1] | 1.00 | 1.00 | 57,180 |
| A19 | Administrative Analyst I | 2.00 | 111,630 | | | 2.00 | 2.00 | 117,840 |
| A17 | Permit Technician | 3.00 | 145,790 | | | 3.00 | 3.00 | 152,200 |
| A15 | Permit Specialist | 4.00 | 184,030 | | | 4.00 | 4.00 | 185,690 |
| | | | | A12 | Office Assistant | 1.00 | 1.00 | 39,900 |
| | DIVISION TOTAL | 27.00 | 1,946,900 | | | 29.00 | 29.00 | 2,098,920 |
| DEPARTMENT: PUBLIC WORKS UTILITY | | DIVISION: ADMINISTRATION | | | | | | |
| K03 | Director, Public Works | 1.00 | 175,400 | | | 1.00 | 1.00 | 177,220 |
| B39 | Assistant Director | 1.00 | 142,890 | | | 1.00 | 1.00 | 147,810 |
| B35 | Manager V | 1.00 | 111,110 | | | 1.00 | 1.00 | 117,750 |
| B36 | Engineer 5 | 1.00 | 129,710 | | | 1.00 | 1.00 | 135,300 |
| B34 | Engineer 4 | 1.00 | 123,500 | | | - | - | - |
| B25 | Engineer 2 | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| B25 | Manager I | 1.00 | 85,400 | | | 1.00 | 1.00 | 93,290 |
| B25 | Program Manager III | 1.00 | 95,680 | | | 2.00 | 2.00 | 189,230 |
| B21 | Management Analyst II | 2.00 | 180,690 | | | 3.00 | 3.00 | 259,680 |
| B21 | Program Manager II | 1.00 | 92,640 | | | 2.00 | 2.00 | 190,800 |
| B19 | Program Manager I | 3.00 | 250,090 | | | 2.00 | 2.00 | 154,620 |
| B17 | Management Analyst I | 2.00 | 158,040 | | | 2.00 | 2.00 | 167,180 |
| B13 | Supervisor I | 3.00 | 202,960 | | | 3.00 | 3.00 | 215,260 |
| B05 | Executive Assistant | 1.00 | 62,310 | | | 1.00 | 1.00 | 66,110 |
| A28 | Planner III | 1.00 | 77,020 | | | 1.00 | 1.00 | 82,300 |

[1] 1.0 FTE added during FY 20

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| PUBLIC WORKS ADMINISTRATION, continued | | | | | | | | |
| A22 | Program Coordinator | 5.00 | 313,400 | | | 5.00 | 5.00 | 341,850 |
| A21 | Buyer | 1.00 | 65,710 | | | 1.00 | 1.00 | 67,510 |
| A21 | Planner I | 1.00 | 68,990 | A23 | Planner II | 1.00 | 1.00 | 74,430 |
| A17 | Permit Technician | 2.00 | 98,570 | | | 2.00 | 2.00 | 100,930 |
| A16 | Desktop Publishing Specialist | 2.00 | 103,220 | | | 2.00 | 2.00 | 102,010 |
| A15 | Permit Specialist | 3.00 | 143,450 | | | 3.00 | 3.00 | 147,560 |
| A14 | Staff Assistant I | 9.00 | 420,170 | | | 11.00 | 11.00 | 528,850 |
| A12 | Office Assistant | 2.00 | 91,790 | | | - | - | - |
| A12 | Parts and Supply Clerk | 2.00 | 91,790 | | | 2.00 | 2.00 | 94,290 |
| | DIVISION TOTAL | 48.00 | 3,386,490 | | | 49.00 | 49.00 | 3,558,960 |
| DEPARTMENT: PUBLIC WORKS UTILITY | | DIVISION: ENGINEERING | | | | | | |
| B39 | City Engineer | 1.00 | 136,690 | | | 1.00 | 1.00 | 144,830 |
| B36 | Engineer 5 | 3.00 | 386,500 | | | 3.00 | 3.00 | 402,570 |
| B34 | Engineer 4 | 7.00 | 814,780 | | | 7.00 | 7.00 | 891,460 |
| B31 | Engineer 3 | 8.00 | 847,810 | | | 8.00 | 8.00 | 862,780 |
| | | | | B27 | Manager II | 1.00 | 1.00 | 99,260 |
| B25 | Engineer 2 | 6.00 | 595,870 | | | 5.00 | 5.00 | 444,370 |
| B23 | Engineer 1 | 3.00 | 237,370 | | | 3.00 | 3.00 | 263,090 |
| B21 | Supervisor IV | 1.00 | 91,820 | | | 1.00 | 1.00 | 95,400 |
| B21 | Program Manager II | 1.00 | 90,880 | | | 1.00 | 1.00 | 95,400 |
| B19 | Supervisor III | 1.00 | 82,250 | | | 2.00 | 2.00 | 161,540 |
| B17 | Management Analyst I | 1.00 | 74,170 | | | 1.00 | 1.00 | 78,600 |
| A24 | Civil Engineer Assistant | 3.00 | 218,740 | | | 3.00 | 3.00 | 213,640 |
| A25 | Inspector I | 7.00 | 515,900 | | | 7.00 | 7.00 | 545,740 |
| A22 | CADD Technician | 3.00 | 192,910 | | | 1.00 | 1.00 | 70,340 |
| A22 | Program Coordinator | 2.00 | 124,440 | | | 2.00 | 2.00 | 119,380 |
| A21 | Engr Tech III | 1.00 | 68,470 | A22 | | 3.00 | 3.00 | 198,210 |
| A14 | Staff Assistant I | 3.00 | 144,920 | | | 3.00 | 3.00 | 146,340 |
| | DIVISION TOTAL | 51.00 | 4,623,520 | | | 52.00 | 52.00 | 4,832,950 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: PUBLIC WORKS UTILITY | | DIVISION: WASTEWATER TREATMENT | | | | | | |
| B35 | Manager V | 1.00 | 126,379 | | | 2.00 | 2.00 | 229,050 |
| B29 | Manager III | 1.00 | 104,210 | | | - | - | - |
| B25 | Supervisor V | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| B21 | Supervisor IV | 1.00 | 92,640 | | | 1.00 | 1.00 | 95,400 |
| B19 | Supervisor III | 4.00 | 349,220 | | | 4.00 | 4.00 | 322,370 |
| B19 | Program Manager I | 1.00 | 71,100 | | | 1.00 | 1.00 | 91,450 |
| B17 | Management Analyst I | 1.00 | 70,560 | | | 1.00 | 1.00 | 65,970 |
| A34 | Dept Tech Support Analyst II | 1.00 | 87,590 | | | 1.00 | 1.00 | 89,990 |
| A27 | Electrician 2 | 1.00 | 83,810 | | | 1.00 | 1.00 | 86,110 |
| A26 | Instrument Technician | 3.00 | 241,730 | | | 3.00 | 3.00 | 248,370 |
| A25 | Electrician 1 | 2.00 | 155,010 | | | 2.00 | 2.00 | 159,230 |
| A23 | WTP Technician II | 2.00 | 142,530 | | | 2.00 | 2.00 | 146,450 |
| A23 | WTP Operator 3 | 6.00 | 424,780 | | | 8.00 | 8.00 | 568,210 |
| A22 | Laboratory Technician II | 3.00 | 205,400 | | | 3.00 | 3.00 | 211,030 |
| A21 | WTP Technician I | 3.00 | 192,150 | | | 3.00 | 3.00 | 199,840 |
| A21 | WTP Operator 2 | 15.00 | 907,870 | | | 13.00 | 13.00 | 797,520 |
| A19 | Laboratory Technician I | 4.00 | 227,380 | | | 4.00 | 4.00 | 231,220 |
| A18 | WTP Operator 1 | 2.00 | 116,430 | | | 2.00 | 2.00 | 119,680 |
| A15 | PW Facility Maintenance Operator | 2.00 | 94,250 | | | 2.00 | 2.00 | 96,860 |
| | DIVISION TOTAL | 54.00 | 3,794,999 | | | 54.00 | 54.00 | 3,863,730 |

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|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: PUBLIC WORKS UTILITY | | DIVISION: OPERATIONS | | | | | | |
| B39 | Assistant Director | 1.00 | 141,430 | | | 1.00 | 1.00 | 147,810 |
| B35 | Manager V | 1.00 | 125,930 | | | 1.00 | 1.00 | 131,340 |
| B29 | Manager III | 1.00 | 109,180 | | | 1.00 | 1.00 | 115,570 |
| B25 | Manager I | 1.00 | 101,960 | | | 1.00 | 1.00 | 104,980 |
| B21 | Supervisor IV | 4.00 | 346,670 | | | 7.00 | 7.00 | 591,660 |
| B19 | Supervisor III | 11.00 | 868,350 | | | 8.00 | 8.00 | 708,500 |
| B17 | Management Analyst I | 1.00 | 85,500 | | | 1.00 | 1.00 | 88,050 |
| B17 | Supervisor II | 1.00 | 85,500 | | | 1.00 | 1.00 | 88,050 |
| B13 | Outreach/Education Coordinator II | 1.00 | 79,390 | | | 1.00 | 1.00 | 81,700 |
| B13 | Supervisor I | 1.00 | 65,060 | | | 1.00 | 1.00 | 68,920 |
| A34 | Dept Tech Support Analyst II | 3.00 | 234,520 | | | 3.00 | 3.00 | 244,050 |
| A26 | Instrument Technician | 1.00 | 80,580 | | | 2.00 | 2.00 | 150,290 |
| A25 | Inspector I | 2.00 | 144,150 | | | 2.00 | 2.00 | 151,850 |
| A25 | Project Leader II | 1.00 | 62,870 | | | 1.00 | 1.00 | 78,870 |
| A24 | Environmental Compliance Specialist | 5.00 | 350,240 | | | 5.00 | 5.00 | 368,330 |
| A24 | GIS Analyst | 3.00 | 207,210 | | | 4.00 | 4.00 | 256,330 |
| A23 | Flow Monitoring Analyst | 3.00 | 200,740 | | | 3.00 | 3.00 | 206,290 |
| A23 | Systems Technician | 4.00 | 285,050 | | | 4.00 | 4.00 | 292,900 |
| A22 | GIS Eng Tech | 2.00 | 120,030 | A22 | GIS Technician | 3.00 | 3.00 | 180,970 |
| A22 | Natural Infrastructure Specialist | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A22 | Program Coordinator | 2.00 | 132,100 | | | 2.00 | 2.00 | 138,500 |
| A21 | Engineering Technician III | 1.00 | 68,470 | A22 | | 1.00 | 1.00 | 57,520 |
| A21 | Flow Monitoring Technician | 3.00 | 195,050 | | | 3.00 | 3.00 | 202,520 |
| A22 | Water Treatment Operator | 5.00 | 317,370 | A23 | | 9.00 | 9.00 | 561,850 |
| A19 | Administrative Analyst I | 2.00 | 106,920 | | | 2.00 | 2.00 | 114,360 |
| A19 | Engineering Technician II | 2.00 | 121,100 | | | 2.00 | 2.00 | 124,440 |
| A19 | Parks Project Coordinator | 1.00 | 52,070 | | | 1.00 | 1.00 | 55,610 |
| A20 | Project Leader I | 3.00 | 188,610 | A21 | | 3.00 | 3.00 | 201,850 |
| A18 | Environmental Compliance Tech | 1.00 | 58,210 | | | 1.00 | 1.00 | 59,840 |
| A18 | Water Quality Technician | 2.00 | 111,350 | | | 2.00 | 2.00 | 116,590 |

# Analysis of Positions and Wages

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| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| PUBLIC WORKS OPERATIONS, continued | | | | | | | | |
| A18 | PW Crew Leader | 29.00 | 1,642,360 | A19 | | 29.00 | 29.00 | 1,746,350 |
| A16 | Customer Service Rep 2 | 6.00 | 306,670 | | | 6.00 | 6.00 | 319,410 |
| A16 | Accounts Specialist, Sr. | 5.00 | 262,670 | | | 6.00 | 6.00 | 313,770 |
| A16 | Flow Monitoring Operator | 2.00 | 103,110 | | | 2.00 | 2.00 | 107,900 |
| A16 | PW Maintenance Operator II | 17.00 | 887,230 | | | 17.00 | 17.00 | 925,140 |
| A15 | PW Facility Maintenance Operator | 1.00 | 42,600 | | | 1.00 | 1.00 | 43,790 |
| A14 | Clerk Dispatcher | 6.50 | 303,550 | | | 6.50 | 6.50 | 309,650 |
| A14 | Customer Service Rep 1 | 3.00 | 149,330 | | | 3.00 | 3.00 | 153,470 |
| A14 | PW Maintenance Operator I | 28.00 | 1,306,980 | | | 28.00 | 28.00 | 1,349,770 |
| A09 | Laborer | 1.00 | 39,270 | | | 1.00 | 1.00 | 41,740 |
| | DIVISION TOTAL | 168.50 | 10,157,850 | | | 176.50 | 176.50 | 11,070,870 |
| DEPARTMENT: FIRE | | DIVISION: EMERGENCY MEDICAL SERVICES | | | | | | |
| C99 | EMS Coordinator | 1.00 | 110,140 | | | 1.00 | 1.00 | 113,460 |
| C99 | EMS Trainer | 1.00 | 103,920 | | | 1.00 | 1.00 | 107,030 |
| | DIVISION TOTAL | 2.00 | 214,060 | | | 2.00 | 2.00 | 220,490 |
| DEPARTMENT: POLICE | | DIVISION: COMMUNICATIONS & INFORMATION (9-1-1) | | | | | | |
| V06 | Director, Public Safety Comm | 1.00 | 147,520 | | | 1.00 | 1.00 | 145,390 |
| V03 | Manager, Comm Center Operations | 1.00 | 121,190 | | | 1.00 | 1.00 | 92,870 |
| B33 | Manager IV | 1.00 | 107,180 | | | 1.00 | 1.00 | 117,190 |
| V01 | Manager, Comm Center Support Svc | 1.00 | 103,730 | | | 1.00 | 1.00 | 79,490 |
| U01 | Supvsr, Communications Shift | 7.00 | 655,630 | | | 7.00 | 7.00 | 694,870 |
| Q04 | 9-1-1 Call Taker | 9.00 | 448,490 | | | 9.00 | 9.00 | 477,070 |
| Q03 | Communications Specialist III | 4.00 | 315,430 | | | 4.00 | 4.00 | 334,150 |
| Q02 | Communications Specialist II | 41.00 | 2,708,000 | | | 43.00 | 43.00 | 2,895,410 |
| Q01 | Communications Specialist I | 5.00 | 248,700 | | | 5.00 | 5.00 | 278,020 |
| A34 | Dept Tech Support Analyst II | 1.00 | 71,260 | | | 1.00 | 1.00 | 73,230 |
| A25 | Dept Tech Support Analyst I | 1.00 | 77,510 | | | 1.00 | 1.00 | 79,620 |
| A19 | Administrative Analyst I | 1.00 | 60,550 | | | 1.00 | 1.00 | 62,220 |
| | | | | A12 | Office Assistant | 0.60 | 0.60 | 24,470 |
| | DIVISION TOTAL | 73.00 | 5,065,190 | | | 75.60 | 75.60 | 5,354,000 |

# 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.

**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: HUMAN RESOURCES | | DIVISION: FLEET SERVICES | | | | | | |
| B29 | Manager III | 1.00 | 85,420 | | | 1.00 | 1.00 | 93,330 |
| B19 | Program Manager I | 1.00 | 73,080 | | | 1.00 | 1.00 | 77,470 |
| | | | | A29 | Enterprise Business Sys Analyst | 1.00 | 1.00 | 78,500 |
| A22 | Administrative Analyst II | 1.00 | 68,470 | | | 1.00 | 1.00 | 70,340 |
| A21 | Fleet Services Lead Technician | 2.00 | 119,500 | | | 2.00 | 2.00 | 135,010 |
| A20 | Fleet Services Technician | 8.00 | 462,620 | | | 7.00 | 7.00 | 399,570 |
| A14 | Staff Assistant I | 1.00 | 43,380 | | | 1.00 | 1.00 | 46,190 |
| A12 | Parts & Supply Clerk | 2.00 | 85,860 | | | 2.00 | 2.00 | 89,620 |
| | DIVISION TOTAL | 16.00 | 938,330 | | | 16.00 | 16.00 | 990,030 |
| DEPARTMENT: POLICE | | DIVISION: RADIO COMMUNICATIONS | | | | | | |
| A24 | Communications Analyst | 2.00 | 148,670 | | | 2.00 | 2.00 | 138,590 |
| A21 | Communication Technician II | 1.00 | 65,710 | | | 1.00 | 1.00 | 67,510 |
| A17 | Communications Technician I | 1.00 | 45,890 | | | 1.00 | 1.00 | 47,150 |
| | DIVISION TOTAL | 4.00 | 260,270 | | | 4.00 | 4.00 | 253,250 |
| DEPARTMENT: INFORMATION TECHNOLOGY | | DIVISION: PRINTING & REPROGRAPHICS | | | | | | |
| B13 | Supervisor I | 1.00 | 61,740 | | | 1.00 | 1.00 | 65,410 |
| A16 | Reprographics Specialist | 2.00 | 107,570 | | | 2.00 | 2.00 | 110,540 |
| A08 | Clerk Messenger | 3.00 | 119,890 | | | 3.00 | 3.00 | 117,600 |
| | DIVISION TOTAL | 6.00 | 289,200 | | | 6.00 | 6.00 | 293,550 |

# 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.

**Approximately 14.8 full-time equivalent (FTE) positions were added as a result of seasonal positions being converted to FTE.**

| Pay Grade | Job Title | Adopted FY 2020 FTE | Adopted FY 2020 Amount | Pay Grade Change | Job Title Change | FY 2021 Mgr Rec FTE | FY 2021 Adopted FTE | FY 2021 Amount |
|---|---|---|---|---|---|---|---|---|
| DEPARTMENT: HUMAN RESOURCES | | DIVISION: SELF INSURANCE - BENEFITS | | | | | | |
| B29 | Manager III | 1.00 | 95,340 | | | 1.00 | 1.00 | 101,070 |
| B19 | Program Manager I | 1.00 | 66,040 | | | 1.00 | 1.00 | 80,430 |
| B08 | Human Resources Specialist | 1.00 | 63,310 | | | 1.00 | 1.00 | 67,110 |
| B02 | Human Resources Assistant | 1.00 | 60,300 | | | 1.00 | 1.00 | 62,100 |
| | DIVISION TOTAL | 4.00 | 284,990 | | | 4.00 | 4.00 | 310,710 |
| DEPARTMENT: HUMAN RESOURCES | | DIVISION: SELF INSURANCE - RISK MANAGEMENT | | | | | | |
| B29 | Manager III | 1.00 | 103,730 | | | 1.00 | 1.00 | 109,940 |
| B17 | Management Analyst I | 1.00 | 73,090 | | | 1.00 | 1.00 | 68,810 |
| B19 | Program Manager I | 2.00 | 153,100 | | | 2.00 | 2.00 | 159,480 |
| B08 | Human Resources Specialist | 1.00 | 61,110 | | | 2.00 | 2.00 | 120,670 |
| | DIVISION TOTAL | 5.00 | 391,030 | | | 6.00 | 6.00 | 458,900 |

# 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 Budget Committee Meeting and Urban Renewal Agency Meeting

Categories:

Budget and Finance (/Pages/budget-and-finance.aspx) News (/Pages/news.aspx)

Public Hearings and Notices (/Pages/public-hearings.aspx) Urban Renewal (/Pages/urban-renewal.aspx)

April 22, 2020

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, 2020 to June 30, 2021. The first Budget Committee meeting will take place on May 6, 2020 at 6:00 p.m and will be held virtually. It will be viewable via CCTV channel 21 and the CCTV YouTube channel. The purpose of the meeting is to receive the budget message and public comment on the City's proposed budget. The Urban Renewal Agency Budget will also be reviewed during the public meeting on May 6, 2020. A copy of this public notice can also be found on the City of Salem's website at http://www.cityofsalem.net/budget (http://www.cityofsalem.net/budget).

A copy of the complete budget document may be viewed or obtained on and after April 24, 2020 at the Salem Civic Center, Room 230, on normal working days, between the hours of 8:00 a.m. and 5:00 p.m. Due to the COVID-19 pandemic, we request those wishing to view a copy of the budget document contact the budget office by information below to schedule a day and time. The budget will also be available on the City's website on and after April 24, 2020 at: http://www.cityofsalem.net/Pages/view-the-city-budget.aspx (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 provide comment on the proposed programs to the Budget Committee. Due to the State of Oregon's social distancing requirements, this meeting will take place virtually. We encourage public comment be submitted via written form electronically to budgetoffice@cityofsalem.net.

The following Budget Committee meetings will begin at 6:00 p.m.

May 13, 2020

May 20, 2020 (alternate date)

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

## Contact us


Budget Office

Monday–Friday
8:00 a.m.–5:00 p.m.

555 Liberty ST SE RM 230
Salem OR 97301

Email: budgetoffice@cityofsalem.net

Phone: 503-588-6231

## FORM LB-1 NOTICE OF BUDGET HEARING

A meeting of the Salem City Council will be held on June 8, 2020 at 6:00 pm. This is a virtual meeting where deliberation of the budget for the fiscal year beginning July 1, 2020 as approved by the City of Salem Budget Committee will take place. Any person may provide written testimony regarding the Budget Committee approved budget. A summary of the budget is presented below. A copy of the complete budget can be found on the City's website at http://www.cityofsalem.net/budget This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget are explained below. This budget is for an annual period. Americans with Disabilities Act accommodations for the June 8, 2020 meeting shall be provided upon request with 24 hours advance notice.

Contact: **Josh Eggleston** Telephone: **503-588-6130** Email: **jeggleston@cityofsalem.net**

| FINANCIAL SUMMARY - RESOURCES | | | |
|---|---|---|---|
| **TOTAL OF ALL FUNDS** | Actual Amount 2018-19 | Adopted Budget This Year 2019-20 | Approved Budget Next Year 2020-21 |
| Beginning Fund Balance / Net Working Capital | 278,185,103 | 268,029,050 | 216,274,440 |
| Fees, Licenses, Permits, Fines, Assessments and Other Service Charges | 157,576,442 | 156,180,490 | 173,795,820 |
| Federal, State and All Other Grants, Gifts, Allocations and Donations | 37,654,192 | 68,325,830 | 83,890,300 |
| Revenue from Bonds and Other Debt | 0 | 12,870,000 | 61,662,440 |
| Interfund Transfers / Internal Service Reimbursements | 112,511,991 | 100,049,140 | 111,187,050 |
| All Other Resources Except Current Year Property Taxes | 15,352,675 | 12,033,110 | 13,552,300 |
| Current Year Property Taxes (Estimated to be Received, FY 2019-20 and FY 2020-21) | 83,056,248 | 84,534,610 | 88,106,780 |
| **Total Resources** | **684,336,649** | **702,022,230** | **748,469,130** |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION | | | |
|---|---|---|---|
| Personnel Services | 153,725,130 | 172,519,580 | 179,599,740 |
| Materials and Services | 155,865,807 | 355,517,290 | 369,699,200 |
| Capital Outlay | 9,757,372 | 22,923,940 | 20,518,240 |
| Debt Service | 40,039,665 | 42,822,800 | 41,828,820 |
| Interfund Transfers | 38,330,545 | 21,549,740 | 33,152,290 |
| Contingencies | | 9,018,860 | 8,595,530 |
| Special Payments | 6,323,261 | 9,667,320 | 14,366,040 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 280,294,868 | 68,002,700 | 80,709,270 |
| **Total Requirements** | **684,336,649** | **702,022,230** | **748,469,130** |

| FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM | | | |
|---|---|---|---|
| **Name** of Organizational Unit or Program<br>**FTE** for that unit or program | | | |
| City Manager's Office | 1,310,490 | 1,315,580 | 1,297,580 |
| FTE | 8.00 | 7.00 | 7.00 |
| Community Development | 9,318,114 | 12,876,700 | 14,393,770 |
| FTE | 59.20 | 60.20 | 65.20 |
| Finance | 3,613,335 | 4,086,580 | 4,142,480 |
| FTE | 32.00 | 32.00 | 31.00 |
| Fire | 34,280,531 | 37,482,170 | 38,622,460 |
| FTE | 179.00 | 179.00 | 179.00 |
| Human Resources | 51,670,974 | 76,498,100 | 74,782,470 |
| FTE | 61.00 | 61.00 | 68.00 |
| Information Technology | 10,319,637 | 10,808,030 | 11,566,440 |
| FTE | 56.00 | 54.00 | 59.75 |
| Legal | 2,183,213 | 2,447,240 | 2,544,090 |
| FTE | 15.00 | 14.00 | 14.37 |
| Library | 5,789,570 | 26,269,300 | 24,909,290 |
| FTE | 42.60 | 41.35 | 44.55 |
| Mayor & Council | 186,570 | 212,380 | 214,580 |
| FTE | 0.00 | 0.00 | 0.00 |
| Municipal Court | 1,871,629 | 2,405,500 | 2,179,400 |
| FTE | 14.00 | 15.00 | 15.00 |
| Non-Departmental | 29,829,545 | 38,951,780 | 45,195,560 |
| FTE | 0.00 | 0.00 | 0.00 |
| Police | 71,345,538 | 118,476,990 | 97,958,970 |
| FTE | 311.00 | 310.00 | 321.00 |
| Public Works | 167,616,431 | 274,189,530 | 318,276,820 |
| FTE | 423.00 | 429.20 | 442.05 |
| Urban Development | 14,706,204 | 27,999,650 | 31,375,950 |
| FTE | 35.50 | 35.00 | 35.00 |
| **Total Requirements** | **404,041,781** | **634,019,530** | **667,459,860** |
| **Total FTE** | **1,236.30** | **1,237.75** | **1,281.92** |

## STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

CHANGES IN ACTIVITY

**Net citywide full-time equivalent position increase of 44.17 FTE, of which 14.8 FTE are a result of the City's compliance with new regulations regarding use of seasonal positions. Where no year-to-year changes in activity are noted, cost increases or decreases are related to general operations.**

**City Manager's Office -- Decreased costs due to general operations.**

**Community Development -- The total position increase of 5.0 FTE represents the addition of 3.0 FTE positions in the General Fund and addition of 2.0 FTE positions in the Building and Safety Fund.**

**Finance -- Reduction of 1.0 FTE that was reclassified and transferred to the Information Technology department to enhance network security.**

**Fire -- Increased costs due to general operations.**

**Human Resources -- Department budget reflects position increase of 6.0 FTE positions in the General Fund and 1.0 FTE positions in the Self Insurance Risk fund.**

**Information Technology -- The budget reflects the increase of 5.75 FTE positions in the General Fund.**

**Legal -- Increased costs due to general operations.**

**Library -- Year-over-year decreased appropriation is due to Library seismic upgrades project. However, the budget reflects an increase of 3.2 FTE positions in the General Fund.**

**Municipal Court -- Year-over-year decreased appropriation reflects one-time transfer to Municipal Court Info System Replacement Reserve that occurred in FY 2020.**

**Police -- Budget reflects addition of 11.0 FTE in the General Fund, while Progress on the project to construct a new police station is reflected in the year-over-year decrease.**

**Public Works -- 9.0 FTE position additions in the Utility Fund, 3.0 FTE position addition in the Transportation Services Fund, and 0.85 FTE position in Recreation Services. Position additions increase capacity for street and sidewalk maintenance, supervision of field survey work, and public information services and are necessary to operate the new ozone treatment operations at Geren Island.**

SOURCES OF FINANCING

**Fees, 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, various building-related and use permits, and the addition of the city operations fee.

**Federal and State Grants, All Other Gifts / Donations / Allocations** -- Increased revenues primarily due to a State of Oregon grant for water treatment facilities, a CDBG CARES Grants, and 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** -- Increased transfers for capital improvement projects are somewhat offset by increased internal usage revenues, insurance premiums, and other transfers.

**Current Year Property Tax** -- Statutorily-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 2018-19 | Rate or Amount Approved 2019-20 | Rate or Amount Approved 2020-21 |
|---|---|---|---|
| Permanent Rate Levy (rate limit $5.8315 per $1,000) | $5.8315 | $5.8315 | $5.8315 |
| Local Option Levy | $0 | $0 | $0 |
| Levy For General Obligation Bonds | $16,264,030 | $15,434,482 | $16,421,130 |

### STATEMENT OF INDEBTEDNESS

| LONG-TERM DEBT | Estimated Debt Outstanding on July 1 | Estimated Debt Authorized, But Not Incurred on July 1 |
|---|---|---|
| General Obligation Bonds | $118,140,000 | $0 |
| Other Bonds | $162,506,000 | $0 |
| Other Borrowings | $6,426,835 | $3,761,000 |
| **Total** | **$287,072,835** | **$3,761,000** |

**RESOLUTION NO. 2020-34**

A RESOLUTION RESCINDING RESOLUTION NO. 2020-31, READOPTING THE BUDGET OF THE CITY OF SALEM, OREGON FOR FISCAL YEAR 2020-2021, MAKING APPROPRIATIONS, AND IMPOSING AND CATEGORIZING TAXES

**WHEREAS**, on June 22, 2020, the City Council adopted Resolution No. 2020-31, which adopted the budget of the City of Salem for fiscal year 2020-2021, made appropriations, and imposed and categorized taxes;

**WHEREAS,** Section 1 of Resolution No. 2020-31 contained incorrect statement of the expenditure budget and total budget for fiscal year 2020-2021;

**WHEREAS**, Section 1 of Resolution No. 2020-31 incorrectly stated the expenditure budget for fiscal year 2020-2021 as $671,812,960, instead of the correct amount of 671,372,370, a difference of $440,590;

**WHEREAS**, the error in stating the expenditure budget resulted in incorrectly overstating the total budget by $440,590;

**WHEREAS**, Exhibit A of Resolution No. 2020-31 correctly stated the expenditure budget as $671,372,370, and;

**WHEREAS**, the difference in amounts resulted from an adjustment to the Cultural / Tourism Fund adopted by the City Council during deliberations on the city budget.

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, 2020, and ending June 30, 2021, in the sum of $671,372,370 plus an unappropriated ending fund balance of $80,914,850, for a total of $752,287,220.

**Section 2.** The Council hereby determines, makes, declares and imposes ad valorem property taxes, categorized as follows, upon all taxable property within Salem:

**Government Operations Other than Public School System Operations**

Permanent tax rate limit of $5.8315 per $1,000 of assessed value.

**Exempt Bonded Indebtedness**

In the amount of $16,421,130 (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, 2020.

**Section 4.** Resolution No. 2020-31 is hereby rescinded.

**Section 5.** This resolution is effective upon adoption.

ADOPTED by the City Council this 13th day of July, 2020.

ATTEST:

City Recorder
Approved by City Attorney:

for Dan Atchison

*Certified to be a true and correct copy of the original*

Deputy *City Recorder*
*City of Salem, Oregon*

Checked by: J. Eggleston

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# City of Salem
## FY 2021
## Final Budget Expenditure Appropriations

| Fund / Department | Operating Budget: Personal Services | Operating Budget: Materials & Services | Operating Budget: Capital Outlay | Operating Budget: Program Level | Non-Operating Budget: Debt Service | Non-Operating Budget: Interfund Transfers | Non-Operating Budget: Contingency | Total |
|---|---|---|---|---|---|---|---|---|
| GENERAL FUND (By Department): | | | | | | | | |
| City Manager's Office | | | | $ 1,273,920 | $ - | $ - | $ - | $ 1,273,920 |
| Community Development Department | | | | 5,388,590 | - | 10,960 | - | 5,399,550 |
| Finance Department | | | | 4,142,480 | - | - | - | 4,142,480 |
| Fire Department | | | | 37,152,930 | - | - | - | 37,152,930 |
| Human Resources Department | | | | | | | | |
| Human Resources | | | | 1,689,540 | - | - | - | 1,689,540 |
| Facilities Services | | | | 4,739,390 | - | 113,000 | - | 4,852,390 |
| Information Technology Department | | | | 9,901,160 | - | - | - | 9,901,160 |
| Legal Department | | | | 2,544,090 | - | - | - | 2,544,090 |
| Library | | | | 5,233,040 | - | - | - | 5,233,040 |
| Mayor and Council | | | | 214,580 | - | - | - | 214,580 |
| Municipal Court | | | | 2,181,040 | - | - | - | 2,181,040 |
| Police Department | | | | 48,893,510 | - | - | - | 48,893,510 |
| Parks and Recreation Services | | | | 9,623,670 | - | 57,500 | - | 9,681,170 |
| Urban Development Department | | | | 5,391,960 | - | 139,250 | - | 5,531,210 |
| Non-Departmental [1] | 86,000 | 4,121,480 | - | | 690,440 | 850,000 | 3,000,000 | 8,747,920 |
| TOTAL GENERAL FUND | $ 86,000 | $ 4,121,480 | $ - | $ 138,369,900 | $ 690,440 | $ 1,170,710 | $ 3,000,000 | $ 147,438,530 |
| OTHER FUNDS (By Fund Number): | | | | | | | | |
| TRANSPORTATION SERVICES | | | | $ 16,144,330 | $ - | $ 812,070 | $ 500,000 | $ 17,456,400 |
| STREETLIGHT | | | | 1,181,930 | 240,430 | 500,000 | 200,000 | 2,122,360 |
| AIRPORT | | | | 1,437,780 | 44,450 | 300,000 | 597,050 | 2,379,280 |
| COMMUNITY RENEWAL | | | | 7,607,910 | - | - | - | 7,607,910 |
| DOWNTOWN PARKING | | | | 1,086,270 | - | - | 48,920 | 1,135,190 |
| CULTURAL AND TOURISM | | | | 2,094,510 | - | 1,385,080 | 120,000 | 3,599,590 |
| PUBLIC ART FUND | | | | 67,910 | - | - | - | 67,910 |
| TOURISM PROMOTION AREA | | | | 888,390 | - | 41,610 | - | 930,000 |
| LEASEHOLD | | | | 493,180 | - | 215,000 | 197,690 | 905,870 |
| BUILDING AND SAFETY | | | | 5,597,820 | - | 500,000 | 300,000 | 6,397,820 |
| TRAFFIC SAFETY | | | | 850,340 | - | 318,610 | - | 1,168,950 |
| DEBT SERVICE | | | | - | 21,830,260 | - | - | 21,830,260 |
| CAPITAL IMPROVEMENTS | | | | 185,508,430 | - | - | - | 185,508,430 |
| SYSTEM DEVELOPMENT CHARGE [2] | | | | 43,162,470 | - | 2,360,000 | - | 45,522,470 |
| DEVELOPMENT DISTRICT | | | | 5,281,460 | - | 500,000 | - | 5,781,460 |
| UTILITY | | | | 80,654,290 | 19,023,240 | 23,248,440 | 3,000,000 | 125,925,970 |
| EMERGENCY SERVICES | | | | 851,170 | - | 150,000 | 60,000 | 1,061,170 |
| COMMUNICATIONS CENTER | | | | 11,891,880 | - | 1,000,000 | 500,000 | 13,391,880 |
| POLICE REGIONAL RECORDS | | | | 479,140 | - | - | 71,870 | 551,010 |
| CITY SERVICES [3] | | | | | | | | |
| Document Services | | | | 1,129,810 | - | - | - | 1,129,810 |
| Fleet Services | | | | 6,384,340 | - | 300,000 | - | 6,684,340 |
| IT Interconnect / Telecommunications | | | | 425,040 | - | - | - | 425,040 |
| Radio Communications | | | | 1,526,730 | - | - | - | 1,526,730 |
| Shops Facilities Maintenance | | | | 179,100 | - | - | - | 179,100 |
| Warehouse Services | | | | 1,755,000 | - | 50,000 | - | 1,805,000 |
| SELF INSURANCE BENEFITS | | | | 38,411,100 | - | - | - | 38,411,100 |
| SELF INSURANCE RISK | | | | 11,503,440 | - | - | - | 11,503,440 |
| EQUIPMENT REPLACEMENT RESERVE | | | | 15,474,360 | - | - | - | 15,474,360 |
| TRUST [4] | - | 2,655,220 | 500,000 | | - | 295,770 | - | 3,450,990 |
| TOTAL ALL FUNDS | $ 86,000 | $ 6,776,700 | $ 500,000 | $ 580,438,030 | $ 41,828,820 | $ 33,147,290 | $ 8,595,530 | $ 671,372,370 |

City of Salem budget expenses are described as operating and non-operating and are adopted at the program level for the General Fund and for all other funds with a few exceptions. The exceptions are noted in the exhibit table and explained below.

Operating expenses include the object categories of personal services, materials and services, and capital outlay. Non-operating expenses represent the object categories of debt service, interfund transfers, and contingencies.

1. The General Fund Non Departmental budget supports expenses that have a General Fund-wide benefit. As it does not represent a specific program area, the budget is presented by object category.

2. Fund also known as Extra Capacity Facility

3. The City Services Fund budget includes seven separate internal service program areas – Document Services, Fleet Services, IT Communications Interconnect and IT Telecommunications, Radio Communications, Shops Maintenance, and Warehouse Services. The program area budgets are displayed as operating and non operating expenses.

4. Expenses in the City's Trust budget represent a variety of program areas and are presented by object category.

# Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

**FORM LB-50**
**2020-2021**

To assessor of _Marion / Polk_ County

▪ Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

☐ Check here if this is an amended form.

The **City of Salem** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Marion / Polk** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

| 555 Liberty St. SE | Salem | OR | 97301 | 7/1/2020 |
|---|---|---|---|---|
| Mailing Address of District | City | State | ZIP code | Date |

| Josh Eggleston | Budget Officer | 503-588-6130 | jeggleston@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 | Excluded from Measure 5 Limits: Dollar Amount of Bond Levy |
|---|---|---|---|
| 1. Rate per $1,000 **or** Total dollar amount levied (within permanent rate limit) | 1 | 5.8315 | |
| 2. Local option operating tax | 2 | | |
| 3. Local option capital project tax | 3 | | |
| 4. City of Portland Levy for pension and disability obligations | 4 | | |
| 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. | | 16,421,130 |
| 5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) | 5c. | | **16,421,130** |

## 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.**

150-504-073-7 (Rev. 11-18)

**(see the back for worksheet for lines 5a, 5b, and 5c)**

**File with your assessor no later than JULY 15, unless granted an extension in writing.**

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CITY OF Salem
AT YOUR SERVICE