

ADOPTED Fiscal Year 2016-17 BUDGET

GENERAL
FUND

OTHER CITY
FUNDS

Book 1 of 3



City of Salem,
OREGON

CITY OF SALEM OFFICIALS

MAYOR

Anna M. Peterson

CITY COUNCIL

Chuck Bennett
Tom Andersen
Brad Nanke
Steve McCoid
Diana Dickey
Daniel Benjamin
Warren Bednarz
Jim Lewis

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

CITIZENS BUDGET COMMITTEE

Jan Kailuweit
Bob Bailey
Raquel Moore-Green
Don Wildfang
Jose Gonzales
Clark Hazlett
Steve Bergmann
Derik Milton
Richard Berger

MUNICIPAL JUDGE

Jane Aiken

ADMINISTRATIVE STAFF

CITY MANAGER

Steve Powers

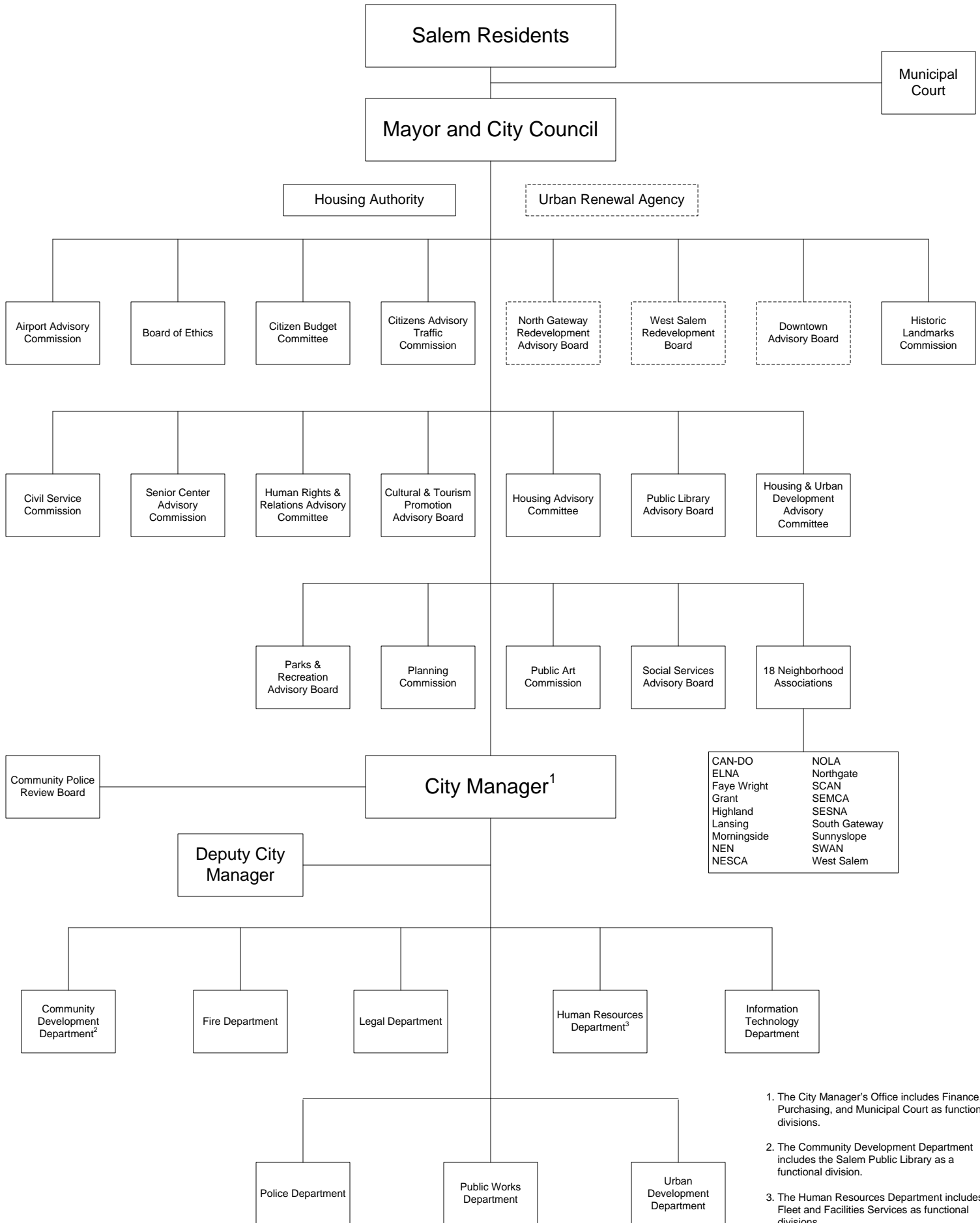
Deputy City Manager	Kacey Duncan
Human Resources Director	Mina Hanssen
City Attorney	Dan Atchison
Community Development Director	Glenn Gross
Public Works Director	Peter Fernandez
Police Chief	Gerald Moore
Fire Chief	Mike Niblock
Information Technology Director	Krishna Namburi
Urban Development Director	Kristin Retherford

BUDGET STAFF

Budget Officer	Kelley Jacobs
Franchise and Budget Analyst	Ryan Zink
Management Analyst II	Josh Eggleston
Administrative Analyst III	Kali Leinenbach

Organization of the City of Salem, Oregon

July 1, 2016



1. The City Manager's Office includes Finance, Purchasing, and Municipal Court as functional divisions.

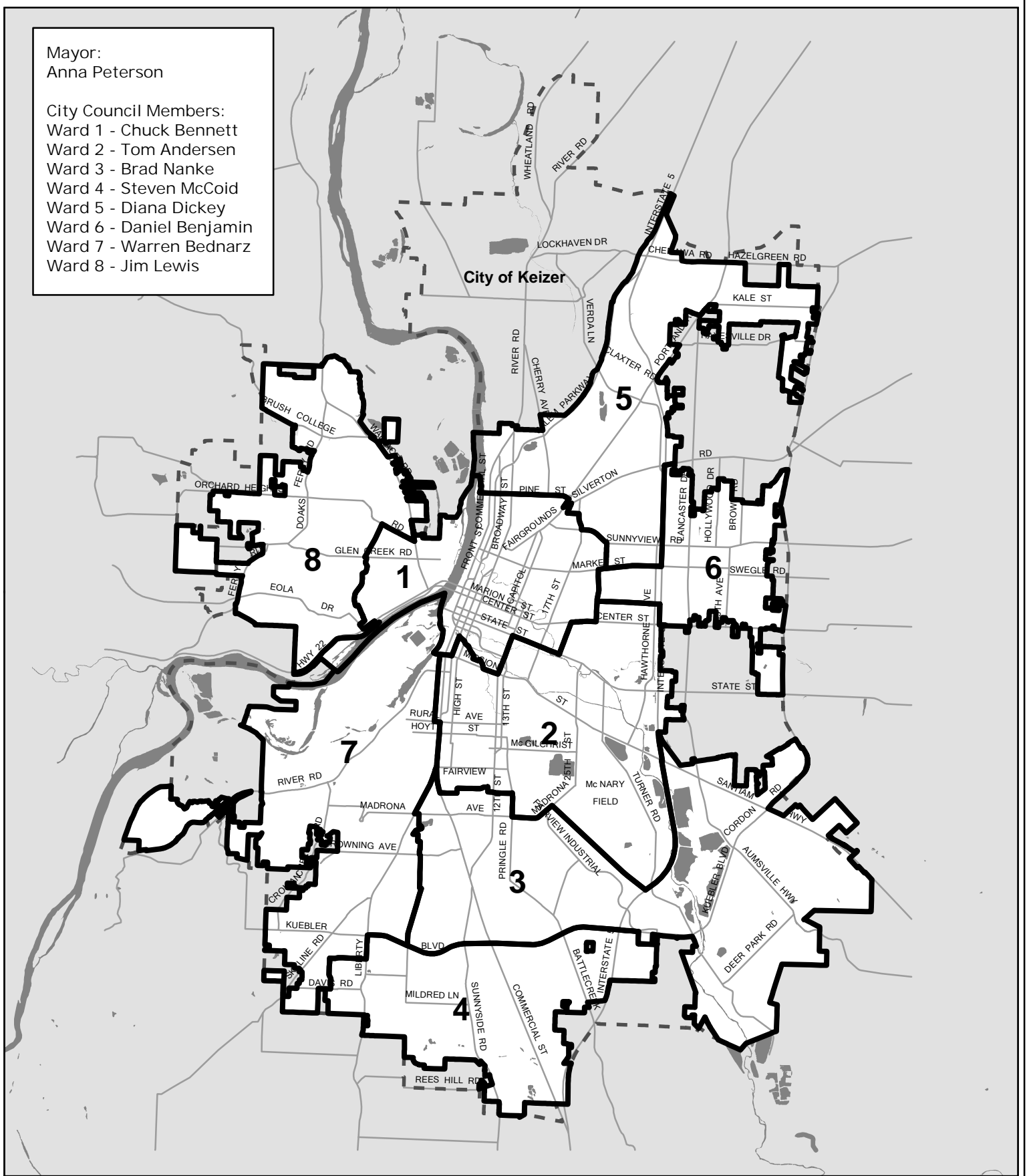
2. The Community Development Department includes the Salem Public Library as a functional division.

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



Mayor:
Anna Peterson

City Council Members:
Ward 1 - Chuck Bennett
Ward 2 - Tom Andersen
Ward 3 - Brad Nanke
Ward 4 - Steven McCoid
Ward 5 - Diana Dickey
Ward 6 - Daniel Benjamin
Ward 7 - Warren Bednarz
Ward 8 - Jim Lewis



LEGEND

- Major Streets
- Urban Growth Boundary
- Outside City Limits
- Ward Boundary

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July 1, 2016



To the Members of the Budget Committee

CITY OF SALEM FY 2016-17 BUDGET MESSAGE

It is my pleasure to provide an overview of the FY 2016-17 City of Salem budget. The budget exemplifies the sound fiscal administration promoted by the City Council and undertaken by the City's executive management team that allowed for the continuity of services and programs during the eight-year period of economic turmoil and recovery. The FY 2016-17 (FY 2017) budget serves as the annual fiscal plan for the municipal corporation and delivers a detailed view for our community of the diversity of City services and the supporting resources.

The budget demonstrates a continued commitment to excellence in public service delivered efficiently and effectively within available funds. It was developed based upon City Council goals and direction; analyses of economic factors; realistic revenue projections balanced against the cost of needed services; and the following guidelines:

- Provide services most closely directed toward community safety, livability, and economic development supported within the principles of good governance;
- Comply with the City's financial policies and Oregon budget law;
- Work to maintain the City's bond credit rating;
- Fund bond and contractual commitments and regulatory requirements; and
- Continue to employ a measured approach to General Fund operating costs for closer alignment with revenue projections while maintaining our capacity to respond to the needs of the community.

While the FY 2017 budget represents a one-year fiscal plan, our municipal government's fiscal health cannot be viewed through that singular lens. The annual budget is developed as part of an ongoing process where recommendations for a new fiscal year are built upon the foundation of current activity, trends, data, and multi-year financial forecasts. It is a thorough and inclusive process that must also include a wider view of the impact of current fiscal choices and actions on the City's capacity to deliver services into the future.

CITY OF SALEM FISCAL HEALTH

The diversity of municipal services and programs corresponds to a variety of funding sources, many of which are exclusive to the service that generates the revenue. In many cases, that exclusive relationship of services and funding produce and sustain good fiscal health. The City's **Utility Fund** is an example. The complexities of operating, maintaining, and improving the City's utilities are

adequately supported by user rates. The five-year forecast for the Utility Fund demonstrates continuity of services, repayment of debt, and investment in the utility infrastructure.

The City Council and the executive management team acted to reinforce the health of a number of City funds during recent years. A streetlight fee and assignment of increased refuse franchise fees pivoted the **Transportation Services Fund** from position reductions and declining services to a stabilized work force and increased pavement maintenance activities.

Altering the service model of the **Emergency Services Fund** halted a rapidly declining working capital.

Conservative spending, setting aside approximately \$6.5 million over three years in PERS rate relief, and improved property tax revenues produced an estimated \$26 million (including reappropriations) working capital to begin FY 2017 in the **General Fund**.

Responsible management guided by a City Council-approved financial policy has allowed the **Building and Safety Fund** (Division) to deploy staff in support of large expansion projects in the community and provide a consistent level of service to its stakeholders as building activity gradually increases.

Careful management of the **Parking Fund** supports continuation of current service levels for downtown police services, cleanliness, and general operations in FY 2017, as well as a \$617,970 capital reserve transfer for future improvement needs. The reserve lessens reliance on the Urban Renewal Agency for future capital project funding.

An improving economy has bolstered the **Cultural and Tourism Fund** with increasing hotel / motel tax revenue. This funding source supports a surge of investment benefiting the community and tourism promotion in the FY 2017 budget.

These successes are notable. However, the achievement of fiscal health transitions immediately to the challenges of sustaining services. The challenges are identified through the analyses of subject area experts within the City's organization as well as state and national sources and help provide a perspective of choices, actions, trade-offs, and consequences.

The City's five-year forecast for the General Fund illustrates the challenge of maintaining fiscal health with the financial consequences of increased PERS rates and the potential of difficult choices ahead to address the imbalance between escalating expenses and viable revenues. While the purpose of this message is to provide an overview of the FY 2017 budget, it also includes acknowledgment of a comprehensive, long-term perspective, as identified in the *Future Outlook* section of this message.

FY 2017 BUDGET OVERVIEW – All Funds

The City of Salem’s FY 2017 revenue budget is \$355.6 million with estimated beginning working capital of \$183.9 million for total FY 2017 resources of \$539.5 million. The City’s total expenditure budget is \$477 million. Table A provides a comparison of the budget with the FY 2016 *fiscal budget* (adopted budget and any changes during the year) and reflects an approximate 4.0 percent increase in total resources and a 5.4 percent increase in total expenditures. The factors that influence year-to-year changes in the City’s budget are discussed in greater detail in the next section of this message.

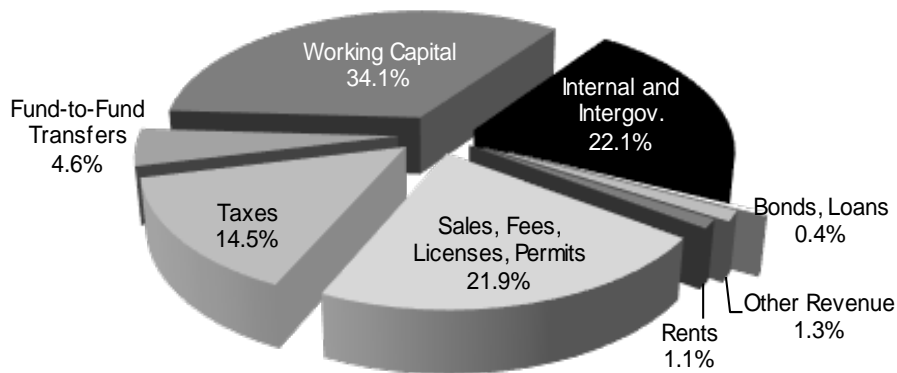
TABLE A - RESOURCES BUDGET COMPARISON

City of Salem Budget - All Funds

<i>In Millions</i>	<i>Fiscal FY 2016</i>	<i>Adopted FY 2017</i>	<i>% Change</i>
New Revenues*	\$ 343.8	\$ 355.6	3.4%
Working Capital	175.2	183.9	5.0%
Total Resources	\$ 519.0	\$ 539.5	4.0%
Total Expenditures*	\$ 452.4	\$ 477.0	5.4%
Ending Working Capital	\$ 66.6	\$ 62.5	-6.1%

*\$5,075,000 of Urban Renewal Agency short-term loans in FY 2016 are removed from revenues (repayment) and expenditures (loans) to normalize the comparison as no loans are scheduled for FY 2017. Reappropriations / rebudgeted purchase orders are included both years.

RESOURCES BUDGET – Types and Year-to-Year Changes



Total City resources include both new (current) revenues – funds anticipated to be received during the budget year, and working capital – funds carried over from one year to the next.

The graphic at left encompasses all City resources for FY 2017. New revenues equate to approximately 65.9 percent of the total and are anticipated to experience a year-to-year increase of \$11.8 million or 3.4 percent. A total of 143

different revenues contribute to the estimate of \$355.6 million. Property taxes that support General Fund services and repay current general obligation bonds are anticipated to increase by 4.6 percent. The category of *Sales, Fees, Licenses, and Permits* is estimated to provide \$118 million of the \$355.6 million total and includes franchise fees; water, wastewater, and stormwater rate revenues; planning-related fees, and all building permits.

technology, and facilities services housed in the General Fund. This category also includes revenue derived from reimbursement for services provided by Urban Development Department staff to urban renewal areas in the City, federal and state grants, and funding from other jurisdictions as payment for City services.

The second component of City resources, working capital, is anticipated to increase year-to-year by about \$8.7 million or 5 percent. The carryover of working capital for purchases, projects, and services in FY 2017 exceeded the corresponding action in FY 2016 by almost \$3.5 million, contributing to the \$8.7 million increase. Almost \$62.6 million of the \$183.9 million working capital supports the three funds that comprise the City's capital improvements budget and is intended to be spent on infrastructure improvements. Operations and rate stabilization reserves, debt service reserves, and undesignated reserves are included in the Utility Fund's \$47.06 million working capital, and another \$16.9 million of working capital is designated in the City's self insurance (\$12.2 million) and equipment replacement programs (\$4.7 million). The General Fund provides \$26 million.

Additional detail regarding resources is included in each fund's section of the budget document.

REQUIREMENTS BUDGET – Categories and Year-to-Year Changes

TABLE B - EXPENDITURE BUDGET COMPARISON

City of Salem Budget - All Funds

<i>In Millions</i>	<i>Fiscal FY 2016</i>	<i>Adopted FY 2017</i>	<i>% Change</i>
Personal Services	\$ 142.0	\$ 143.4	1.0%
Materials and Services	232.5	236.5	1.7%
Capital Outlay	14.0	18.2	29.6%
Debt Service	40.0	39.3	-1.7%
Interfund Transfers	15.3	24.8	61.9%
Contingencies	8.5	14.8	73.1%
Total Expenditures	\$ 452.4	\$ 477.0	5.4%
<i>Ending Working Capital</i>	<i>\$ 66.6</i>	<i>\$ 62.5</i>	
<i>Total Requirements</i>	<i>\$ 519.0</i>	<i>\$ 539.5</i>	

The requirements budget for the City of Salem includes the expenditure types of personal services, materials and services, capital outlay, debt service, interfund transfers, and contingencies. Rounding out the City's requirements budget is unappropriated ending working capital or the difference between total budgeted resources and expenditures. Ten City funds carry an unappropriated ending balance totaling \$62.5 million in FY 2017. The City, like all local governments in Oregon, is required to balance total resources with all of the elements that comprise its annual budget requirements. Table B provides FY

2017 expenditure budget detail with a comparison to FY 2016.

Personal Services – The costs associated with the City's work force – or personal services – comprise 30.1 percent of the expenditure budget. FY 2017 personal services expenditure increases represent the impact of market adjustments and collective bargaining agreements for salaries, merit pay increases, relatively flat health benefit costs, and lower PERS rates in comparison to the FY 2016 budget (actual charge rates remain the same). Table C provides the wage adjustment rates employed in the FY 2017 budget.

For the past three fiscal years, the City has budgeted for a PERS rate exceeding the rates established by the PERS Advisory Board, which have been based on 2013 legislated reforms. This practice has effectively created a reserve, which has been allowed to accrue in working capital in anticipation of the rate reforms being overturned. In April 2015, the Oregon Supreme Court overturned most of the 2013 legislation.

With the uncertainty over the legislative PERS reforms resolved, the FY 2017 budget uses the PERS charge rates (15.82 percent for Tiers 1 and 2), rather than the higher rates employed in the FY 2016 budget (20.82 percent for Tiers 1 and 2). This reduction in PERS rates factored into the FY

TABLE C - WAGE ADJUSTMENTS

FY 2017 Adopted Budget	
AFSCME / General	2.00%
IAFF / Fire*	2.00%
IAFF / Batt. Chiefs	3.00%
PCEA / 911*	2.00%
SCABU / Attorneys	0.00%
SPEU / Police	2.50%
Non Represented	2.50%

* Bargaining unit in contract negotiations for FY 2017 - FY 2019 at budget development.

2017 budget reduced budget costs by more than \$3.9 million, despite an increase to payroll of more than \$4.5 million Citywide.

However, this cost relief is temporary. The PERS Advisory Board released its “Advisory Net Employer Contribution Rate” for July 2017 through June 2019 with rates based on an assumed rate of investment return of 7.5 percent. The period that informs establishment of the FY 2018 through FY 2019 rates ended December 2015. At that time investment returns were 2.1 percent, less than a third of the assumed rate. January 2016 returns were -2.7 percent. Due to the condition of investment returns, the City’s forecast for this cost exceeds the current advisory rates. Future PERS rates are a driving factor in the cost escalations anticipated in the City’s forecast and are a looming problem for every public agency throughout the State of Oregon.

Health benefit rates are developed annually with the assistance of a consultant knowledgeable in the industry with the analysis 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. Based on these factors, health benefit rates incurred lower-than-anticipated increases in December 2015, which positively impacted estimated costs for FY 2017. The lowered base for premiums increases by 5 percent for medical, 3 percent for dental, and 2 percent for vision in the budget.

Materials and Services / Capital Outlay – With a total variance of \$8.2 million (excluding short-term loans to the Urban Renewal Agency), the City’s operating expenses associated with materials and services and capital outlay increase by 3.3 percent. The City’s capital improvements budget, with expenses budgeted in three funds – Capital Improvements Fund, Extra Capacity Facilities Fund, and Development District Fund – is \$113.1 million or 44.4 percent of the City’s total budget for these two expenditure categories.

Debt Services / Contingencies / Interfund Transfers – A 23.5 percent year-to-year increase in the expenditure grouping of debt service, interfund transfers, and contingencies, as detailed in Table B (page B4) represents increased contingency and transfer expenses. The budget includes increased transfers from the Utility Fund (\$13.7 million) for water / wastewater / stormwater infrastructure improvements, the Radio Communications City Services Fund for the ongoing radio replacement project (\$1.5 million), and the Telephone Trust Fund (\$1.2 million) for replacement of the City’s telephone system and enhancement of the City’s network. Contingency in the Utility Fund is increased by \$5 million to provide appropriation authority for possible prepayment of utility bonds or loans. A prepayment or restructuring plan is unknown at budget development, but may be formed during the fiscal year with the Water Wastewater Task Force and Finance Committee.

ORGANIZATIONAL CHANGES

The budget represents one significant organizational change with the dissolution of the Administrative Services Department (ASD). The FY 2017 budget includes the following departmental relocation of several City services and programs.

Program / Service	Previous Department	FY 2017 Adopted Budget
Facilities Services	City Manager's Office	Human Resources
Fleet Services	Administrative Services	Human Resources
Municipal Court	Administrative Services	City Manager's Office
Finance and Procurement	Administrative Services	City Manager's Office
Salem Public Library	City Manager's Office	Community Development
Warehouse Services	Administrative Services	Public Works

WORK FORCE CHANGES

The FY 2017 budget includes a net increase of 34.50 full-time equivalent (FTE) positions as compared to the FY 2016 adopted budget (see Table D). Of the new positions, approximately 7.50 FTE are supported through a reduction in funding for seasonal workers. Net change for the General Fund is an increase of 23.50 FTE positions. All other City funds add 11.0 FTE positions. Detailed information on staffing and position salaries for all City departments is provided in the miscellaneous section of the budget document.

Position changes incorporated in the FY 2017 **General Fund** budget include the reduction of the ASD director position. In the City Manager's Office, .50 FTE is added in the Municipal Court to assist with collection activities, and a vacant 1.0 FTE accounting assistant position is eliminated in Finance resulting from the re-distribution of duties. The equivalent of a .50 FTE is added

TABLE D - WORK FORCE CHANGES

	Positions
FY 2016 Adopted Budget	1,158.90
FY 2017 Adopted Budget	
General Fund	
Administrative Services	(1.00)
City Manager's Office	
City Manager's Division	1.50
Finance and Procurement	(2.00)
Municipal Court	0.50
Community Development	
NED* (partial seasonal conversion)	1.00
Fire Department	12.00
Information Technology	
Information Technology Operations	2.00
Police	
Patrol Operations	2.00
Public Works	
Parks Operations (seasonal conversions, 3)	6.50
Recreation Services (seasonal conversion)	1.00
Other City Funds	
Administrative Services (Fund 355)	
Fleet Services (Warehouse)	(3.00)
Comm Dev** / Building and Safety (Fund 185)	2.00
Public Works (Funds 155, 310, 355)	
Transportation Services (seasonal conversion, 3)	5.00
Public Works Administration	(1.00)
Wastewater Treatment	3.00
Operations	2.00
Warehouse Services	3.00
Total Positions in FY 2017 Adopted Budget	1,193.40
<i>Net Change</i>	<i>34.50</i>

* Neighborhood Enhancement Division

** Community Development

to create a full-time communications and community engagement manager position in response to recommendations from the recently completed Strategic Communications Plan.

The Community Development Department's Neighborhood Enhancement Division adds a 1.0 FTE enforcement officer position to assist with building code violations, tall grass and weed infractions, and other livability issues. The position is funded through conversion of seasonal dollars and support from the Building and Safety Fund.

The FY 2017 adopted budget reflects direction from the City Council to increase staffing levels in the Fire Department. This direction translated to the addition of 12.0 FTE positions including six firefighter-medics, three fire apparatus operators, and three fire captains.

Two limited-duration 1.0 FTE positions are added to the Information Technology Department to assist with the Hansen water utility application upgrade and replacement of the police records management system. Both positions are funded directly by the benefiting departments – Public Works, Fund 310 and Police Records Incident Offense Reporting System, Fund 335.

Two full-time police officer positions are included in the FY 2017 budget for the Police Department's Downtown Unit to address additional patrol needs during the weekend and resulting from improved access to Minto-Brown Island Park with the completion of the Peter Courtney Minto Island Bridge.

Center 50+ converts seasonal hours and funding to add a 1.0 FTE recreation specialist position to focus on programming and expanded use of MySeniorCenter online registrations.

Parks Operations gains 1.0 FTE parks maintenance operator, 4.0 FTE laborer, and 1.0 FTE project coordinator positions through conversion of seasonal labor hours and additional funding sources. The conversion of Parks Operations seasonal dollars to full-time positions addresses hiring and work hour limitations imposed by the Affordable Care Act (ACA) and represents 2.00 of the added FTE. Two more positions are added by sharing duties with the Parks Operations and Stormwater units, which further reduces seasonal dollars in Parks Operations as well as in the Stormwater Facilities program in the Utility Fund. Support from the Transportation Services Fund's annual state highway revenue allotment provides funding for 2.0 FTE positions assigned to right-of-way maintenance tree trimming and inmate crews. Additionally, the Parks budget includes a .50 FTE park ranger position added by the Budget Committee to focus enforcement and monitoring activities at several City parks, including Minto-Brown Island Park.

The **Transportation Services Fund** is adding four full-time positions supporting a two-person sidewalk crew dedicated to spot repairs and augmenting the Street Maintenance Unit's asphalt crew with two. These additions are the result of converting seasonal hours to full-time positions in response to provisions in the ACA.

The FY 2017 budget for the Public Works Department's **Utility Fund** includes five additional full-time positions. Three operator positions are needed at the Willow Lake Water Pollution Control Facility to provide one additional position per shift in a 24-hour operation to support River Road Wet Weather Facility operations and relieve operators for vacations, sick leave, and holidays. Two new maintenance operator positions are included in Stormwater Services to monitor and maintain the growing number of stormwater treatment facilities constructed in compliance with Salem's Stormwater Quality Standards.

Additionally, the Public Works Department has assumed responsibility of the Warehouse Services program, previously part of the Administrative Services Department's Fleet Services Division.

Continued and increasing commercial building activity for the Building and Safety Division prompted the addition of 2.0 FTE positions during the budget review process. The Budget Committee approved adding a plans examiner and a permit specialist for the **Building and Safety Fund**.

FUTURE OUTLOOK

As noted earlier in this message, much has been accomplished over the past several years to improve our municipal government's fiscal health. However, challenges remain, particularly related to the substantial increases anticipated for future PERS rates and the compounding effect of market salary adjustments. Other challenges include the financial capacity to address the long-term demands of deferred facilities maintenance, operation of the fleet, and evolving information technology needs. Within this context, the *Future Outlook* section of the budget message highlights several City funds.

General Fund

Continued recovery of property values in the City of Salem translates to improved tax receipts and lowered loss of revenue to compression for the General Fund. Estimated year-to-year increases in all revenue sources equal 3.9 percent and include a one-time \$651,160 grant for fire equipment as well as revenue gains anticipated in the proposed budget. More detailed revenue information is available in the *General Fund Revenue* section of the budget document.

Departments developed FY 2017 General Fund program and service budgets within very lean targets. This approach should more closely align the budgeted expenditures with actual experience and is expected to result in lowered savings at the end of the year. It may also prompt the potential of additional use of contingencies for unanticipated expenses.

Table E demonstrates the impact of lean budget development targets and expenses added during the budget adoption process, including \$1.7 million to enhance Fire Department staffing levels. This display

TABLE E - REVENUES VS EXPENDITURES

<i>General Fund</i>			
	<i>Fiscal</i> ¹	<i>Adopted</i> ¹	%
<i>In Millions</i>	<i>FY 2016</i>	<i>FY 2017</i>	<i>Change</i>
Revenues	\$ 107.3	\$ 111.5	3.9%
Expenditures	115.9	118.1	1.9%
Rev vs Exp	(8.57)	(6.59)	

¹ Reappropriations removed to normalize comparison

TABLE F - ADOPTED VS FORECAST

<i>General Fund</i>			
	<i>Adopted</i> ¹	<i>Forecast</i> ²	%
<i>In Millions</i>	<i>FY 2017</i>	<i>FY 2018</i>	<i>Change</i>
Revenues	\$ 111.5	\$ 113.9	2.1%
Expenditures	118.1	123.0	4.1%
Rev vs Exp	(6.59)	(9.07)	

¹ Reappropriations removed to normalize comparison

² Adjusted for additional Fire Department staffing

removes expenditure reappropriations – the carryover of projects, purchases, and services not completed during the fiscal year and the associated revenues for both fiscal years to normalize the comparison.¹ The result is a 1.9 percent expenditure increase over FY 2016. The FY 2017 General Fund budget also reflects the impact of applying the lower PERS charge rate as compared to the higher rate imposed in the FY 2016 budget. By applying the lower rate, the fund will forgo further accrual of PERS rate relief savings in working capital reserves.

Partly in response to the comparison illustrated in Table F, which contrasts the FY 2017 adopted budget with the FY 2018 forecast and its escalated PERS costs, the budget includes several recommendations for one-time expenditures to assist the City Council and the City's executive management team. Rather than simply reacting to a dire prediction, the expenditures provide the advantage of preparing our municipal government for its future whether or not the expectations in Table F and the five-year forecast are realized. The one-time investments include:

- **Classification and Compensation Study**

A comprehensive classification and compensation study has not been performed for the City of Salem in over 15 years. A comprehensive study is a long-range planning tool that provides the basis for developing a compensation philosophy and addressing marketplace changes. A study of the scope needed to ensure the City's classifications and compensation has long-term sustainability and addresses internal equity is estimated to cost \$100,000.

- **Community Survey**

Other than gauging support for specific initiatives, the City does not regularly conduct opinion surveys of the community. Gaining residents' opinions on City services, issues, and opportunities may help to inform decisions and policies of the current and future City Councils. The budget includes \$45,000 for citizen surveying.

- **Strategic Planning and Operational / Efficiency Auditing**

The FY 2017 budget includes \$145,000 for this wide-ranging category of expert help. This allocation is not fully defined, but is intended to provide appropriation authority for assistance with Citywide strategic planning, auditing of operations to ensure optimum deployment of resources, and / or system and process audits to improve efficiencies and identify opportunities to better utilize technology.

More detail about the General Fund expenditure budget is available in the *Summaries* section of the budget document, as well as in the individual department segments.

Transportation Services Fund

The July 2016 implementation of a City Council-approved streetlight fee relieved the Transportation Services Fund of \$1.4 million in annual costs associated with streetlight maintenance and operations. The most recent five-year forecast indicates the cost relief provided by the streetlight

¹ Reappropriations or carryover expense of \$1.68 million in FY 2016 and \$2.26 million in FY 2017 and associated revenues of \$311,860 in FY 2016 and \$275,010 in FY 2017. Most reappropriations are funded by working capital, not new revenue.

fee, and ongoing transfer of \$400,000 in refuse franchise fees from the General Fund, should stabilize the fund during the five-year period.

The FY 2017 budget includes continuation of the sidewalk repair program (\$1 million in FY 2017), which is systematically repairing and replacing areas of sidewalk from the older center of the city outward to newer areas. In addition, the budget appropriates the fund balance in excess of contingency for pavement maintenance activities, a total of \$1.8 million. It may be expended over the next two to five years if the assumptions and outcomes in the Transportation Services Fund five-year forecast remain unchanged. The budget includes additional positions as noted in the *Work Force Changes* section of the message.

Airport Fund

Similar to several other City funds, the Airport Fund is experiencing a period of financial stability, which is largely due to expenditure savings. Evaluation continues regarding the adequacy of 4.0 FTE staffing for a facility of the size and with the service demand of McNary Field. A five-year forecast for the Airport Fund indicates that growth in operational expenses or needed capital for improvements and FAA grant match funds will be hindered without escalation of the fund's primary revenue sources – land and building rents.

Willamette Valley Communication Center (WVCC) Fund

Rapidly declining working capital in the WVCC Fund prompted implementation of a multi-year strategy to return the fund to improved fiscal health. To mitigate the impact of a consolidation with the Lincoln County 9-1-1 Center service area, staff attrition, escalating use of overtime to cover staff absences, and rate increases insufficient to meet the annual increase in operational costs, the following steps were undertaken:

- 4.0 FTE call taker positions were added (and partially offset with the reduction of 1.50 FTE technical and administrative support positions) to improve WVCC's capacity to manage employee absence and attrition and the long process of hiring, qualifying, and training new candidates.
- A rate increase of 7.9 percent was implemented in FY 2016 to be followed by a 6.9 percent increase for all user agencies in FY 2017. The City's General Fund prepaid \$250,000 of WVCC rate expense, which will be recovered through rate increases for the City's Police and Fire departments lower than those forecast for the other member agencies in the following four years.

With the changes implemented in July 2015, the first seven months of the fiscal year demonstrate minimal impact in mitigating high overtime costs, but year-end estimates indicate some stabilization in working capital and the potential for continued, but more gradual, improvement than anticipated at the period of FY 2017 budget development in February 2016. Progress in achieving a sufficient work force, lowered overtime expense, and a larger, stabilized working capital will continue to be closely monitored.

Initiatives

Infrastructure and Economic Development Improvements

Transportation and Utility Projects

This budget supports \$79.5 million for improvements to the City's transportation and utility systems and infrastructure. Highlights include the following projects:

- Mission Street structural pavement overlay from Commercial Street to 12th Street – \$860,000
- River Road rock slide mitigation (second area) – \$130,000
- Cordon Road SE / Gaffin Road SE traffic signal improvements – \$600,000 (with carryover)
- Stream bank restoration and mitigation – \$140,000
- Water supply resiliency; examining feasibility of in-city supplemental supply from surface water to serve peak demands and provide redundancy for Geren Island – \$250,000

The Streetlight Fund transfers to the construction fund for re-lamping of both Salem Electric and Portland General Electric service areas from high pressure sodium to light emitting diode. Projects will begin in spring and fall of 2016 and take up to 24 months to complete. Energy savings estimated up to \$500,000 annually will allow increased funding over time for new streetlight installations. The FY 2017 budget appropriates a total of \$2.26 million for streetlight projects, including \$250,000 for streetlight installations based on a prioritized list of requests from unserved or underserved locations.

Livability Improvements

Parks Projects

Transient Occupancy Tax Investments

Revenues derived from the City's transient occupancy tax are proposed for reinvestment in the community during FY 2017 in a way that will improve opportunities to promote the city for sports, cultural, and general tourism, and positively impact the livability of Salem. Investments include:

- Minto-Brown Island trail system improvements – \$346,910 (with carryover)
- Wallace Marine Sports Complex enhancements – \$562,000 (with carryover)
- City tennis court renovations - \$201,000
- Bush Park / Deepwood Estate irrigation system replacements – \$60,000 (with carryover)
- Riverfront Park electrical vault improvements and additional walkway paving – \$80,000
- City entranceway improvements – \$50,000 (with \$50,000 forecast for four additional years)

Peter Courtney Minto-Brown Island Bridge and Trail Project

The FY 2017 budget includes the final year of construction on the Peter Courtney Minto-Brown Island Bridge and trail connections at \$3.18 million.

Library Renovation Projects

The FY 2017 budget includes the re-budget of the donation-funded project to re-purpose a large storage area on the main floor for use by the public as a quiet reading room. The budget also includes \$210,000 in General Fund “asset maintenance” funding to modernize the large elevator adjacent to the Children’s Library at the central Salem Public Library. The current elevator has exceeded its useful life and replacement parts are no longer accessible.

Service Improvements Through Technology

Radio System Replacement

The project to replace the City’s radio communications system is re-budgeted in FY 2017 and includes \$1.5 million in new funding through a transfer from the Radio Communications operating budget. When completed, the new system will improve interoperability and access for police, fire, and public works. The replacement project includes system infrastructure, such as cell towers, and all compatible handheld and vehicle-mounted radios. The budget includes \$9.63 million for the radio system replacement with funding derived through the rates paid by user departments.

Improving Communication and Transparency

To increase the City’s ability to reach out to the community and improve transparency, this budget year the City will focus on completing the community centric website project. The focus for the new website is to deliver a consistent message, to make needed information quick and easy to find, and to make topics and action items of interest to the community easily accessible. To further improve communication and transparency, the website content will also be device independent and mobile friendly.

Improving Connectivity

IT continues to enhance the City’s network to meet its communication and data transfer needs. The capital budget includes a total of \$285,760 to complete ongoing installations of fiber optic network cabling to City facilities, including fire stations. The infrastructure fiber installations allow traffic signals to be upgraded to newer technology and allow City facilities to more efficiently communicate. This initiative reduces the long term cost of connectivity between City facilities.

Closing

FY 2017 may be best characterized for the City of Salem as a year of opportunity.

The pedestrian bridge connecting Riverfront and Minto-Brown Island parks will be open and further enhanced by an extensive, paved trail system. A new ranger position will support enjoyment of the City's parks system through monitoring and enforcement activities. The Police Department will add two officers to improve downtown security on the weekends. City Council's action to augment Fire Department staffing levels adds the equivalent of 12 positions at a cost of \$1.7 million in FY 2017.

The Utility Fund budget plans \$13.7 million in "pay-as-you-go" rate funding to lessen dependency on revenue bonds for capital improvement projects. The Neighborhood Enhancement Division will add a code enforcement officer to continue the City's focus on mitigating quality of life issues in our neighborhoods. Additional transient occupancy tax investments of over \$1 million will further enhance Salem as a place to live, play, and visit.

The relative fiscal health of the General Fund and other City funds also provides the opportunity to begin planning for the inevitable cost increases for our public retirement system, compensation adjustments to ensure Salem remains competitive in recruiting and retaining its employees, and the equipment and facilities to allow those employees to perform their varied duties. The prospect of investing the next 12 to 18 months in developing a thoughtful, inclusive, and sustainable approach to the provision of future City services may be the most important opportunity opened to us in FY 2017.

The next section of the budget message, *Accomplishments*, demonstrates the diversity of City services and programs and the allocation of resources in FY 2016 to keep the community safe, enhance livability, encourage economic growth, and improve our engagement with Salem's residents.

And finally, I would like to express my appreciation to the City's executive management team and the staff in each of their departments for their stewardship of the City's budget.

Sincerely,



Steve Powers
City Manager

Accomplishments

In FY 2016, several significant and highly visible City initiatives and projects improved safety and livability of our community, created more jobs in our local economy, and increased efficiencies of City operations. Organized around the City Council's five priority goals or outcomes for our community (Safe Community, Strong Neighborhoods, A Well-Planned Community, Vibrant Economy, and Good Governance), the accomplishments of this past year are summarized in the following pages.

Safe Community – *Ensuring people feel safe in our community by focusing on the public's safety, including prevention, and an effective and timely response when an emergency or threat arises.*

Partnering To Save Lives. In FY 2016, with the donations to the Salem Fire Foundation and a matching expenditure from the Emergency Medical Services Fund, 114 Automated External Defibrillators (AED) were purchased. Sixty-four of the AED units were placed in Salem Police Department patrol vehicles and 50 are reserved for area businesses via a grant. The Foundation is also providing reimbursement to the City for the cost of Salem Fire Department paramedics teaching hands on CPR and use of AEDs to all eighth grade students in the Salem-Keizer School District. In FY 2016, more than 3,000 eighth grade students will be trained. The Salem Fire Foundation and the Salem Fire Department will continue the partnership to provide training to school students in FY 2017.

Responding with Awareness of Mental Health. The United States Department of Justice has identified the Salem Police Department's coordinated effort with the Marion County Sheriff's Office and the Marion County Mental Health Department (MCHD) to better respond to those in mental health crisis as a promising model in the State of Oregon. This program, led by MCHD, partners an officer or deputy with a mental health professional to provide immediate field response to in-progress calls as well as additional follow up after the incident as needed. While the teams continue to be deployed one shift each day, they responded to 710 calls during 2015 with 384 (54 percent) of those calls being within the city limits of Salem. Forty percent of these calls involved individuals reported to be experiencing suicidal ideations. Interpersonal relationship issues, depression, agitation, and thoughts of self-harm finished off the top five reasons for contact. Prior to creation of these teams, many of these calls would have resulted in the subjects being taken to jail for minor crimes. Only 25 out of the 710 calls resulted in the subject being taken to jail, and a majority of those 25 had warrants for their arrest.

Slowing Speeds. In November 2015, new speed limit signs were introduced to Salem's streets. The new signs produce digital readouts to remind drivers of their speeds as they approach the sign. The new solar-powered signs were purchased with 2008 Streets and Bridges Bond proceeds. Salem's Police and Public Works departments installed four of the five new solar-powered signs to-date at Hawthorne Avenue NE at Osborn; Glen Creek Road Northwest near Parkway Drive;

Sunnyside Road SE at Juntura; and Croisan Creek Road South near Robert; and on Market Street near 15th.

Planning a New Police Facility. At the beginning of FY 2016, Salem's City Council formed a Subcommittee to work with the recommendations from the October 2014 to May 2015 Blue Ribbon Task Force on the Police Facility. The City hired a national expert in police facility design to define the Police Department's space needs, identify sites and determine the feasibility of a to-be-determined site, and develop a conceptual design for the selected site. The City Council Subcommittee concurred with the recommendation on facility size, developed siting criteria and evaluated a total of 30 prospective sites in Salem against criteria used nationally for police facility siting to identify the most suitable locations. Following the Subcommittee's work, City Council met in work sessions, heard public testimony and commissioned a randomized and representative sampling of likely Salem voters on a proposal to build a 148,000 square foot facility on the former O'Brien car dealership site just north of Salem's downtown to provide better security for visitors and staff, efficient work flow and movement throughout the facility, and accommodate future growth in our community for the next 40 years.

Reducing Residents' Flood Insurance Premiums through FEMA Community Rating System. The City participates in the Federal Emergency Management Agency's (FEMA) Community Rating System to provide discounts to residents and businesses on their flood insurance premiums. In FY 2015, the rating the City received from FEMA resulted in a 20 percent reduction on flood insurance premiums. In FY 2016, the City and FEMA conducted a thorough review of additional flood protection and risk reduction implemented since FY 2015 that may result in additional flood insurance premium reductions.

Strong Neighborhoods – Preserve livability for residents in Salem's strong and distinctive neighborhoods.

Protecting Salem's Urban Tree Canopy. The City continues to work in partnership with Friends of Trees to protect and increase Salem's urban tree canopy by using volunteers to engage in tree planting events. These efforts support the implementation of the Community Forestry Strategic Plan. In late July, City Council received the Friends of Trees 2015 Planting Report which summarized the second year of a partnership with Salem's Public Works Department and Friends of Trees. To-date, the group's nearly 700 community volunteers have planted more than 6,300 trees and shrubs across the City – in parks, on public school grounds, along City streets, and at private residences. This year, 2016, represents the 40th year Salem has been recognized by the Arbor Day Foundation as a Tree City USA.



Friends of Trees Volunteers Plant 71 Trees in North / Northeast Salem The November 7, 2015 tree planting event, despite the rain, resulted in more than 118 volunteers helping to plant 71 trees in the Highland, Lansing, Northeast Neighbors and NESCA neighborhoods. Of the 71 plantings, 53 were street trees and 18 were yard trees. According to Friends of Trees, "The crews returned from planting with huge smiles on their faces." Volunteers included homeowners who were receiving trees; students from Chemeketa Community College, Willamette University, and Tokyo International University; and Cub Scout group 113. Several local and Portland businesses donated food to the event.

Partnering with Neighborhoods for Results. The Neighborhood Partnership Program brings together residents, property owners, renters, schools, businesses, non-profits, churches, local government, community groups and others to work together in support of a neighborhood area, addressing the issues and concerns of the people who live and work there. This two-year collaboration often results in increased crime prevention efforts, cleaner streets and parks, support for youth, and many leveraged hours and community contributions. In the 2016 calendar year, through a competitive application process, Edgewater was selected to continue into a new two-year partnership as a City of Salem Neighborhood Partnership Program Area. Applicants are scored on demonstrated need, measurable goals and readiness to address issues. Edgewater scored highest and will receive staff support through the end of 2017.

Partnering with Non-Profits for Community Good. Allocations from the Federal Community Development Block Grant, HOME Investment Partnership, and the City's General Fund are focused on funding projects and programs aligned with the 2015-2019 priority goals of promoting economic development, ending homelessness, expanding affordable housing and neighborhood revitalization. Through social service providers and other non-profits, for the first two quarters of FY 2016, these funds assisted more than 59,850 individuals and households with emergency services such as food, prescriptions, housing assistance, crisis intervention, and services to the homeless.

Private Donations and Foundation Support (Library Foundation, Parks Foundation, Police Foundation).



During FY 2016, the Library has continued to focus on becoming a more **welcoming space for our community to use**. Work has begun to renovate a storage area on the Library's main floor into a comfortable, welcoming reading area containing shelving for current issues of magazines and newspapers. This renovation is taking place through the support of private donations to the **Salem Public Library Foundation**. This project will be completed in FY 2017.

The nation's fascination with a defensive owl gave the **Salem Parks Foundation** an opportunity to fund more matching grants to neighborhoods with park project ideas through the Salem Parks Improvement Fund. In FY 2015-16, the Salem Parks Improvement Fund leveraged almost \$59,000 in matching grant resources for a fenced dog park, drinking fountain, play equipment, a shelter and a new seeded turf area for a total investment of almost \$110,000 in neighborhood-sponsored parks projects.



Through its annual Breakfast with the Chief fundraiser, the **Salem Police Foundation** raises funds to provide trauma kits to all officers to provide first aid in the field before medics arrive. The Foundation also supports the K-9 training courses and DARE Program.

Well-Planned Community – provide our community with opportunities for artistic, historic, cultural and recreational pursuits and preserve our community's natural environment

Reducing Homelessness. In partnership with Marion and Polk County Commissioners and the City of Keizer, the City Council launched the Mid-Willamette Valley Homeless Initiative in 2016. This collaborative effort is working to identify and launch proven strategies that will reduce homelessness in the Marion-Polk county region, encompassing the cities of Keizer and Salem, and includes business and community leaders with expertise in social services, housing, public safety, and business. The Task Force focuses on the homeless problem in cities and counties; lack of affordable housing; best practices for reducing chronic homelessness; current available services; impacts on public safety and business; and potential revenue sources. Contributing factors such as mental illness, addiction, lack of education and the need for transportation, as well as the challenges of unique populations such as youth and veterans will also be addressed.

Focusing on Affordable Housing.

City Council accepted findings from the Salem Housing Needs Analysis, which projected a 207-acre deficit in land for multi-family housing. In the first step of a City Council-directed multi-year work plan, Community Development staff are gathering input from neighborhood associations on potential issues and opportunities residents see with allowing accessory dwelling units in Salem. The input will be used to help develop a proposed code amendment to allow the smaller housing units – commonly known as granny flats or mother-in-law units – in the city.

Based on the recommendations from the Salem Housing Advisory Committee in December 2015, the Salem Housing Authority Commission directed staff to pursue and evaluate properties in Salem to facilitate access to affordable housing. To-date, the group has researched best practices and analyzed potential impacts of legislation. Results and recommendations are anticipated in September 2016.

Investing in the Future of Our Parks.



Acquiring New Park Land. In FY 2016, City Council approved the acquisition of 3.8 acres of the former Boise Cascade site along Pringle Creek. For the remainder of FY 2016, the site will be used as a staging area for the construction of the Peter Courtney Minto Island Bridge. Upon completion of the bridge, in FY 2017, a master plan will be developed with the site incorporated into the existing Riverfront Park.

Planning Park Investments. With involvement of local area

residents, consensus about the future of two significant parks was achieved:

Minto Brown Island Park Master Plan and the Fairview Park Master Plan.

On November 23, 2015, City Council adopted the 1,205-acre Minto-Brown Island Park Plan. The plan emphasizes the community's interest in maintaining and enhancing the natural character of the park.

Fairview Park Master Plan. Beginning in November 2015, residents generated a collection of ideas for the placement of play areas, ball fields and parking areas, given conditions at the 27.5 acre Fairview Park in south Salem.

Making Park Improvements. In FY 2016, a 5.5 acre neighborhood park, Eola Ridge Park, opened in West Salem. Originally purchased in 2001, improvements to the Eola Ridge Park include a picnic area, parking, and pathway connecting neighbors from a neighboring planned development, over a creek, more directly to Eola Drive.

Stream Banking. In January 2016, City Council authorized a landmark agreement between the City, the U.S. Army Corps of Engineers, and the Oregon Department of State Lands to implement a stream mitigation banking program for City of Salem construction projects. This first-in-the-State

program will allow the City to use deposited credits from the Waln Creek Enhancement and Battle Creek Culvert Removal projects to offset stream impacts to future City projects along any of the 100 miles of streams within the City limits.

Vibrant Economy – *Create the environment and opportunity for smaller traded sector businesses and local companies to retain and expand in Salem and foster strategic partnerships to grow jobs and income, attract visitors, and conduct strategic recruitment of traded sector employees*

Aligning Land Use and Economic Development. The Salem Economic Opportunities Analysis, which examined Salem’s employment land needs over the next 20 years was completed in 2015. The City Council adopted the study and corresponding updates to the Salem Area Comprehensive Plan. By doing so, the City has better aligned its land use and economic development programs, and the study now informs policy decisions related to employment land, including responses to zone changes requested on commercial or industrial land.

Improving Streets and Bridges.

Significant progress continued on projects approved with the 2008 Streets and Bridges General Obligation Bond Measure. With support of a good contracting climate, favorable bond sales, and careful project management, the City has been able to fund additional projects. The significant projects in design last year are underway in the 2016 construction season including: Madrona Avenue SE at 25th Street SE



Intersection Improvements, Kuebler Boulevard SE Eastbound Widening, Commercial Street SE at Kuebler Boulevard SE Intersection Improvements, and Railroad Crossing Safety Improvements at Woodrow Street NE and Silverton Road NE. The City also replaced the Mill Creek Bridge on Winter Street (near Salem Health) and made additional investments to stabilize the bank along River Road.

Partnering with the Private Sector. To help facilitate the sale, purchase, and / or re-use of underutilized property, the City has funded six Phase I and Phase II environmental site assessments with funding from the US Environmental Protection Agency. About \$300,000 remains

to promote brownfield reuse in the City's Site Re-Use and Revitalization Program. Through its Riverfront Downtown Urban Renewal Area Capital Toolbox Grant Program, the Urban Renewal Agency has leveraged \$840,000 on six projects for a total investment of \$3.3 million to renovate second floor vacant space into rental housing, updating building facades, and renovated and expanded spaces for new and existing downtown businesses.

Guiding the West Salem Business District's Future. On December 16, 2015, the Urban Renewal Agency approved the West Salem Business District Plan. Recommendations for future urban renewal investments include a focus on improving transportation and mobility in the area; and establishing design guidelines and zoning flexibility specific for the Town Center, Employment Center, and Main Street areas.

Funding Priorities for the Portland Road Corridor. On March 28, 2016, the Urban Renewal Agency adopted the Portland Road Corridor Action Plan as a guide for future investments in the North Gateway Urban Renewal Area. The focus of the Action Plan is to improve the economic conditions and livability within the Corridor. Recommendations include developing a Public Market, "Farm-to-Table" Food Incubator, and Food Hub; supporting development of industrial flex space and / or mixed-used development, targeting funding to support workforce and affordable housing, and restructuring other financial incentives to better serve businesses, developers and property owners in the North Gateway Urban Renewal Area.

Good Governance – Maintain fiscal sustainability through multi-year financial plans to balance anticipated revenue with long-term facility needs with community-defined service levels, contractual commitments, and regulatory requirements.

Refinancing to Save. Over the last year, the City's Finance Division has refinanced two outstanding debt issuances to take advantage of the low interest rate environment and accelerate the debt repayment. Refinancing resulted in \$1,283,440 in total savings. In addition to budgetary savings, Finance worked with external auditors to complete a cash handling review which resulted in procedural changes that improved internal controls.

Volunteering Adds Value. The City's volunteers make our work more valuable and help stretch the City's limited resources. In 2015, our community continued to benefit from 6,537 residents who contribute their time to our library, parks, recreation programs, streets, police, community emergency response efforts, and neighborhoods. Volunteers, who gave our community 6,530 hours, also support 20 advisory boards and commissions. As many as 190 individuals contribute their time, energy and expertise in representing Salem's neighborhoods, area businesses and social service organizations and advising the Salem City Council and Urban Renewal Agency Board.

Introducing New Parking Technology. Around the Capitol Mall area, visitors can now pay for parking with credit and debit cards, as well as coins. In FY 2016, the City replaced 668 coin-based meters with parking kiosks and smart single head meters.

Awarding Excellence in Planning and Construction: Salem's Municipal Airport. At their annual conference in Seattle, the Federal Aviation Administration's (FAA's) Northwest Mountain region presented the Salem Airport with a Certificate of Excellence for outstanding effort and support in planning and construction of the Airfield Electrical and Runway Safety project completed in 2014. Specifically, they recognized the successful completion of a very complex project while protecting endangered species at the airport. The FAA's Northwest Mountain region is comprised of airports in the states of Colorado, Idaho, Montana, Oregon, Washington, and Wyoming.

Improving Court Scheduling Reduces Wait Times. The Municipal Court implemented a new court schedule to expand violation arraignments from three days to five days each week. The new schedule resulted in reducing the number of defendants waiting in line for court check in each day, the amount of time required for case file creation per defendant, and the amount of time in the courtroom each defendant waits for a case to be adjudicated.

Engaging Our Community

In FY 2016, the City embarked on a Strategic Communications Plan which culminated in an assessment of the reach and effectiveness of City communications based on findings from interviews with more than 60 stakeholders, more than 500 responses to an on-line survey, a review of existing communication materials and social media platforms, and a review of best practice among seven northwest municipalities and eight organizations active in Salem. While the effort will be on-going, the Plan's near-term recommendations for improving engagement are incorporated into this year's budget.

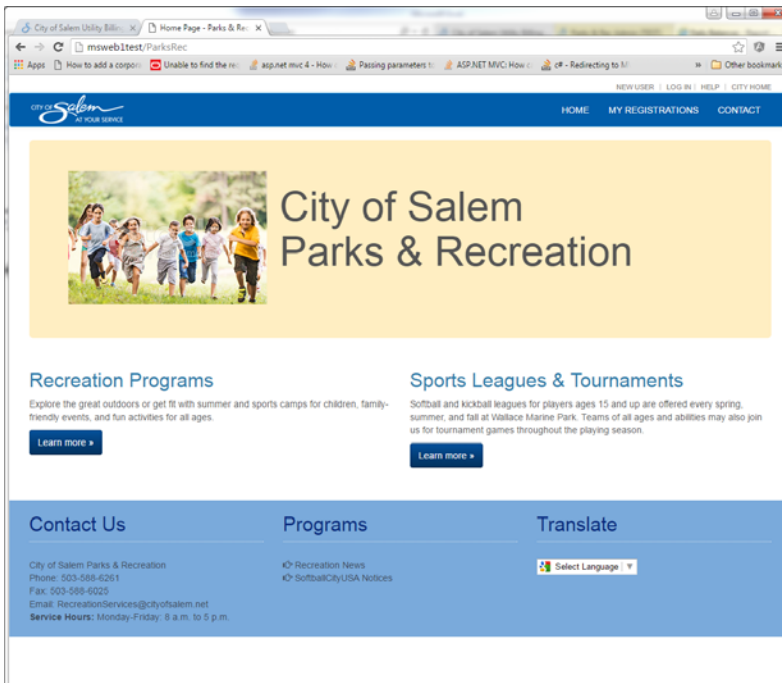
The City continued to improve communications with residents, businesses and visitors through more frequent and strategic use of its social media outlets. In addition, departments have raised the profile of communications with the community, including:

The *Salem Police Department* set record levels of communication through its Facebook, Twitter, and YouTube media accounts to reach residents with video and visual messaging to continue to foster its relationship with the community. This year, to continue broadening its reach to diverse audiences, the department added a **NextDoor** account to its profile, introduced **Coffee With A Cop** drop-in hours to resounding success, and launched a digital live-stream tool in late March 2016. In their first use of this innovative tool, a swearing-in ceremony for ten newly hired officers, 155 people watched the live-streamed **Periscope** broadcast with another 400 tuning in for the replay. Based on the popularity of this broadcast, the account grew to more than 5,000 followers across the world.

In June 2016, Salem launched the **Community Alert System**. The City continues to connect more than 2,150 residents, who have signed up, with emergency information which may affect

the area around their homes or those of other family, work place, or child's school through its Community Alert System.

As part of an overall **E-Government initiative** and an effort to improve customer service, the City's *Information Technology Department* collaborated with other City departments to develop and deliver public-facing, mobile friendly and device independent, interactive applications making it easier for the public to do business with the City. IT also continues to lead efforts in regional statistical and GIS data sharing and collaboration with other local jurisdictions especially in the area of emergency response. New applications include:



An online registration and payment system for summer recreation activities like basketball and tennis through mobile devices, a task that currently requires physical payment at City Hall. The next phase of the project is for the public to be able to reserve park space online. This new system not only provides convenience to the public, but also creates City staff efficiencies with work process improvements, better utilization of the front desk, and elimination of paper work. This system will also be used as a model for other online solutions for the community.

- E-Billing and E-Payment. Since this application became available, 15,700 registered users have elected to receive water bills electronically and pay online. As registered users increase, the City will realize savings through process improvements that reduce paper billing, provide more efficient account management, and better utilize payment processing staff. Most importantly this application allows community members the opportunity to view and make payments at their convenience.
- An interactive map that shows construction and Capital Improvement Projects in the City.
- An interactive map to find the park nearest your location that meets your needs.
- E-Plans allow the City to accept electronic building plans any time and create flexibility and efficiencies for both staff and customers.

How to Use the Budget Document

The City's budget is currently published in three volumes.

Book 1 – City of Salem budget message, financial summaries, General Fund and 16 of the 22 other City funds

Book 2 – Transportation Services Fund, Streetlight Fund, Utility Fund, and three funds supporting capital asset and improvement projects

Book 3 – Urban Renewal Agency (URA) budget message, financial summaries, debt service, capital asset and improvement projects, and Salem Convention Center

Book 1

As an introduction to the City's budget, the **City Manager's Budget Message and Financial Summaries** in *Book 1* provide a high level view. The budget message provides an overview of the City's budget; the principles, policies, or guidelines applied to develop the budget; and an explanation of significant changes from the prior year. The summary tables section begins with aggregated resources and expenditures information and moves to greater specificity for all City funds.

General Fund Revenues appear next in *Book 1* and include line item information, narrative explanations for every revenue account code, and further detail identifying connections between General Fund departments and revenue sources.

Expenditure budgets for all General Fund departments are provided behind the "General Fund" tab in *Book 1* and appear in alphabetical order. Each department budget includes:

- **summary tables** displaying expenditure budget totals at the division level (or whatever organizational segregation is being used for the department) and category level (personal services, materials and services, and so on);
- **highlights of and significant changes** to the department budget;
- department **performance measures** featured in the adopted budget publication;
- **program-level descriptions** and anticipated costs, which tie to the line item expenditure budget for each organizational unit displayed for the department;
- detailed breakdowns of **specific expenditure account codes** (the item or service being purchased and the cost) for each organizational unit; and
- **line item expenditure** detail for each organizational unit.

Following the General Fund section of the document, **16 of the remaining 22 City Funds appear in fund number order**. The presentation of information for these fund budgets follows the same structure of the General Fund department budgets with the addition of resources summaries,

explanations and line item detail, and in some cases, project-level budget detail (e.g., Parking Fund, Cultural and Tourism Fund, Leasehold Fund).

At the end of the first volume, the **Miscellaneous** section includes:

- line graphs and numeric tables tracking “permanent” position counts at the fund level;
- further detail on full-time equivalent (FTE) position authority and salary costs by position type;
- a glossary of budget terms (more detailed than what is included in this document); and
- public notices and resolutions related to the budget approval and adoption.

Book 2

The second volume of the budget document encompasses the programs, services and budgets within the purview of the Public Works Department. The sections for the **Transportation Services Fund** (City streets maintenance and operations), the **Streetlight Fund** (maintenance, operation, expansion of the streetlight system), and **Utility Fund** (engineering and water, wastewater, and stormwater utilities) follow the same structure as the fund budgets in *Book 1*.

In addition, *Book 2* includes Citywide capital asset and improvement projects and corresponding resources and expenditures line item budgets within three funds (**Construction Funds** tab) segregated as follows:

- Community Facilities (e.g., parks, Transient Occupancy Tax-funded projects at city-owned historic facilities)
- Municipal Facilities (fire bond for buildings and equipment, airport, ADA improvements to City facilities and information technology)
- Transportation (streets, bridges)
- Utilities (stormwater, wastewater, water utilities)

Book 3

The first 2 volumes of the budget document encompass all City of Salem resources and requirements. Book 3 represents the budget for the **Urban Renewal Agency** (URA) of the City of Salem. Consistent with the City budgets, the URA budget volume includes a budget message, summary resources and requirements tables for the four URA funds, a debt service section (**Tax Allocation Bond Debt Fund**), and a construction project section (**Tax Allocation Improvement Fund**). In addition, the URA volume includes the budgets for the Agency-owned **Salem Convention Center** and the related **Convention Center Gain / Loss Reserve**. The presentation of the budget information is similar to the other two volumes with explanations and line item detail for resources and project-level descriptions and budgets that tie to the expenditures line item budgets for each of the seven urban renewal areas.

CITY OF SALEM
SUMMARY OF RESOURCES AND REQUIREMENTS
ALL FUNDS
FY 2016-17

Fund No.	Fund Name	Beginning Balance	Revenues	Expenditures	Unappropriated Ending Balance
101	General	\$ 26,047,730	\$ 111,813,560	\$ 120,388,590	\$ 17,472,700
155	Transportation Services	4,377,000	13,656,830	16,751,410	1,282,420
156	Streetlight	604,000	1,782,930	2,386,930	-
160	Airport	889,800	1,058,170	1,947,970	-
165	Community Renewal	-	4,186,390	4,186,390	-
170	Downtown Parking	754,720	1,428,250	2,182,970	-
172	Economic Improvement District	36,720	-	36,720	-
175	Cultural and Tourism	1,267,810	3,972,940	5,017,230	223,520
176	Public Art	33,150	30,150	63,300	-
180	Leasehold	747,990	579,490	1,327,480	-
185	Building and Safety	5,111,700	3,232,210	4,854,700	3,489,210
210	General Debt Service	1,671,680	16,211,950	17,615,930	267,700
255	Capital Improvements	45,985,810	41,317,530	87,303,340	-
260	Extra Capacity Facilities	15,087,320	8,562,500	23,649,820	-
275	Development District	1,531,240	807,000	2,338,240	-
310	Utility	47,056,750	93,013,310	112,982,720	27,087,340
320	Emergency Services	2,717,720	717,550	783,900	2,651,370
330	Willamette Valley Comm. Center	737,540	9,972,640	10,710,180	-
335	Police Regional Records System	1,288,090	369,630	1,657,720	-
355	City Services	5,631,580	10,179,340	12,684,100	3,126,820
365	Self Insurance	12,229,760	27,671,010	39,900,770	-
388	Equipment Replacement Reserve	4,651,850	3,749,400	4,943,230	3,458,020
400	Trust	5,428,280	1,319,300	3,278,550	3,469,030
TOTAL		\$ 183,888,240	\$ 355,632,080	\$ 476,992,190	\$ 62,528,130

**CITY OF SALEM
RECAP OF EXPENDITURES
ALL FUNDS
FY 2015-16 and FY 2016-17**

Fund #	Fund Name	Adopted 2015-16	Adopted 2016-17	Increase (Decrease)	Percent Change
101	General	\$ 122,670,630	\$ 120,388,590	\$ (2,282,040)	-1.9%
155	Transportation Services	14,773,560	16,751,410	1,977,850	13.4%
156	Streetlight	1,780,210	2,386,930	606,720	34.1%
160	Airport	1,656,180	1,947,970	291,790	17.6%
165	Community Renewal	5,779,740	4,186,390	(1,593,350)	-27.6%
170	Downtown Parking	2,103,190	2,182,970	79,780	3.8%
172	Economic Improvement District	80,600	36,720	(43,880)	-54.4%
175	Cultural and Tourism	4,038,950	5,017,230	978,280	24.2%
176	Public Art	33,150	63,300	30,150	91.0%
180	Leasehold	1,334,170	1,327,480	(6,690)	-0.5%
185	Building and Safety	3,902,220	4,854,700	952,480	24.4%
210	General Debt Service	15,785,940	17,615,930	1,829,990	11.6%
255	Capital Improvements	89,949,540	87,303,340	(2,646,200)	-2.9%
260	Extra Capacity Facilities	25,257,100	23,649,820	(1,607,280)	-6.4%
275	Development District	2,075,940	2,338,240	262,300	12.6%
310	Utility	96,878,890	112,982,720	16,103,830	16.6%
320	Emergency Services	926,010	783,900	(142,110)	-15.3%
330	Willamette Valley Comm. Center	10,279,320	10,710,180	430,860	4.2%
335	Police Regional Records System	1,465,780	1,657,720	191,940	13.1%
355	City Services	10,613,900	12,684,100	2,070,200	19.5%
365	Self Insurance	38,527,580	39,900,770	1,373,190	3.6%
388	Equipment Replacement Reserve	2,665,150	4,943,230	2,278,080	85.5%
400	Trust (Special Revenue)	4,887,980	3,278,550	(1,609,430)	-32.9%
TOTAL		\$ 457,465,730	\$ 476,992,190	\$ 19,526,460	4.3%

**CITY OF SALEM
REQUIREMENTS BY OBJECT CATEGORY
ALL FUNDS
FY 2016-17**

Fund #	Fund Name	Personal Services	Materials & Services	Capital Outlay	Other	Total Expenditures
101	General	\$ 89,692,370	\$ 25,298,860	\$ 275,100	\$ 5,122,260	\$ 120,388,590
155	Transportation Services	5,642,030	9,209,420	473,200	1,426,760	16,751,410
156	Streetlight	-	1,356,930	-	1,030,000	2,386,930
160	Airport	448,200	700,730	-	799,040	1,947,970
165	Community Renewal	-	3,793,470	-	392,920	4,186,390
170	Downtown Parking	-	1,315,150	-	867,820	2,182,970
172	Economic Improvement District	-	36,720	-	-	36,720
175	Cultural and Tourism	-	2,348,430	20,000	2,648,800	5,017,230
176	Public Art	-	63,300	-	-	63,300
180	Leasehold	-	485,870	-	841,610	1,327,480
185	Building and Safety	2,677,850	1,076,850	-	1,100,000	4,854,700
210	General Debt Service	-	-	-	17,615,930	17,615,930
255	Capital Improvements	-	79,483,300	7,779,440	40,600	87,303,340
260	Extra Capacity Facilities	-	21,590,550	1,898,510	160,760	23,649,820
275	Development District	-	2,338,240	-	-	2,338,240
310	Utility	32,691,750	36,325,280	815,420	43,150,270	112,982,720
320	Emergency Services	368,780	357,120	-	58,000	783,900
330	Willamette Valley Comm. Center	8,560,350	1,715,550	-	434,280	10,710,180
335	Police Regional Records System	-	316,930	1,340,790	-	1,657,720
355	City Services	2,608,110	8,112,790	163,200	1,800,000	12,684,100
365	Self Insurance	735,850	39,164,920	-	-	39,900,770
388	Equipment Replacement Reserve	-	-	4,943,230	-	4,943,230
400	Trust (Special Revenue)	-	1,423,550	500,000	1,355,000	3,278,550
TOTAL		\$ 143,425,290	\$ 236,513,960	\$ 18,208,890	\$ 78,844,050	\$ 476,992,190

**CITY OF SALEM
PROPERTY TAX LEVY SUMMARY
FY 2016-17**

	2015-16 Levy	2016-17 Levy	Loss Due To Compression	Less 3.38% Delinquent	Less 2.62% of Levy Discounted	Net Collection Current Levy 94.00%	Plus Prior Years	Total Budgeted Collections
A. Tax Base Levy ¹	\$62,839,345	\$65,782,890	(\$302,020)	(\$2,213,250)	(\$1,715,600)	\$61,552,020	1,468,640	\$63,020,660
B. Debt Service	11,447,000	11,906,000	-	(402,420)	(311,900)	11,191,680	247,200	11,438,880
TOTAL LEVY	\$74,286,345	\$77,688,890	(\$302,020)	(\$2,615,670)	(\$2,027,500)	\$72,743,700	\$1,715,840	\$74,459,540

¹ Tax Base Levy - The 2016-17 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 2016-17**

	Actual Rates 2015-16	Estimated Rates 2016-17
A. Permanent Rate - Operations	\$5.8315	\$5.8315
B. Debt Service	1.0076	1.0100
TOTAL - City of Salem	\$6.8391	\$6.8415

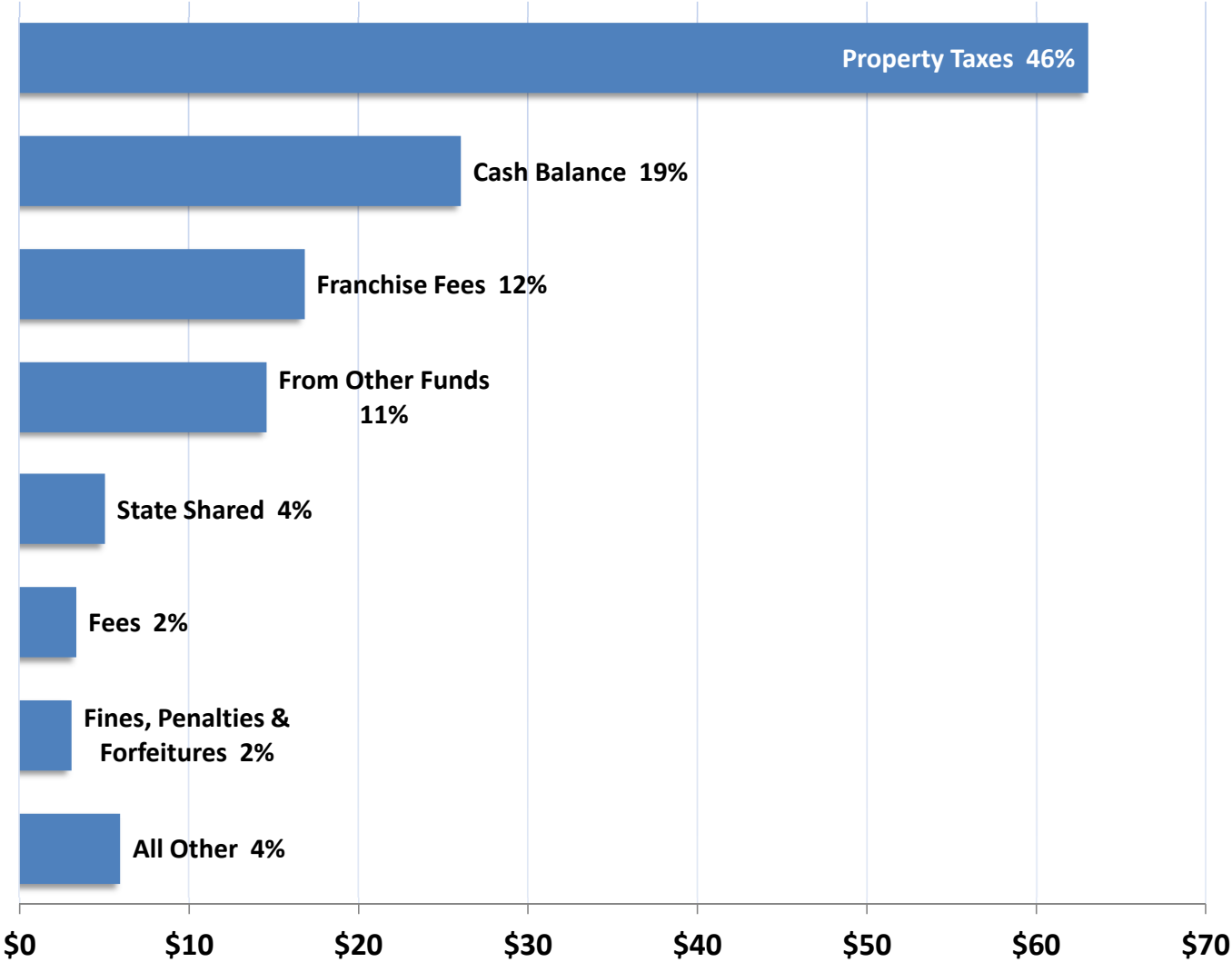
CITY OF SALEM
ESTIMATED ASSESSED PROPERTY VALUE
FY 2016-17

County	Actual 2015-16 Values	Estimated Increase	Estimated 2016-17 Values	% Increase¹
Marion	\$ 9,021,270,429	\$ 344,832,418	\$ 9,366,102,847	3.8%
Polk	1,823,469,240	91,040,689	1,914,509,929	5.0%
Total	\$ 10,844,739,669	\$ 435,873,107	\$ 11,280,612,776	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.

General Fund Resources FY 2016-17

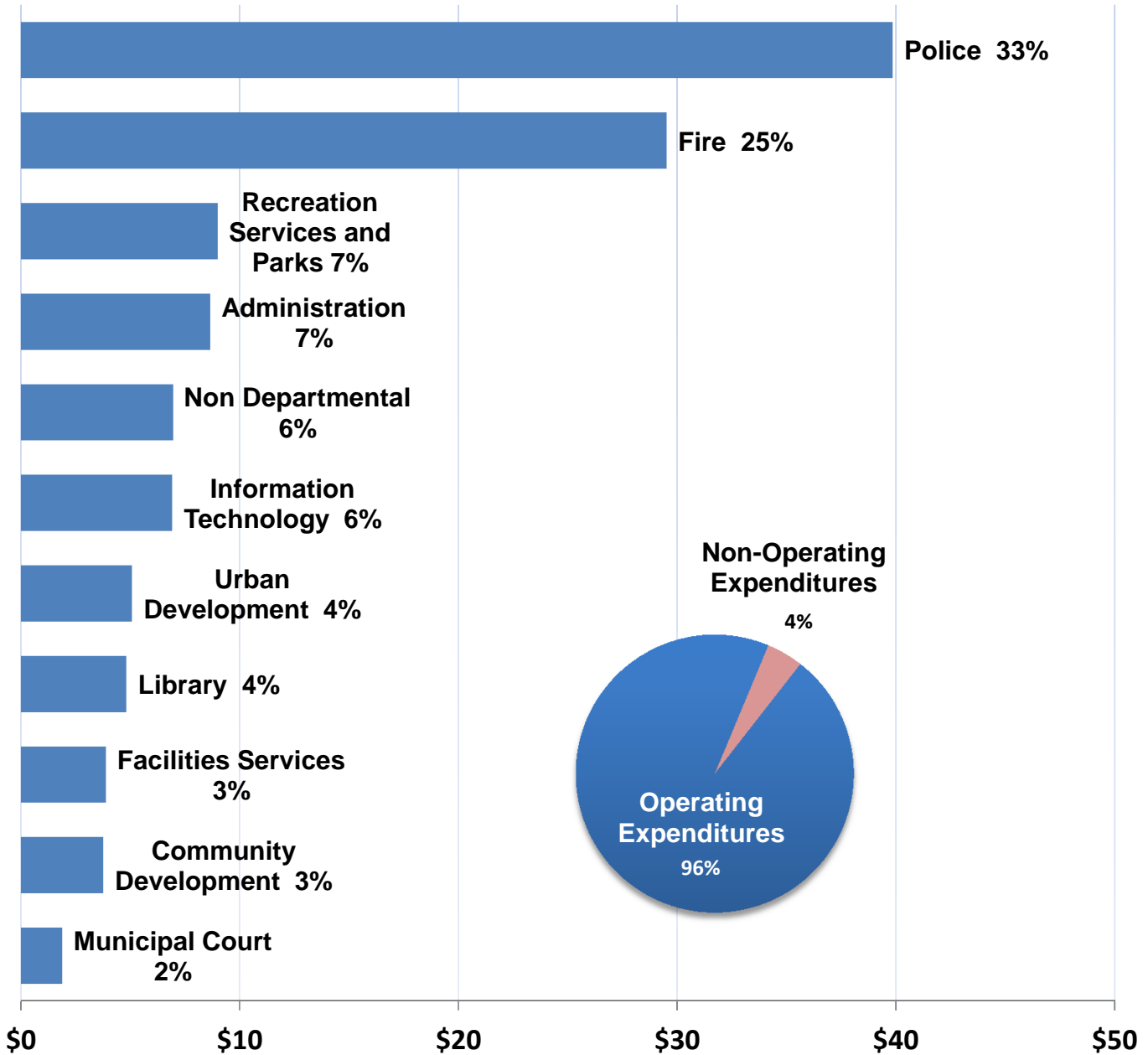


Total Resources = \$137.9
Millions of Dollars

**CITY OF SALEM
SUMMARY OF RESOURCES
GENERAL FUND
FY 2013-14 to FY 2016-17**

Actual 2013-14	Actual 2014-15	Adopted 2015-16	Resources Category	Adopted 2016-17	Percent of Total	Percent Increase
\$ 20,799,360	\$ 20,997,247	\$ 21,976,470	Cash Balance	\$ 26,047,730	18.9%	18.5%
2,166,813	2,110,206	1,367,330	Previously Levied Taxes	1,468,640	1.1%	7.4%
15,630,348	16,378,032	16,882,800	Franchise Fees	16,812,740	12.2%	-0.4%
2,936,068	3,092,339	2,862,700	Fees for Services / Other Fees	3,343,110	2.4%	16.8%
780,100	716,558	727,390	Licenses and Permits	809,150	0.6%	11.2%
382,036	1,384,640	983,150	Other Revenue	527,000	0.4%	-46.4%
1,053,355	1,254,898	1,708,980	Rents	1,596,300	1.2%	-6.6%
3,338,334	3,644,382	5,639,670	Intra / Interfund Services	5,724,970	4.2%	1.5%
7,654,680	7,348,420	7,545,100	Allocated Overhead	7,595,170	5.5%	0.7%
4,686,535	4,821,232	4,988,840	State Shared Revenues	5,047,660	3.7%	1.2%
1,467,351	1,535,042	1,616,260	Other Agencies	1,609,480	1.2%	-0.4%
1,030,745	957,914	816,070	State/Federal Grants	1,419,610	1.0%	74.0%
2,712,724	2,772,139	2,585,500	Fines, Penalties and Forfeitures	3,056,910	2.2%	18.2%
825,000	1,145,000	1,179,350	Interfund Transfers	1,250,800	0.9%	6.1%
\$ 65,463,451	\$ 68,158,048	\$ 70,879,610	Sub-Total	\$ 76,309,270	55.4%	7.7%
\$ 54,281,270	\$ 56,987,431	\$ 58,754,020	Property Taxes-Current Year	\$ 61,552,020	44.6%	4.8%
\$ 119,744,720	\$ 125,145,480	\$ 129,633,630	TOTAL OPERATIONS	\$ 137,861,290	100.0%	6.3%
\$ 4,367,337	\$ 6,326,384	\$ 5,076,950	Short Term Loan Repayment	\$ -	0.0%	-100.0%
\$ 124,112,057	\$ 131,471,863	\$ 134,710,580	GRAND TOTAL	\$ 137,861,290	100.0%	2.3%

General Fund Expenditures FY 2016-17



Total Expenditures = \$120.4
Millions of Dollars

Administration includes Mayor & Council, City Manager's Office, Finance and Procurement, Legal, and Human Resources

**CITY OF SALEM
SUMMARY OF EXPENDITURES
GENERAL FUND
FY 2013-14 to FY 2016-17**

Actual 2013-14	Actual 2014-15	Adopted 2015-16	Department	Adopted 2016-17	Percent of Total	Percent Increase
\$ 157,706	\$ 181,319	\$ 228,270	Mayor & Council	\$ 225,990	0.2%	-1.0%
6,465,670	6,487,296	7,261,860	City Manager's Office	6,934,940	5.8%	-4.5%
4,522,345	4,581,936	5,063,520	Human Resources	5,145,900	4.3%	1.6%
1,586,200	1,797,962	2,200,290	Legal	2,147,000	1.8%	-2.4%
1,920,750	1,934,399	8,372,470	Recreation Services	9,001,340	7.5%	7.5%
7,538,710	7,608,980	8,553,730	Community Development	8,602,060	7.1%	0.6%
34,739,323	35,421,812	38,846,430	Police	39,850,890	33.1%	2.6%
24,700,539	24,948,660	27,098,290	Fire	29,513,080	24.5%	8.9%
5,164,587	5,471,991	6,542,010	Information Technology	6,914,600	5.7%	5.7%
7,846,128	7,787,175	5,814,600	Non-Departmental	3,966,010	3.3%	-31.8%
3,947,853	3,985,177	5,186,160	Urban Development	5,086,780	4.2%	-1.9%
-	-	2,428,000	Contingencies	3,000,000	2.5%	23.6%
\$ 98,589,810	\$ 100,206,708	\$ 117,595,630	TOTAL OPERATIONS	\$ 120,388,590	100.0%	2.4%
\$ 4,525,000	\$ 6,325,000	\$ 5,075,000	Short Term Loan	\$ -	0.0%	-100.0%
\$ 103,114,810	\$ 106,531,708	\$ 122,670,630	GRAND TOTAL	\$ 120,388,590	100.0%	-1.9%

**CITY OF SALEM
SUMMARY OF REQUIREMENTS
GENERAL FUND
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			MAYOR AND COUNCIL	
\$ 157,706	\$ 181,319	\$ 228,270	Materials & Services	\$ 225,990
\$ 157,706	\$ 181,319	\$ 228,270	DEPARTMENT TOTAL	\$ 225,990
			CITY MANAGER'S OFFICE	
			<u>City Manager's Office</u>	
\$ 1,261,954	\$ 1,265,026	\$ 1,393,550	Personal Services	\$ 1,639,270
93,082	71,203	95,050	Materials & Services	80,210
\$ 1,355,036	\$ 1,336,229	\$ 1,488,600	DIVISION TOTAL	\$ 1,719,480
			<u>Municipal Court</u>	
\$ 1,106,833	\$ 1,208,521	\$ 1,320,560	Personal Services	\$ 1,389,950
445,632	506,147	509,500	Materials & Services	508,100
\$ 1,552,464	\$ 1,714,669	\$ 1,830,060	DIVISION TOTAL	\$ 1,898,050
			<u>Finance and Procurement</u>	
\$ 3,179,464	\$ 3,081,108	\$ 3,449,590	Personal Services	\$ 2,994,250
378,705	355,291	493,610	Materials & Services	323,160
\$ 3,558,170	\$ 3,436,399	\$ 3,943,200	DIVISION TOTAL	\$ 3,317,410
\$ 6,465,670	\$ 6,487,296	\$ 7,261,860	DEPARTMENT TOTAL	\$ 6,934,940
Administrative Services, Administration Division financial history is in Finance and Procurement Division				
			HUMAN RESOURCES	
			<u>Human Resources</u>	
\$ 983,580	\$ 903,379	\$ 973,430	Personal Services	\$ 1,004,660
160,498	152,028	248,700	Materials & Services	243,450
\$ 1,144,079	\$ 1,055,408	\$ 1,222,130	DIVISION TOTAL	\$ 1,248,110
			<u>Facilities Services</u>	
\$ 2,160,947	\$ 2,256,631	\$ 2,511,680	Personal Services	\$ 2,479,990
1,214,505	1,269,897	1,329,710	Materials & Services	1,417,800
2,814	-	-	Capital Outlay	-
\$ 3,378,267	\$ 3,526,529	\$ 3,841,390	DIVISION TOTAL	\$ 3,897,790
\$ 4,522,345	\$ 4,581,936	\$ 5,063,520	DEPARTMENT TOTAL	\$ 5,145,900
			LEGAL	
			<u>Attorney</u>	
\$ 1,307,739	\$ 1,525,751	\$ 1,808,220	Personal Services	\$ 1,825,810
86,556	95,542	130,410	Materials & Services	66,350
\$ 1,394,295	\$ 1,621,293	\$ 1,938,630	DIVISION TOTAL	\$ 1,892,160
			<u>Recorder</u>	
\$ 172,615	\$ 162,627	\$ 178,880	Personal Services	\$ 180,690
19,290	14,042	82,780	Materials & Services	74,150
\$ 191,905	\$ 176,670	\$ 261,660	DIVISION TOTAL	\$ 254,840
\$ 1,586,200	\$ 1,797,962	\$ 2,200,290	DEPARTMENT TOTAL	\$ 2,147,000

**CITY OF SALEM
SUMMARY OF REQUIREMENTS
GENERAL FUND
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
RECREATION SERVICES				
<u>City Recreation Services</u>				
\$ 485,630	\$ 514,492	\$ 568,500	Personal Services	\$ 561,360
302,062	337,890	619,500	Materials & Services	561,210
139,218	152,466	-	Transfers	-
<u>\$ 926,911</u>	<u>\$ 1,004,849</u>	<u>\$ 1,188,000</u>	DIVISION TOTAL	<u>\$ 1,122,570</u>
<u>Center 50+</u>				
\$ 617,419	\$ 687,677	\$ 698,070	Personal Services	\$ 707,730
368,832	233,849	263,490	Materials & Services	265,320
7,588	8,024	10,000	Transfers	12,000
<u>\$ 993,839</u>	<u>\$ 929,550</u>	<u>\$ 971,560</u>	DIVISION TOTAL	<u>\$ 985,050</u>
<u>Parks Operations</u>				
\$ -	\$ -	\$ 3,616,970	Personal Services	\$ 3,754,440
-	-	2,595,940	Materials & Services	2,589,280
-	-	-	Transfers	550,000
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,212,910</u>	DIVISION TOTAL	<u>\$ 6,893,720</u>
\$ 1,920,750	\$ 1,934,399	\$ 8,372,470	DEPARTMENT TOTAL	\$ 9,001,340
Parks financial history included in Transportation Services Fund				
COMMUNITY DEVELOPMENT				
<u>Administration</u>				
\$ 328,697	\$ 442,115	\$ 464,630	Personal Services	\$ 475,440
8,211	6,464	8,960	Materials & Services	7,420
<u>\$ 336,908</u>	<u>\$ 448,579</u>	<u>\$ 473,590</u>	DIVISION TOTAL	<u>\$ 482,860</u>
<u>Planning</u>				
\$ 1,239,970	\$ 1,211,281	\$ 1,443,730	Personal Services	\$ 1,437,210
174,025	141,065	207,450	Materials & Services	182,320
-	-	-	Capital Outlay	-
-	5,000	5,000	Transfers	5,000
<u>\$ 1,413,994</u>	<u>\$ 1,357,346</u>	<u>\$ 1,656,180</u>	DIVISION TOTAL	<u>\$ 1,624,530</u>
<u>Neighborhood Enhancement</u>				
\$ 1,227,876	\$ 1,247,534	\$ 1,399,670	Personal Services	\$ 1,430,230
258,913	251,650	206,740	Materials & Services	216,030
-	-	-	Capital Outlay	19,500
<u>\$ 1,486,788</u>	<u>\$ 1,499,184</u>	<u>\$ 1,606,410</u>	DIVISION TOTAL	<u>\$ 1,665,760</u>
<u>Library</u>				
\$ 3,659,474	\$ 3,628,749	\$ 4,146,620	Personal Services	\$ 4,099,510
641,545	675,123	670,930	Materials & Services	729,400
<u>\$ 4,301,019</u>	<u>\$ 4,303,872</u>	<u>\$ 4,817,550</u>	DIVISION TOTAL	<u>\$ 4,828,910</u>
\$ 7,538,710	\$ 7,608,980	\$ 8,553,730	DEPARTMENT TOTAL	\$ 8,602,060

**CITY OF SALEM
SUMMARY OF REQUIREMENTS
GENERAL FUND
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			POLICE	
			<u>Administration</u>	
\$ 350,219	\$ 364,377	\$ 391,430	Personal Services	\$ 409,160
9,161	9,207	5,580	Materials & Services	5,200
<u>\$ 359,380</u>	<u>\$ 373,584</u>	<u>\$ 397,010</u>	DIVISION TOTAL	<u>\$ 414,360</u>
			<u>Support</u>	
\$ 3,183,912	\$ 3,326,694	\$ 3,764,040	Personal Services	\$ 3,794,670
4,095,241	4,227,859	4,691,680	Materials & Services	5,331,970
-	-	-	Capital Outlay	90,000
<u>\$ 7,279,154</u>	<u>\$ 7,554,553</u>	<u>\$ 8,455,720</u>	DIVISION TOTAL	<u>\$ 9,216,640</u>
			<u>Investigations</u>	
\$ 7,962,961	\$ 8,180,463	\$ 8,848,890	Personal Services	\$ 8,708,270
388,371	399,120	464,490	Materials & Services	477,910
62,788	-	-	Capital Outlay	-
<u>\$ 8,414,120</u>	<u>\$ 8,579,582</u>	<u>\$ 9,313,380</u>	DIVISION TOTAL	<u>\$ 9,186,180</u>
			<u>Patrol</u>	
\$ 17,183,378	\$ 17,305,232	\$ 19,224,420	Personal Services	\$ 19,348,710
1,501,204	1,445,931	1,404,040	Materials & Services	1,485,000
2,088	162,930	51,860	Capital Outlay	-
-	-	-	Transfers	200,000
<u>\$ 18,686,670</u>	<u>\$ 18,914,092</u>	<u>\$ 20,680,320</u>	DIVISION TOTAL	<u>\$ 21,033,710</u>
\$ 34,739,323	\$ 35,421,812	\$ 38,846,430	DEPARTMENT TOTAL	\$ 39,850,890
			FIRE	
			<u>Administration</u>	
\$ 651,559	\$ 672,210	\$ 719,210	Personal Services	\$ 712,690
62,993	73,005	120,880	Materials & Services	88,710
<u>\$ 714,552</u>	<u>\$ 745,214</u>	<u>\$ 840,090</u>	DIVISION TOTAL	<u>\$ 801,400</u>
			<u>Emergency Operations</u>	
\$ 19,534,642	\$ 19,786,095	\$ 21,581,160	Personal Services	\$ 22,633,060
3,411,531	3,438,786	3,592,330	Materials & Services	4,950,750
87,049	-	-	Capital Outlay	70,000
-	-	13,360	Transfers	-
<u>\$ 23,033,223</u>	<u>\$ 23,224,881</u>	<u>\$ 25,186,850</u>	DIVISION TOTAL	<u>\$ 27,653,810</u>
			<u>Fire and Life Safety</u>	
\$ 846,957	\$ 869,052	\$ 961,120	Personal Services	\$ 955,800
71,473	109,513	110,230	Materials & Services	102,070
34,335	-	-	Capital Outlay	-
<u>\$ 952,764</u>	<u>\$ 978,565</u>	<u>\$ 1,071,350</u>	DIVISION TOTAL	<u>\$ 1,057,870</u>
\$ 24,700,539	\$ 24,948,660	\$ 27,098,290	DEPARTMENT TOTAL	\$ 29,513,080

**CITY OF SALEM
SUMMARY OF REQUIREMENTS
GENERAL FUND
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			INFORMATION TECHNOLOGY	
			<u>Information Technology</u>	
\$ 4,118,746	\$ 4,448,666	\$ 5,340,340	Personal Services	\$ 5,628,070
948,819	951,220	1,074,670	Materials & Services	1,190,930
97,022	72,105	127,000	Capital Outlay	95,600
\$ 5,164,587	\$ 5,471,991	\$ 6,542,010	DEPARTMENT TOTAL	\$ 6,914,600
			NON-DEPARTMENTAL	
\$ 37,072	\$ 72,282	\$ 185,000	Personal Services	\$ 120,000
11,486,755	13,159,779	9,023,440	Materials & Services	2,630,000
-	204,114	652,000	Capital Outlay	-
-	-	162,400	Debt Service	280,000
-	-	2,428,000	Contingencies	3,000,000
847,300	676,000	866,760	Transfers	936,010
\$ 12,371,128	\$ 14,112,175	\$ 13,317,600	DEPARTMENT TOTAL	\$ 6,966,010
			URBAN DEVELOPMENT	
			<u>Urban Development Services</u>	
\$ 2,232,175	\$ 2,222,378	\$ 2,451,040	Personal Services	\$ 2,424,670
750,623	743,155	1,180,700	Materials & Services	1,116,200
\$ 2,982,798	\$ 2,965,533	\$ 3,631,740	DIVISION TOTAL	\$ 3,540,870
			<u>Parking Services</u>	
\$ 671,130	\$ 693,590	\$ 1,025,660	Personal Services	\$ 976,730
293,925	326,054	492,870	Materials & Services	429,930
-	-	35,890	Transfers	139,250
\$ 965,055	\$ 1,019,644	\$ 1,554,420	DIVISION TOTAL	\$ 1,545,910
\$ 3,947,853	\$ 3,985,177	\$ 5,186,160	DEPARTMENT TOTAL	\$ 5,086,780
\$ 103,114,810	\$ 106,531,708	\$ 122,670,630	FUND TOTAL	\$ 120,388,590

**TRANSPORTATION SERVICES FUND (155)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
\$ 1,761,392	\$ 2,070,690	\$ 2,517,660	
16,930,639	17,418,179	13,513,740	
<u>\$ 18,692,030</u>	<u>\$ 19,488,870</u>	<u>\$ 16,031,400</u>	
RESOURCES			
			\$ 4,377,000
			13,656,830
			<u>\$ 18,033,830</u>
REQUIREMENTS			
\$ 7,728,164	\$ 7,703,430	\$ 5,580,760	\$ 5,642,030
8,120,935	7,521,178	7,442,240	9,209,420
96,881	34,450	77,000	473,200
-	-	456,800	500,000
675,360	976,080	1,216,760	926,760
<u>\$ 16,621,340</u>	<u>\$ 16,235,138</u>	<u>\$ 14,773,560</u>	<u>\$ 16,751,410</u>
2,070,690	3,253,732	1,257,840	1,282,420
<u>\$ 18,692,030</u>	<u>\$ 19,488,870</u>	<u>\$ 16,031,400</u>	<u>\$ 18,033,830</u>

**STREETLIGHT FUND (156)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
\$ -	\$ -	\$ -	
-	-	1,984,820	
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,984,820</u>	
RESOURCES			
			\$ 604,000
			1,782,930
			<u>\$ 2,386,930</u>
REQUIREMENTS			
\$ -	\$ -	\$ 1,430,210	\$ 1,356,930
-	-	150,000	-
-	-	200,000	200,000
-	-	-	830,000
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,780,210</u>	<u>\$ 2,386,930</u>
-	-	204,610	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,984,820</u>	<u>\$ 2,386,930</u>

**AIRPORT FUND (160)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
\$ 565,150	\$ 633,584	\$ 502,830	
1,348,906	1,095,475	1,153,350	
<u>\$ 1,914,056</u>	<u>\$ 1,729,059</u>	<u>\$ 1,656,180</u>	
RESOURCES			
			\$ 889,800
			1,058,170
			<u>\$ 1,947,970</u>
REQUIREMENTS			
\$ 483,220	\$ 486,887	\$ 430,550	\$ 448,200
510,853	514,019	684,570	700,730
232,699	42,819	42,830	42,830
-	-	498,230	756,210
53,700	-	-	-
<u>\$ 1,280,472</u>	<u>\$ 1,043,724</u>	<u>\$ 1,656,180</u>	<u>\$ 1,947,970</u>
633,584	685,335	-	-
<u>\$ 1,914,056</u>	<u>\$ 1,729,059</u>	<u>\$ 1,656,180</u>	<u>\$ 1,947,970</u>

COMMUNITY RENEWAL FUND (165)
FY 2016-17

ACTUAL	ACTUAL	ADOPTED		ADOPTED
2013-14	2014-15	2015-16		2016-17
			RESOURCES	
\$ 35,396	\$ 25,321	\$ -	Beginning Working Capital	\$ -
3,669,222	4,446,163	5,779,740	Revenues	4,186,390
<u>\$ 3,704,618</u>	<u>\$ 4,471,483</u>	<u>\$ 5,779,740</u>	Total Resources	<u>\$ 4,186,390</u>
			REQUIREMENTS	
\$ 2,461,485	\$ 3,374,267	\$ 2,748,740	Materials & Services	\$ 3,793,470
1,217,813	1,050,000	3,031,000	Debt Service	392,920
<u>\$ 3,679,297</u>	<u>\$ 4,424,267</u>	<u>\$ 5,779,740</u>	Total Expenditures	<u>\$ 4,186,390</u>
25,321	47,216	-	Unappropriated Balance	-
<u>\$ 3,704,618</u>	<u>\$ 4,471,483</u>	<u>\$ 5,779,740</u>	Total Requirements	<u>\$ 4,186,390</u>

DOWNTOWN PARKING FUND (170)
FY 2016-17

ACTUAL	ACTUAL	ADOPTED		ADOPTED
2013-14	2014-15	2015-16		2016-17
			RESOURCES	
\$ 326,058	\$ 376,263	\$ 479,730	Beginning Balance	\$ 754,720
1,695,542	1,989,070	1,623,460	Revenues	1,428,250
<u>\$ 2,021,600</u>	<u>\$ 2,365,333</u>	<u>\$ 2,103,190</u>	Total Resources	<u>\$ 2,182,970</u>
			REQUIREMENTS	
\$ 1,645,337	\$ 1,743,832	\$ 1,823,620	Materials & Services	\$ 1,315,150
-	-	279,570	Contingencies	250,000
-	-	-	Transfers	617,820
<u>\$ 1,645,337</u>	<u>\$ 1,743,832</u>	<u>\$ 2,103,190</u>	Total Expenditures	<u>\$ 2,182,970</u>
376,263	621,501	-	Unappropriated Balance	-
<u>\$ 2,021,600</u>	<u>\$ 2,365,333</u>	<u>\$ 2,103,190</u>	Total Requirements	<u>\$ 2,182,970</u>

ECONOMIC IMPROVEMENT DISTRICT (172)
FY 2016-17

ACTUAL	ACTUAL	ADOPTED		ADOPTED
2013-14	2014-15	2015-16		2016-17
			RESOURCES	
\$ 183,206	\$ 172,804	\$ 80,600	Beginning Balance	\$ 36,720
222,728	10,003	-	Revenues	-
<u>\$ 405,934</u>	<u>\$ 182,807</u>	<u>\$ 80,600</u>	Total Resources	<u>\$ 36,720</u>
			REQUIREMENTS	
\$ 233,130	\$ 83,926	\$ 80,600	Materials & Services	\$ 36,720
<u>\$ 233,130</u>	<u>\$ 83,926</u>	<u>\$ 80,600</u>	Total Expenditures	<u>\$ 36,720</u>
172,804	98,881	-	Unappropriated Balance	-
<u>\$ 405,934</u>	<u>\$ 182,807</u>	<u>\$ 80,600</u>	Total Requirements	<u>\$ 36,720</u>

**CULTURAL AND TOURISM FUND (175)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
			RESOURCES
\$ 881,942	\$ 1,265,882	\$ 1,077,710	Beginning Balance \$ 1,267,810
2,774,741	3,218,774	3,271,440	Revenues 3,972,940
<u>\$ 3,656,683</u>	<u>\$ 4,484,655</u>	<u>\$ 4,349,150</u>	<u>Total Resources \$ 5,240,750</u>
			REQUIREMENTS
\$ 1,514,534	\$ 1,811,144	\$ 2,034,600	Materials & Services \$ 2,348,430
-	-	-	Capital Outlay 20,000
-	-	120,000	Contingencies 120,000
876,268	1,457,291	1,884,350	Transfers 2,528,800
<u>\$ 2,390,801</u>	<u>\$ 3,268,434</u>	<u>\$ 4,038,950</u>	<u>Total Expenditures \$ 5,017,230</u>
1,265,882	1,216,221	310,200	Unappropriated Balance 223,520
<u>\$ 3,656,683</u>	<u>\$ 4,484,655</u>	<u>\$ 4,349,150</u>	<u>Total Requirements \$ 5,240,750</u>

**PUBLIC ART (176)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
			RESOURCES
\$ 1,327	\$ 4,336	\$ 2,140	Beginning Balance \$ 33,150
4,009	1,891	31,010	Revenues 30,150
<u>\$ 5,336</u>	<u>\$ 6,227</u>	<u>\$ 33,150</u>	<u>Total Resources \$ 63,300</u>
			REQUIREMENTS
\$ 1,000	\$ 5,120	\$ 33,150	Materials & Services \$ 63,300
<u>\$ 1,000</u>	<u>\$ 5,120</u>	<u>\$ 33,150</u>	<u>Total Expenditures \$ 63,300</u>
4,336	1,106	-	Unappropriated Balance -
<u>\$ 5,336</u>	<u>\$ 6,227</u>	<u>\$ 33,150</u>	<u>Total Requirements \$ 63,300</u>

**LEASEHOLD FUND (180)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
			RESOURCES
\$ 547,540	\$ 573,432	\$ 749,370	Beginning Balance \$ 747,990
553,357	581,601	584,800	Revenues 579,490
<u>\$ 1,100,897</u>	<u>\$ 1,155,033</u>	<u>\$ 1,334,170</u>	<u>Total Resources \$ 1,327,480</u>
			REQUIREMENTS
\$ 527,464	\$ 371,787	\$ 904,990	Materials & Services \$ 485,870
-	-	429,180	Contingencies 641,610
-	-	-	Transfers 200,000
<u>\$ 527,464</u>	<u>\$ 371,787</u>	<u>\$ 1,334,170</u>	<u>Total Expenditures \$ 1,327,480</u>
573,432	783,246	-	Unappropriated Balance -
<u>\$ 1,100,897</u>	<u>\$ 1,155,033</u>	<u>\$ 1,334,170</u>	<u>Total Requirements \$ 1,327,480</u>

**BUILDING AND SAFETY FUND (185)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 3,758,761	\$ 4,802,311	\$ 4,991,400	Beginning Balance	\$ 5,111,700
3,845,261	3,120,231	3,087,340	Revenues	3,232,210
<u>\$ 7,604,022</u>	<u>\$ 7,922,541</u>	<u>\$ 8,078,740</u>	Total Resources	<u>\$ 8,343,910</u>
			REQUIREMENTS	
\$ 2,021,923	\$ 2,132,957	\$ 2,469,680	Personal Services	\$ 2,677,850
779,789	762,537	1,002,540	Materials & Services	1,076,850
-	7,357	-	Capital Outlay	-
-	-	300,000	Contingencies	300,000
-	17,544	130,000	Transfers	800,000
<u>\$ 2,801,712</u>	<u>\$ 2,920,395</u>	<u>\$ 3,902,220</u>	Total Expenditures	<u>\$ 4,854,700</u>
4,802,311	5,002,147	4,176,520	Unappropriated Balance	3,489,210
<u>\$ 7,604,022</u>	<u>\$ 7,922,541</u>	<u>\$ 8,078,740</u>	Total Requirements	<u>\$ 8,343,910</u>

**PENSION OBLIGATION DEBT FUND (210)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 234,961	\$ 22,127	\$ 27,610	Beginning Balance	\$ 35,250
3,964,977	4,359,430	4,534,500	Revenues	4,714,070
<u>\$ 4,199,937</u>	<u>\$ 4,381,557</u>	<u>\$ 4,562,110</u>	Total Resources	<u>\$ 4,749,320</u>
			REQUIREMENTS	
\$ 4,177,811	\$ 4,353,302	\$ 4,529,500	Debt Service	\$ 4,707,070
<u>\$ 4,177,811</u>	<u>\$ 4,353,302</u>	<u>\$ 4,529,500</u>	Total Expenditures	<u>\$ 4,707,070</u>
22,127	28,255	32,610	Unappropriated Balance	42,250
<u>\$ 4,199,937</u>	<u>\$ 4,381,557</u>	<u>\$ 4,562,110</u>	Total Requirements	<u>\$ 4,749,320</u>

**GENERAL DEBT (210)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ (105,568)	\$ 307,721	\$ 508,240	Beginning Balance	\$ 1,636,430
9,925,514	10,512,720	11,112,550	Revenues	11,497,880
<u>\$ 9,819,946</u>	<u>\$ 10,820,441</u>	<u>\$ 11,620,790</u>	Total Resources	<u>\$ 13,134,310</u>
			REQUIREMENTS	
\$ 9,512,225	\$ 10,127,431	\$ 11,256,440	Debt Service	\$ 12,908,860
<u>\$ 9,512,225</u>	<u>\$ 10,127,431</u>	<u>\$ 11,256,440</u>	Total Expenditures	<u>\$ 12,908,860</u>
307,721	693,010	364,350	Unappropriated Balance	225,450
<u>\$ 9,819,946</u>	<u>\$ 10,820,441</u>	<u>\$ 11,620,790</u>	Total Requirements	<u>\$ 13,134,310</u>

**CAPITAL IMPROVEMENTS FUND (255)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 9,469,506	\$ 44,711,369	\$ 51,474,790	Beginning Balance	\$ 45,985,810
62,836,751	30,527,186	38,474,750	Revenues	41,317,530
<u>\$ 72,306,258</u>	<u>\$ 75,238,555</u>	<u>\$ 89,949,540</u>	Total Resources	<u>\$ 87,303,340</u>
			REQUIREMENTS	
\$ 26,770,571	\$ 22,202,236	\$ 83,828,020	Materials & Services	\$ 79,483,300
787,598	115,000	5,949,320	Capital Outlay	7,779,440
36,720	-	172,200	Transfers	40,600
<u>\$ 27,594,889</u>	<u>\$ 22,317,236</u>	<u>\$ 89,949,540</u>	Total Expenditures	<u>\$ 87,303,340</u>
44,711,369	52,921,319	-	Unappropriated Balance	-
<u>\$ 72,306,258</u>	<u>\$ 75,238,555</u>	<u>\$ 89,949,540</u>	Total Requirements	<u>\$ 87,303,340</u>

**EXTRA CAPACITY FACILITIES FUND (260)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 17,455,589	\$ 17,726,051	\$ 18,402,600	Beginning Balance	\$ 15,087,320
7,225,846	5,044,899	6,854,500	Revenues	8,562,500
<u>\$ 24,681,435</u>	<u>\$ 22,770,950</u>	<u>\$ 25,257,100</u>	Total Resources	<u>\$ 23,649,820</u>
			REQUIREMENTS	
\$ 5,617,687	\$ 2,683,420	\$ 25,086,010	Materials & Services	\$ 21,590,550
498,337	1,578,380	96,090	Capital Outlay	1,898,510
839,360	895,000	75,000	Transfers	160,760
<u>\$ 6,955,384</u>	<u>\$ 5,156,800</u>	<u>\$ 25,257,100</u>	Total Expenditures	<u>\$ 23,649,820</u>
17,726,051	17,614,150	-	Unappropriated Balance	-
<u>\$ 24,681,435</u>	<u>\$ 22,770,950</u>	<u>\$ 25,257,100</u>	Total Requirements	<u>\$ 23,649,820</u>

**DEVELOPMENT DISTRICT FUND (275)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 1,461,238	\$ 1,559,943	\$ 1,568,440	Beginning Balance	\$ 1,531,240
98,704	23,788	507,500	Other	807,000
<u>\$ 1,559,943</u>	<u>\$ 1,583,731</u>	<u>\$ 2,075,940</u>	Total Resources	<u>\$ 2,338,240</u>
			REQUIREMENTS	
\$ -	\$ 14,043	\$ 2,075,940	Materials & Services	\$ 2,338,240
<u>\$ -</u>	<u>\$ 14,043</u>	<u>\$ 2,075,940</u>	Total Expenditures	<u>\$ 2,338,240</u>
1,559,943	1,569,689	-	Unappropriated Balance	-
<u>\$ 1,559,943</u>	<u>\$ 1,583,731</u>	<u>\$ 2,075,940</u>	Total Requirements	<u>\$ 2,338,240</u>

**UTILITY FUND (310)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 39,634,065	\$ 38,638,797	\$ 41,495,220	Beginning Balance	\$ 47,056,750
85,490,148	89,386,048	88,683,950	Revenues	93,013,310
\$ 125,124,213	\$ 128,024,846	\$ 130,179,170	Total Resources	\$ 140,070,060
			REQUIREMENTS	
\$ 27,746,777	\$ 28,065,565	\$ 32,865,920	Personal Services	\$ 32,691,750
25,765,436	27,176,169	30,660,750	Materials & Services	36,325,280
496,006	615,534	1,423,350	Capital Outlay	815,420
24,162,497	22,008,773	20,978,870	Debt Service	20,984,170
-	-	3,500,000	Contingencies	8,500,000
8,314,700	9,505,240	7,450,000	Transfers	13,666,100
\$ 86,485,416	\$ 87,371,281	\$ 96,878,890	Total Expenditures	\$ 112,982,720
38,638,797	40,653,565	33,300,280	Unappropriated Balance	27,087,340
\$ 125,124,213	\$ 128,024,846	\$ 130,179,170	Total Requirements	\$ 140,070,060

**EMERGENCY SERVICES FUND (320)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 2,816,469	\$ 2,681,207	\$ 2,710,230	Beginning Balance	\$ 2,717,720
876,409	879,952	823,040	Revenues	717,550
\$ 3,692,878	\$ 3,561,159	\$ 3,533,270	Total Resources	\$ 3,435,270
			REQUIREMENTS	
\$ 447,182	\$ 370,523	\$ 381,010	Personal Services	\$ 368,780
564,489	498,643	485,000	Materials & Services	357,120
-	-	60,000	Contingencies	58,000
\$ 1,011,671	\$ 869,166	\$ 926,010	Total Expenditures	\$ 783,900
2,681,207	2,691,993	2,607,260	Unappropriated Balance	2,651,370
\$ 3,692,878	\$ 3,561,159	\$ 3,533,270	Total Requirements	\$ 3,435,270

**WILLAMETTE VALLEY PUBLIC SAFETY COMMUNICATIONS CENTER FUND (330)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 1,315,032	\$ 1,061,548	\$ 646,810	Beginning Balance	\$ 737,540
8,385,271	8,793,243	9,632,510	Revenues	9,972,640
\$ 9,700,303	\$ 9,854,791	\$ 10,279,320	Total Resources	\$ 10,710,180
			REQUIREMENTS	
\$ 7,446,796	\$ 7,784,322	\$ 8,507,090	Personal Services	\$ 8,560,350
1,160,733	1,332,652	1,668,360	Materials & Services	1,715,550
31,226	-	-	Capital Outlay	-
-	-	-	Debt Service	-
-	-	103,870	Contingencies	434,280
\$ 8,638,755	\$ 9,116,974	\$ 10,279,320	Total Expenditures	\$ 10,710,180
1,061,548	737,817	-	Unappropriated Balance	-
\$ 9,700,303	\$ 9,854,791	\$ 10,279,320	Total Requirements	\$ 10,710,180

POLICE REGIONAL RECORDS SYSTEM (335)

FY 2016-17

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
RESOURCES			
\$ 867,413	\$ 948,582	\$ 1,111,110	Beginning Balance \$ 1,288,090
316,460	329,006	354,670	Revenues 369,630
\$ 1,183,874	\$ 1,277,589	\$ 1,465,780	Total Resources \$ 1,657,720
REQUIREMENTS			
\$ 235,292	\$ 168,121	\$ 400,500	Materials & Services \$ 316,930
-	-	1,035,280	Capital Outlay 1,340,790
-	-	30,000	Contingencies -
\$ 235,292	\$ 168,121	\$ 1,465,780	Total Expenditures \$ 1,657,720
948,582	1,109,467	-	Unappropriated Balance -
\$ 1,183,874	\$ 1,277,589	\$ 1,465,780	Total Requirements \$ 1,657,720

CITY SERVICES FUND (355)

FY 2016-17

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
RESOURCES			
\$ 13,868,485	\$ 12,191,392	\$ 4,340,110	Beginning Balance \$ 5,631,580
11,481,685	9,630,706	9,938,830	Revenues 10,179,340
\$ 25,350,170	\$ 21,822,098	\$ 14,278,940	Total Resources \$ 15,810,920
REQUIREMENTS			
\$ 2,391,802	\$ 2,438,545	\$ 2,679,150	Personal Services \$ 2,608,110
7,377,037	6,138,260	7,412,720	Materials & Services 8,112,790
14,939	40,695	222,030	Capital Outlay 163,200
3,375,000	8,684,000	300,000	Transfers 1,800,000
\$ 13,158,778	\$ 17,301,500	\$ 10,613,900	Total Expenditures \$ 12,684,100
12,191,392	4,520,598	3,665,040	Unappropriated Balance 3,126,820
\$ 25,350,170	\$ 21,822,098	\$ 14,278,940	Total Requirements \$ 15,810,920

SELF INSURANCE FUND (365)

FY 2016-17

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	ADOPTED 2016-17
RESOURCES			
\$ 10,609,383	\$ 11,821,906	\$ 11,185,160	Beginning Balance \$ 12,229,760
24,807,803	26,603,799	27,342,420	Revenues 27,671,010
\$ 35,417,186	\$ 38,425,705	\$ 38,527,580	Total Resources \$ 39,900,770
REQUIREMENTS			
\$ 655,943	\$ 639,059	\$ 726,010	Personal Services \$ 735,850
22,939,337	24,711,562	37,801,570	Materials & Services 39,164,920
\$ 23,595,280	\$ 25,350,622	\$ 38,527,580	Total Expenditures \$ 39,900,770
11,821,906	13,075,083	-	Unappropriated Balance -
\$ 35,417,186	\$ 38,425,705	\$ 38,527,580	Total Requirements \$ 39,900,770

**EQUIPMENT REPLACEMENT RESERVE (388)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ -	\$ 3,855,152	\$ 3,931,880	Beginning Balance	\$ 4,651,850
5,419,064	2,678,267	2,593,350	Revenues	3,749,400
<u>\$ 5,419,064</u>	<u>\$ 6,533,419</u>	<u>\$ 6,525,230</u>	Total Resources	<u>\$ 8,401,250</u>
			REQUIREMENTS	
\$ 344,621	\$ 28,446	\$ 2,690	Materials & Services	\$ -
1,219,291	2,234,103	2,662,460	Capital Outlay	4,943,230
<u>\$ 1,563,912</u>	<u>\$ 2,262,550</u>	<u>\$ 2,665,150</u>	Total Expenditures	<u>\$ 4,943,230</u>
3,855,152	4,270,869	3,860,080	Unappropriated Balance	3,458,020
<u>\$ 5,419,064</u>	<u>\$ 6,533,419</u>	<u>\$ 6,525,230</u>	Total Requirements	<u>\$ 8,401,250</u>

**TRUST FUNDS (400)
FY 2016-17**

ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16		ADOPTED 2016-17
			RESOURCES	
\$ 5,530,517	\$ 5,505,185	\$ 5,420,190	Beginning Balance	\$ 5,428,280
1,320,771	836,184	4,262,230	Revenues	1,319,300
<u>\$ 6,851,287</u>	<u>\$ 6,341,369</u>	<u>\$ 9,682,420</u>	Total Resources	<u>\$ 6,747,580</u>
			REQUIREMENTS	
\$ 577,559	\$ 766,391	\$ 1,251,980	Materials & Services	\$ 1,423,550
		460,000	Capital Outlay	500,000
768,543	167,154	3,176,000	Transfers	1,355,000
<u>\$ 1,346,103</u>	<u>\$ 933,544</u>	<u>\$ 4,887,980</u>	Total Expenditures	<u>\$ 3,278,550</u>
5,505,185	5,407,824	4,794,440	Unappropriated Balance	3,469,030
<u>\$ 6,851,287</u>	<u>\$ 6,341,369</u>	<u>\$ 9,682,420</u>	Total Requirements	<u>\$ 6,747,580</u>

Financial Information

Basis of Accounting

The modified accrual basis of accounting is used for all funds except for proprietary funds which are reported on the full accrual basis. Expenditures are recorded when liabilities are incurred under both methods of accounting. The difference between the two methods is that under full accrual accounting, revenues are recorded when earned; while under the modified accrual basis of accounting, revenue is recorded when it becomes measurable and available. Accordingly, only those receivables available soon enough after year end to pay June 30 liabilities have been reflected in revenues.

Description of Funds

Financial activities of the City of Salem are accounted for in funds, which are grouped into seven fund types as follows:

General Fund Type

GENERAL FUND – Reflected here are general activities of the City. Principal sources of revenue are property taxes, franchise fees, state shared revenues, and charges for services provided to other funds. All line and staff departments are financed through this fund with primary expenditures going for administration, police, fire, community services, community development, library, parks and information technology.

Special Revenue Fund Type

TRANSPORTATION SERVICES FUND – This fund is self-supported from highway revenues (gas tax), reimbursements from other city funds, charges, and permits. Expenditures are for transportation and pavement maintenance, engineering services, and administrative support. (Previously named, Public Works Fund)

STREETLIGHT FUND – Salem’s City Council adopted a streetlight fee effective July 1, 2015. The revenue derived from the new fee will be directed to this fund. In addition, all expenditures related to the operation, maintenance, modernization, and expansion of the streetlight system will be recorded here.

AIRPORT FUND – Operations of the Salem McNary Airport are recorded in this fund. Revenues are derived from a variety of rentals and fees charged users of airport facilities and property, with expenditures being for airport operations and maintenance.

COMMUNITY RENEWAL FUND – Programs carried out under the federal Housing and Development Act of 1974 (Community Development Block Grant) and the federal HOME Investment Partnerships Act program are accounted for in this fund. Receipts primarily consist of payments by the federal government. Expenditures are for a variety of housing, social service, public facility, and public improvement.

Financial Information

DOWNTOWN PARKING FUND – This fund is used to account for the city's downtown parking program. Expenditures are for downtown police services and maintenance of parking structures. Revenues are derived from assessments paid by employers within the downtown parking district and monthly parking space rentals within the Chemeketa, Liberty, and Marion parking structures.

ECONOMIC IMPROVEMENT DISTRICT FUND – (EID) - This fund is used to account for the city's economic improvement district in the downtown corridor. Receipts are from downtown commercial property owners who pay the EID assessment. Expenditures are for economic improvement projects within the district and administrative support.

CULTURAL AND TOURISM FUND – This fund was established in FY 1995-96. The major revenue source is the Transient Occupancy Tax (TOT) commonly known as the Hotel/Motel Tax. Expenditures are for tourism promotion, enhancement and beautification of city roadways and streets, urban beautification, and improvements to and operation of major tourist attractions or cultural facilities.

PUBLIC ART FUND – This fund was established to account for the selection, acquisition, and maintenance of public art. Funding for these activities is derived from the dedication of one-half of one percent of the total eligible costs of all City improvement projects.

LEASEHOLD FUND – This fund is used to account for the operation of Chemeketa and Liberty parkades, retail, and office space. Revenues are generated from leases. Expenditures are for maintenance of the facilities.

BUILDING AND SAFETY FUND – This operation is primarily self-supported through permit fees, license fees, and reimbursement from other funds. Expenditures cover management, new construction, and licensing and permit programs.

Debt Service Fund Type

GENERAL DEBT SERVICE FUND – Recorded here are payments made on long-term property tax supported borrowing. Receipts are primarily property taxes, with expenditures being for the repayment of various general obligation bond issues principal and interest. The pension obligation debt is also budgeted here. Receipts are derived from allocations to City funds sufficient to cover the cost of the debt payment.

Capital Projects Fund Type

CAPITAL IMPROVEMENTS FUND – Most major construction projects of the City, except those assessed to property owners, are recorded in this fund. Expenditures include those made for street projects, major water and sewer facilities, parks, and other construction by City personnel and independent contractors. Principal sources of financing are bond proceeds, interest, federal grants, sewer and water use charges, and transfers from other City funds.

Financial Information

EXTRA CAPACITY FACILITIES FUND – This fund is used to account for proceeds from water, sewer, parks, and transportation system development charges (SDC) which are used to build public improvements.

DEVELOPMENT DISTRICT FUND – This fund accounts for development district revenues and expenses.

Enterprise Fund Type

UTILITY FUND – Shown here are the operations of the water and sewer services. Revenues are largely composed of water sales and sewer use charges. Expenditures provide for the operating expenses of these two functions as well as the annual debt service requirements that have been assumed to finance plant expansions. Major construction expenditures for the water and sewer systems are shown in the Capital Improvements Fund. (Previously named, Water and Sewer Fund)

EMERGENCY SERVICES FUND – The Emergency Services Fund accounts for administration and oversight of EMS services provided by the Salem Fire Department and as contracted with the outside provider Falck Ambulance. Revenues primarily are from ambulance service charges and membership fees, as well as payment from Falck Ambulance. Expenditures provide for the personnel, supplies, and equipment required to provide this service.

WILLAMETTE VALLEY COMMUNICATIONS CENTER FUND – (WVCC) – The Willamette Valley Communications Center is a regional public safety communications center located in the City of Salem. The Center provides a 911 emergency telephone reporting system for some 590,000 citizens of Polk, Marion and Lincoln counties, and provides police, fire, and emergency medical services radio dispatching for 29 public safety agencies. Principal revenues are from the member public safety agencies, and expenses are for operations of the service.

POLICE REGIONAL RECORDS SYSTEM – The Police Regional Records System fund was established in FY 2009-10. The fund receives allocated costs from 13 participating law enforcement agencies for providing and maintaining the police records incident offense reporting system (PRIORS), a police records management system. Expenditures are primarily for computer software, equipment, and support.

Internal Service Fund Type

CITY SERVICES FUND – This fund reflects the operations of the centralized service functions; City fleet services, radio communications, equipment and service management, construction and maintenance supply warehouse, printing and duplicating facilities, messenger service, mail service, microfilming service, and maintenance of the shops facilities site. Principal revenues are rates and fees charged to other departments of the City for the use of these facilities and services. Expenditures are primarily for inventory purchases and personnel required to carry out these functions.

Financial Information

SELF INSURANCE FUND – This fund reflects the City's three self-insured risk management programs: workers compensation, casualty, and health benefits (medical, vision, and dental). It also reflects the self-insured health benefits programs the City administers for the Salem Housing Authority. Operating funds pay the appropriate premiums into this fund from which all valid claims are paid through agents under contract to administer the programs. Excess insurance coverage limits the City's potential liability. Cash reserves to cover potential claims have been accumulated and are maintained in this fund.

EQUIPMENT REPLACEMENT RESERVE FUND – This fund contains the equipment reserve for the City. This reserve fund is intended for the City's fleet, as well as other types of equipment in separate cost centers. Revenues are received from vehicle rental rates, fuel, and replacement parts costs charged to other departments for the Fleet cost center. In addition, revenues for replacement of parking meter equipment are derived from parking meter revenues. Expenditures are for vehicle and equipment replacement.

Trust Fund Type

TRUST FUND – This fund is comprised of over 40 special accounts that are held in trust for various groups or purposes or for the temporary holding of funds for which the City acts as a collection agency.



**CITY OF SALEM
GENERAL FUND RESOURCE SUMMARY
FY 2016-17
ADOPTED**

RESOURCES	ACTUAL 2013-14	ACTUAL 2014-15	BUDGET 2015-16	ESTIMATE 2015-16	ADOPTED 2016-17	DIFFERENCE 15-16 Est. to 16-17 Adopt.	% Diff
General Fund - Detail							
Property Taxes, Other Taxes							
31110 Property Tax Levy	\$ 54,281,270	\$ 56,987,431	\$ 58,754,020	\$ 59,366,620	\$ 61,552,020	\$ 2,185,400	3.7%
31120 First Prior Year	825,512	821,039	735,190	735,190	615,120	(120,070)	-16.3%
31130 Second Prior Year	523,070	494,821	258,790	430,000	461,210	31,210	7.3%
31140 All Other Prior Years	769,166	749,781	311,720	350,000	347,310	(2,690)	-0.8%
31210 Other Taxes	49,065	44,565	61,630	45,000	45,000	-	-
31410 Marijuana Sales Tax	-	-	-	-	27,230	27,230	-
Total Taxes	56,448,083	\$ 59,097,637	\$ 60,121,350	\$ 60,926,810	\$ 63,047,890	\$ 2,121,080	3.5%
Franchise Fees							
32110 Electricity	\$ 6,338,894	\$ 6,580,293	\$ 6,788,800	\$ 6,608,140	\$ 6,723,780	\$ 115,640	1.7%
32120 Telecommunications	1,680,475	1,599,464	1,550,020	1,550,020	1,488,020	(62,000)	-4.0%
32130 Natural Gas	2,033,476	1,982,506	2,120,280	1,895,180	1,895,180	-	-
32140 Refuse	1,083,701	1,381,064	1,659,220	1,709,710	1,752,450	42,740	2.5%
32150 Cable TV	1,601,226	1,681,070	1,677,020	1,677,020	1,677,020	-	-
32160 Stormwater / Wastewater / Water	2,892,576	3,153,634	3,087,460	3,275,610	3,276,290	680	0.0%
Total Franchise Fees	15,630,348	\$ 16,378,032	\$ 16,882,800	\$ 16,715,680	\$ 16,812,740	\$ 97,060	0.6%
Fees for Services							
32310 Accident and Fire Recovery	\$ 2,562	\$ 150	\$ 6,000	\$ 11,420	\$ 6,000	\$ (5,420)	-47.5%
32315 Community Events	76,453	62,499	84,800	59,550	61,800	2,250	3.8%
32320 Document Sales	79,363	88,731	81,300	84,440	83,650	(790)	-0.9%
32335 Fire Protection	808,500	854,891	854,840	880,380	908,900	28,520	3.2%
32345 Community Enforcement Fee	105,388	136,611	55,400	111,570	60,740	(50,830)	-45.6%
32350 Planning Fees	192,816	236,005	197,140	316,270	320,610	4,340	1.4%
32351 Site Plan Review	127,998	143,699	132,270	177,660	182,990	5,330	3.0%
32352 Dwelling Plan Review	81,183	71,198	74,240	76,560	78,860	2,300	3.0%
32365 Security Service	26,304	26,912	24,000	29,940	24,840	(5,100)	-17.0%
32391 Ambulance Contractor Fee	219,960	219,960	219,960	219,960	219,960	-	-
32490 Lien Search Fee	141,400	163,090	144,360	192,110	192,110	-	-
32495 Other Charges for Services	270	876	1,220	900	900	-	-
Total Fees for Services	1,862,196	\$ 2,004,622	\$ 1,875,530	\$ 2,160,760	\$ 2,141,360	\$ (19,400)	-0.9%
Other Fees							
32610 Senior Center Fees	\$ 298,261	\$ 256,833	\$ 207,000	\$ 319,960	\$ 339,360	\$ 19,400	6.1%
32615 Recreation	49,961	44,481	33,000	41,600	39,000	(2,600)	-6.3%
32621 Softball Program Fees	260,290	294,339	260,000	299,000	247,980	(51,020)	-17.1%
32625 Park Reservations	93,355	123,411	106,840	151,670	160,740	9,070	6.0%
32630 Library Fees	201,125	186,181	188,110	166,940	170,280	3,340	2.0%
32632 Library Non Resident Fee	-	-	-	31,180	31,800	620	2.0%
32633 Library Damaged / Lost Materials	-	-	-	15,770	16,090	320	2.0%
32636 Towing	79,910	96,375	103,620	84,040	85,000	960	1.1%
32644 Processing Fee	85,911	87,117	81,600	88,160	95,000	6,840	7.8%
32695 Other Fees	5,060	(1,020)	7,000	16,500	16,500	-	-
Total Other Fees	1,073,873	\$ 1,087,717	\$ 987,170	\$ 1,214,820	\$ 1,201,750	\$ (13,070)	-1.1%

**CITY OF SALEM
GENERAL FUND RESOURCE SUMMARY
FY 2016-17
ADOPTED**

RESOURCES	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	DIFFERENCE	% Diff
	2013-14	2014-15	2015-16	2015-16	2016-17	15-16 Est. to 16-17 Adopt.	
Licenses and Permits							
32805 Marijuana Licenses	\$ -	\$ 21,291	\$ 14,580	\$ 34,000	\$ 34,680	\$ 680	2.0%
32810 Apartment Licenses	238,101	240,127	243,060	245,370	247,820	2,450	1.0%
32825 Fire Safety Permits	367,424	296,097	300,310	368,130	360,000	(8,130)	-2.2%
32830 Automation Surcharge	87,747	85,855	88,000	91,410	93,240	1,830	2.0%
32855 Sign Permits	84,742	72,349	79,790	70,300	72,410	2,110	3.0%
32895 Other Permits	2,085	840	1,650	1,000	1,000	-	-
Total Licenses and Permits	780,100	\$ 716,558	\$ 727,390	\$ 810,210	\$ 809,150	\$ (1,060)	-0.1%
Rent							
34110 Land/Bldg Rent Income	\$ 91,941	\$ 99,034	\$ 90,830	\$ 65,440	\$ 59,040	\$ (6,400)	-9.8%
34125 Sidewalk Telephones	21	19	-	10	-	(10)	-100.0%
34132 Parking/Civic Center	83,288	80,113	80,970	82,970	82,970	-	-
34134 Parking/Pringle	164,609	150,806	154,210	150,370	150,730	360	0.2%
34146 Parking/Carpool	148,875	187,843	165,000	193,350	195,280	1,930	1.0%
34148 Parking Meters	488,316	535,761	1,144,970	751,530	958,280	206,750	27.5%
34295 Parking Rent - Other	76,305	201,322	73,000	85,010	150,000	64,990	76.4%
Total Rent	1,053,355	\$ 1,254,898	\$ 1,708,980	\$ 1,328,680	\$ 1,596,300	\$ 267,620	20.1%
Internal Charges							
35130 Indirect Cost Allocation	\$ 7,654,680	\$ 7,348,420	\$ 7,545,100	\$ 7,545,100	\$ 7,595,170	\$ 50,070	0.7%
35212 Intra City - Direct Charge	1,878,927	1,920,588	2,315,870	1,872,030	2,265,660	393,630	21.0%
35213 Intra City - Budgeted Transfers	1,194,261	1,469,452	3,094,830	2,968,500	3,244,320	275,820	9.3%
35215 Intra City - Interdept. Reimburs.	265,147	254,342	228,970	279,500	214,990	(64,510)	-23.1%
Total Internal Charges	10,993,014	\$ 10,992,802	\$ 13,184,770	\$ 12,665,130	\$ 13,320,140	\$ 655,010	5.2%
State Shared Revenues							
35315 Alcoholic Beverage	\$ 2,203,167	\$ 2,287,641	\$ 2,382,910	\$ 2,329,920	\$ 2,391,900	\$ 61,980	2.7%
35320 Cigarette Tax	211,449	211,660	196,900	211,660	211,660	-	-
35325 State Revenue Sharing	1,528,396	1,588,450	1,672,950	1,620,220	1,652,620	32,400	2.0%
35326 State Marijuana Tax	-	-	-	-	38,900	38,900	-
35330 State 911	743,523	733,482	736,080	752,580	752,580	-	-
Total State Shared Revenues	4,686,535	\$ 4,821,232	\$ 4,988,840	\$ 4,914,380	\$ 5,047,660	\$ 133,280	2.7%
Other Agencies							
35350 Chemeketa Community College	\$ 578,002	\$ 597,518	\$ 595,420	\$ 600,330	\$ 595,420	\$ (4,910)	-0.8%
35355 Housing Authority	45,152	30,095	31,030	38,200	38,770	570	1.5%
35361 State Reimbursement	56,682	22,080	62,960	34,970	35,490	520	1.5%
35367 City of Keizer	500	-	-	-	-	-	-
35370 Marion County	26,874	125,510	136,000	133,400	135,400	2,000	1.5%
35380 School District	490,585	510,888	525,680	533,030	538,640	5,610	1.1%
35385 Payment In Lieu of Taxes	102,646	99,835	104,700	96,570	96,830	260	0.3%
35395 Other Government Agencies	130,572	128,319	133,220	131,620	139,470	7,850	6.0%
35495 Other Agencies	36,337	20,797	27,250	24,600	29,460	4,860	19.8%
Total Other Agencies	1,467,351	\$ 1,535,042	\$ 1,616,260	\$ 1,592,720	\$ 1,609,480	\$ 16,760	1.1%

**CITY OF SALEM
GENERAL FUND RESOURCE SUMMARY
FY 2016-17
ADOPTED**

RESOURCES	ACTUAL 2013-14	ACTUAL 2014-15	BUDGET 2015-16	ESTIMATE 2015-16	ADOPTED 2016-17	DIFFERENCE 15-16 Est. to 16-17 Adopt.	% Diff
Grants							
35510 State grants	\$ 25,717	\$ 34,577	\$ 35,450	\$ 35,450	\$ 35,450	\$ -	-
35615 Federal grants	1,005,028	920,336	777,620	963,660	1,384,160	420,500	43.6%
35620 Recovery act	-	-	-	-	-	-	-
35655 Other grants	-	3,000	3,000	-	-	-	-
Total Grants	1,030,745	\$ 957,914	\$ 816,070	\$ 999,110	\$ 1,419,610	\$ 420,500	42.1%
Fines, Penalties & Forfeitures							
36110 Parking	\$ 572,778	\$ 563,424	\$ 533,050	\$ 858,990	\$ 871,870	\$ 12,880	1.5%
36115 Court	1,661,269	1,759,375	1,653,320	1,656,620	1,706,320	49,700	3.0%
36116 Photo Red Light Fines	412,627	381,924	331,440	409,480	401,290	(8,190)	-2.0%
36125 False Alarm Fines	-	10	100	-	-	-	-
36195 Other Fines and Forfeitures	66,050	67,407	67,590	77,430	77,430	-	-
Total Fines, Pen. & Forfeitures	2,712,724	\$ 2,772,139	\$ 2,585,500	\$ 3,002,520	\$ 3,056,910	\$ 54,390	1.8%
36210 Interest	\$ 147,336	\$ 171,232	\$ 148,000	\$ 228,890	\$ 233,470	\$ 4,580	2.0%
Loan Collections							
36310 Loan Principal	\$ 4,361,300	\$ 6,325,000	\$ 5,075,000	\$ 5,075,000	\$ -	\$ (5,075,000)	-100.0%
36315 Loan Interest	6,037	1,384	1,950	1,950	-	(1,950)	-100.0%
Total Loan Collections	4,367,337	\$ 6,326,384	\$ 5,076,950	\$ 5,076,950	\$ -	\$ (5,076,950)	-100.0%
Other Revenue							
36810 Bad Debt Recovery	\$ 2,554	\$ 2,990	\$ 2,840	\$ 2,840	\$ 2,840	\$ -	-
36815 Wage Recovery	105,114	62,302	68,820	62,300	63,860	1,560	2.5%
36820 Donations	51,609	100,991	107,700	108,220	108,810	590	0.5%
36895 Other Revenue	72,606	107,125	90,790	90,790	90,790	-	-
Total Other Revenue	231,882	\$ 273,408	\$ 270,150	\$ 264,150	\$ 266,300	\$ 2,150	0.8%
38715 Loan Proceeds	\$ -	\$ 940,000	\$ 560,000	\$ 560,000	\$ -	\$ (560,000)	-100.0%
38755 Sale of Assets	\$ 2,819	\$ -	\$ 5,000	\$ -	\$ -	\$ -	-
39110 Interfund Transfer	\$ 825,000	\$ 1,145,000	\$ 1,179,350	\$ 1,179,350	\$ 1,250,800	\$ 71,450	6.1%
39910 Beginning Working Capital	\$ 20,799,360	\$ 20,997,247	\$ 21,976,470	\$ 24,940,155	\$ 26,047,730	\$ 1,107,575	4.4%
TOTAL GENERAL FUND	\$ 124,112,057	\$ 131,471,863	\$ 134,710,580	\$ 138,580,315	\$ 137,861,290	\$ (719,025)	-0.5%
Current Revenue	103,312,697	\$ 110,474,617	\$ 112,734,110	\$ 113,640,160	\$ 111,813,560	\$ (1,826,600)	-1.6%



REVENUE ASSUMPTIONS

GENERAL FUND

Introduction

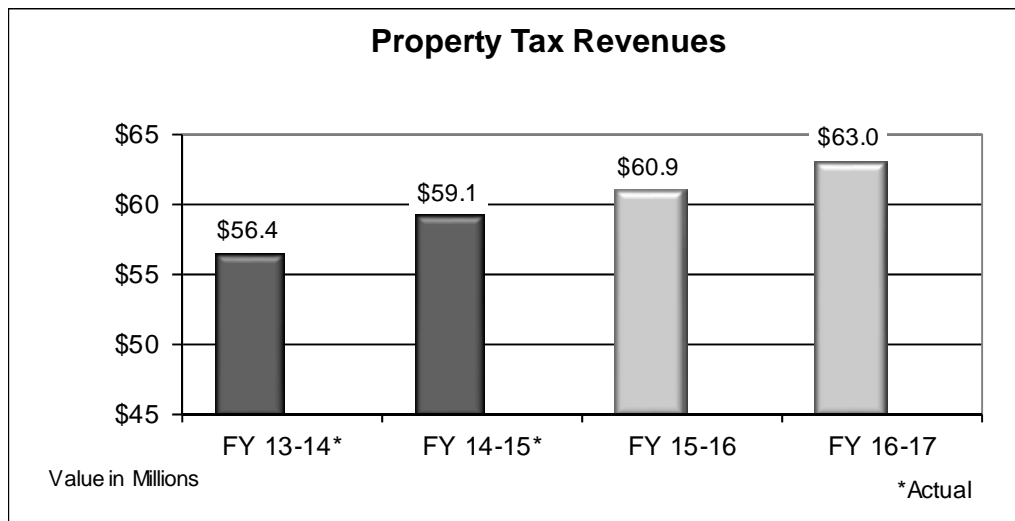
The narrative below discusses the assumptions used to project General Fund revenue for FY 2016-17. For detailed listings of the values used, along with their histories, refer to the table called, "General Fund Resource Summary," immediately preceding this narrative.

The Resource Summary includes an *Estimate 2015-16* column, which reflects revenue projections for FY 2015-16 as of February 2016, when the FY 2016-17 budget was being developed. The *Estimate 2015-16* column does not necessarily reflect the amounts originally budgeted for the year. The comparisons made in this discussion on revenue assumptions are based on FY 2015-16 estimated amounts unless otherwise noted.

PROPERTY TAX (31110 - 31140)

Property tax continues to be the General Fund's single largest revenue source, estimated at \$63 million for FY 2016-17. Property taxes, including prior years' taxes, account for 56.3 percent of all new revenues and 45.7 percent of all available resources estimated for FY 2016-17.

The bar chart below shows two years of actual property tax levy receipts and two years of estimated receipts.



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. For FY 2016-17, it is assumed that the City's assessed property values will increase by 4 percent, which results in an increase of 4.7 percent to the levy. After accounting for compression, discounts, and delinquencies, projected tax revenue from the levy and all prior year receipts is estimated to increase by 3.4 percent or \$2.09 million over the current estimate.

SALES TAX (31400)

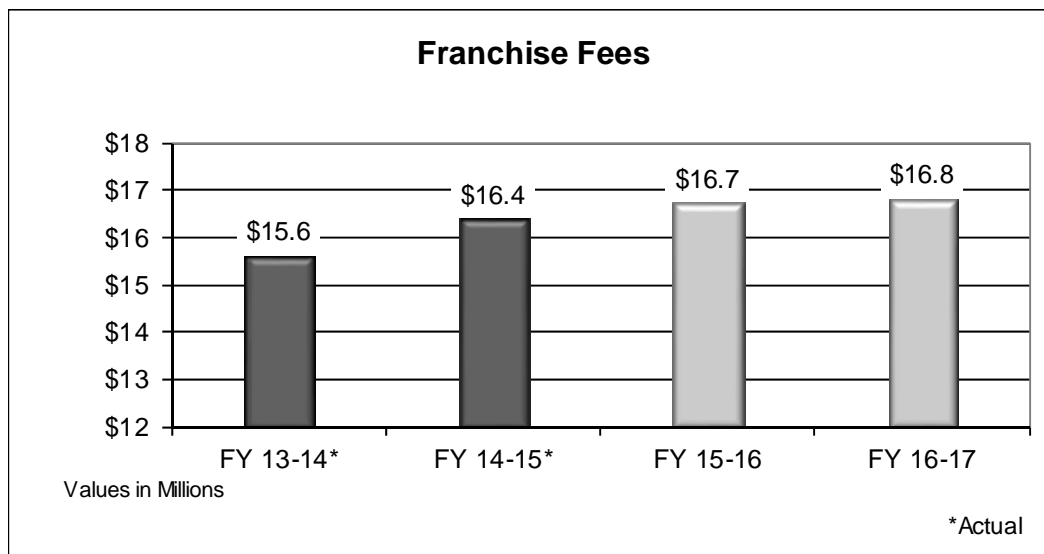
Marijuana Sales Tax (31410) – In response to the possibility that the City Council may refer a proposal for a 3 percent recreational marijuana sales tax to Salem voters in the November 2016 general election, \$27,230 in tax revenue is estimated for the FY 2016-17 budget.

FRANCHISE FEES (32110 - 32160)

Five utilities pay franchise fees to Salem including cable television, electricity, natural gas, refuse, and telecommunications. Franchise fees are payments made by the utilities for their use of the public right-of-way. In addition, the City's Utility Fund pays a 5 percent franchise fee.

As a group, franchise fee revenue estimates for FY 2016-17 reflect an increase of \$97,060 over the fees expected to be received in FY 2015-16.

The table below shows two years of actual receipts and two years of estimated receipts.



Electricity (32110) – Both Portland General Electric (PGE) and Salem Electric pay a franchise fee representing 5 percent of their gross revenues to Salem. Rate increases effective January 2016 and a new rate proposal for PGE filed with the Public Utilities Commission for 2017–2019 influence estimated franchise revenue. Additionally, Salem Electric rates recently increased by approximately 7.5 percent due to escalating wholesale costs. These rate changes coupled with recent revenue trends prompt a 1.8 percent or \$115,640 increase over the FY 2015-16 estimate in this franchise fee.

Telecommunications (32120) – Forty-seven telecommunications providers pay franchise fees to the City of Salem. While the largest telecommunication franchise providers are CenturyLink and Comcast, other telecommunication providers, including Advanced Telecom, Clearwire, Integra, Global Crossing, 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. The telecommunications franchise revenue estimate for FY 2016-17 of \$1,488,020 anticipates a decrease of approximately 4 percent compared to FY 2015-16. Of the total revenue anticipated for FY 2016-17, \$400,000 or 27 percent is estimated from CenturyLink and \$530,000 from Comcast or 36 percent.

Natural Gas (32130) – Northwest Natural Gas pays 5 percent of gross revenues as a franchise fee to Salem. No anticipated revenue growth in FY 2016-17 over the prior year estimate of \$1,895,180 reflects a November 2015 rate decrease offset by a small projected increase in the customer base and consumption.

Refuse (32140) – At the point of FY 2016-17 budget development, the City had experienced a full year of additional franchise fee revenue from the January 2015, City Council-adopted 2 percentage point increase to the franchise rate for refuse collection services and a concurrent rate increase for the haulers. From the resulting new revenue base, the FY 2016-17 estimate reflects a 2.5 percent increase to \$1,752,450.

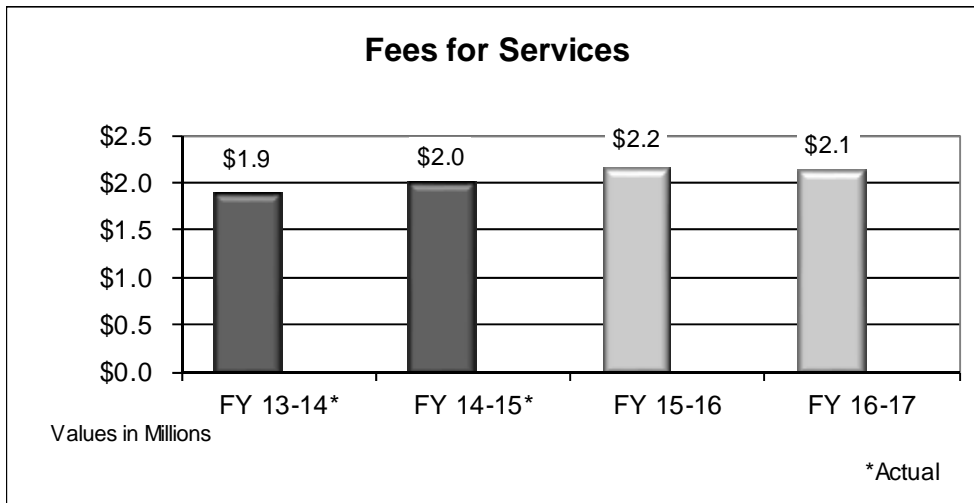
Cable TV (32150) – Comcast currently pays a franchise fee of 5 percent on gross revenues from services provided over its cable network. The revenue estimate for FY 2016-17 anticipates that cable rates will remain steady. The City receives the entire payment from Comcast, then pays the equivalent of 40 percent to the Mid-Valley Cable Regulatory Commission (MVCRC).

The budget reflects the total to be received from cable services at \$1,677,020, with \$1,006,210 retained by the City, and \$670,810 budgeted as an expense to be paid to the MVCRC.

Stormwater / Wastewater / Water Franchise Fees (32160) – These revenues are received from the City's Utility Fund and are assessed at 5 percent of water, sewer, and stormwater receipts. The budget reflects no increase over FY 2015-16 estimates for this franchise fee. Similar to experience in FY 2014-15, the FY 2015-16 estimate is the product of a water consumption year that is projected to be outside of the norm resulting in increased accrual of franchise fee revenue. Projected FY 2016-17 receipts reflect a 3 percent rate increase (effective January 1, 2017) and estimated consumption based upon multi-year historical data as part of the utility financial plan. Updated biennially, the plan is the basis for rate setting and revenue estimating. The upcoming July 2016 update may yield a different projection for FY 2016-17 based upon more recent data trends. At this time, the total anticipated for FY 2016-17 utility franchise fee is \$3,276,290.

FEES FOR SERVICES (32310 - 32495)

These revenues are generated through direct charges for services rendered. The charges include fire protection for non-City of Salem residents, the ambulance contractor fee, and planning fees. Overall, this revenue category is relatively stable.



Community Events (32315) – These revenues include park use fees and charges for event special use permits. At \$61,800, FY 2016-17 receipts are anticipated to exceed prior year estimates by 3.8 percent.

Document Sales (32320) – Collections received on the sale of City documents to requesting individuals. Most document fees occur within the Police Department when providing records requests. Total anticipated collections for FY 2016-17 are \$83,650.

Fire Protection (32335) – The Salem Suburban Rural Fire Protection District (SSRFPD) pays 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. The revenue estimate for FY 2016-17 is \$908,900.

Code Compliance Cost Recovery (32345) – These are 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. The \$111,570 estimate for FY 2015-16 reflects the addition of a substantial one-time penalty to a car ride service. The FY 2016-17 budget returns to more normal activity at \$60,740.

Planning Fees (32350) – Planning fees are collected for processing and reviewing various land use planning applications. For the General Fund, planning fees are budgeted at \$320,610 in FY 2016-17, a small increase (1.4 percent) from the FY 2015-16 estimate. The Community Development Department is in the midst of a multi-year plan to move toward 50 percent cost recovery through a series of rate increases. The FY 2016-17 estimate reflects rate increases coupled with somewhat lowered demand. During FY 2015-16, the department has experienced a spike in demand, and it is not known if that level of activity will be sustained through FY 2016-17.

Site Plan Review and Dwelling Plan Review (32351 and 32352) – These revenues highlight specific functions within the broader category of planning fees. It is expected site plan and dwelling reviews will experience receipts of \$182,990 and \$78,860, respectively, in FY 2016-17 to provide \$7,630 more than anticipated in FY 2015-16.

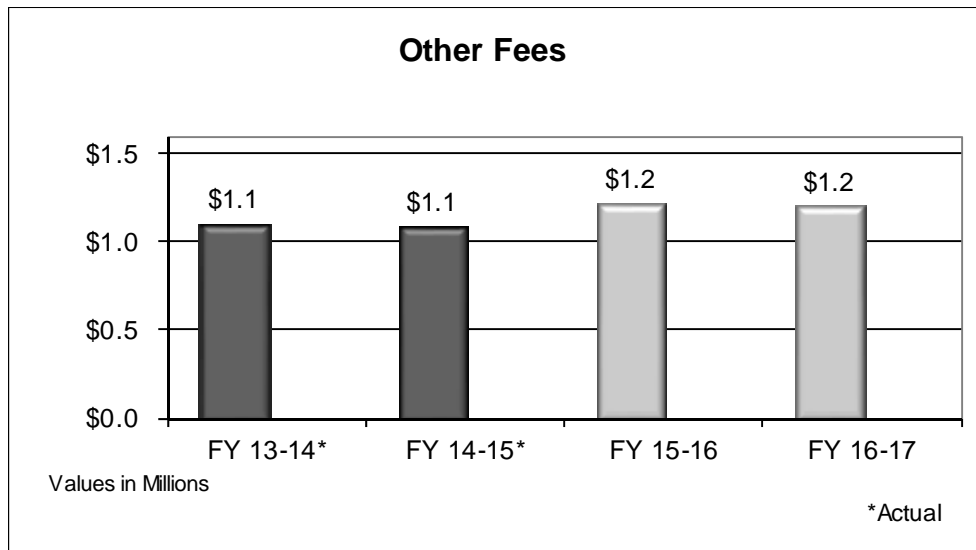
Security Service (32365) – Payments received for the provision of Salem police patrol services at athletic events and school activities total \$24,840 in the FY 2016-17 budget.

Ambulance (32385) – This revenue records funds received from Salem’s subcontracted ambulance service provider. The General Fund share of the annual payment is \$219,960 for FY 2016-17. 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.

Lien Search Fee (32490) – 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 Finance Division budget for services received from the vendor. The net revenue realized from this program is estimated at \$117,110 for FY 2016-17. Gross receipts are budgeted at \$192,110.

OTHER FEES (32610 - 32695)

Fees collected directly from participants using selected programs which are designed to help offset the cost of providing the services. Included are fees for overdue library materials and fees for library services for non-City of Salem residents.



Senior Center Fees (32610) – Total Center 50+ fees, projected at \$339,360, are derived from program charges. Center 50+ also collects funds for room rentals - \$35,610, and donations - \$67,610, which are represented within those accounts.

Recreation (32615) – Fees collected from participants in recreation programs such as youth sports camps for basketball, soccer, and tennis, as well as the summer parks program. The budget for FY 2016-17 is \$39,000.

Softball Program Fees (32621) – Revenue from these fees is estimated at \$247,980 in FY 2016-17, 17 percent less than FY 2015-16 estimates. Lowered receipts reflect an anticipated change in tournament activity for the upcoming fiscal year.

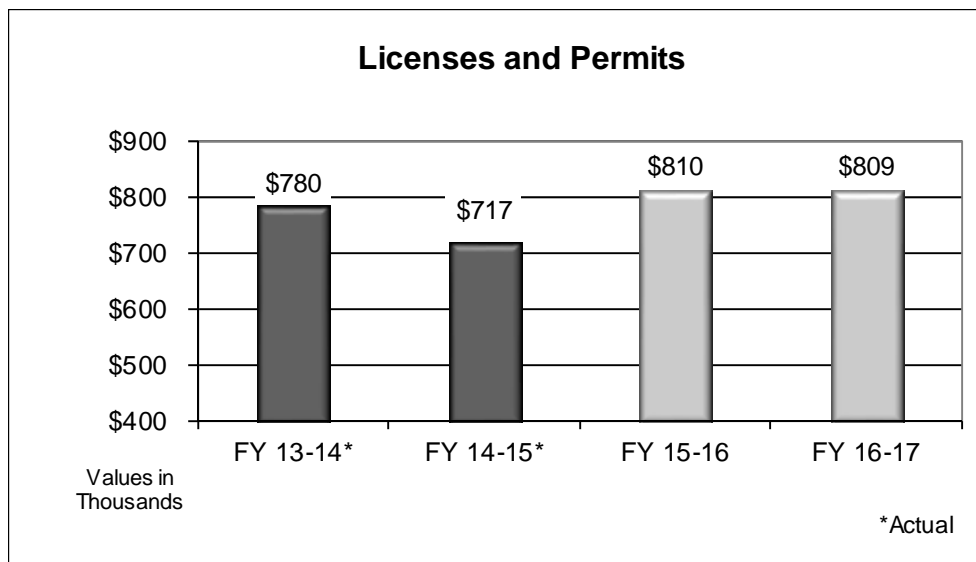
Park Reservations (32625) – Fee revenue from the reservation of City parks and Pringle Hall is estimated at \$160,740 in FY 2016-17, a 6 percent increase over FY 2015-16 estimates.

Library (32630 - 32633) – This grouping of Library fees includes collections made for overdue materials, art / book rental, borrowing DVDs and videos, out-of-city library cards, and for lost or damaged library materials. These fees are estimated at \$218,170 for FY 2016-17.

Towing (32636) – This fee is paid to retrieve vehicles towed when the driver is cited for lack of insurance, driving in violation of license restrictions, or driving under the influence of intoxicants, or if the vehicle is used in violation of prostitution laws. The estimate of \$85,000 for FY 2016-17 is approximately the same level as anticipated in FY 2015-16. The rate of \$125 per tow remains at the current level.

LICENSES AND PERMITS (32820 - 32895)

Included in this category are revenues generated from issuing fire safety permits and performing fire safety construction plan reviews. Also received in this category are apartment licenses, sign permits, and the automation surcharge.



Marijuana Licenses (32805) – In October 2014, the City Council approved establishment of a business license for medical marijuana facilities within the City limits. The fee revenue reflects new or annually renewed licenses and the cost of criminal background checks for all persons involved with a facility. For FY 2016-17, the revenue associated with this fee is estimated at \$34,680.

Apartment Licenses (32810) – Total estimated FY 2016-17 receipts for the annual license fee for multi-family housing of three or more units is \$247,820. This anticipates receiving an approximate 1 percent increase over FY 2015-16.

Fire Safety (32825) – The Fire Department issues annual fire safety permits to businesses containing extra hazardous uses as required by the Uniform Fire Code. Charges are also assessed for false alarms.

Another fire safety fee is collected on all commercial construction projects. The revenue offsets Fire Department expenses associated with checking building plans for sprinkler systems, smoke alarms, and emergency exits. Revenue will fluctuate from year-to-year based on construction levels. This fee is assessed as a percent of building fees; if building fees change, so too will fire safety fees. Total revenues are estimated at \$360,000, for FY 2016-17.

Automation Surcharge (32830) – This revenue is derived from a charge assessed on each building, public works, and parking permit for the purpose of offsetting the annual maintenance cost of software supporting permit issuance. Transactions costing \$50 or more are assessed at \$5.00 while those less than \$50 are assessed at \$2.50. The budget estimate for FY 2016-17 is \$93,240, reflecting a small increase over FY 2015-16 estimates.

Sign Permits (32855) – Collected to cover the costs for approving, issuing, and inspecting all business signs to ensure safe installation and maintenance of signs. Collections are estimated at \$72,410 in FY 2016-17.

RENT (34110 - 34150)

Land / Building (34110) – These are 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 with an estimate for FY 2016-17 of \$59,040.

Parking (Civic Center and Pringle, 34132 and 34134) – Collections from employee and monthly permit holder parking fees for their use of a parking space at the Civic Center and Pringle parking structures. Permit revenue of \$82,970 is estimated for the Civic Center, and \$150,730 for the Pringle Parkade in FY 2016-17.

Parking Carpool (34146) – This revenue represents collection of fees derived from carpool parking permits in and around downtown Salem. The FY 2016-17 estimate of \$195,280 for this revenue source reflects anticipation of continued growth.

Parking Meters (34148) – Salem has coin-operated parking meters located in four parking structures as well as the library, the downtown perimeter, and State Capitol area. During FY 2015-16, installation of new meter technology was initiated in the Capitol Mall area. Due to the delayed timing and phasing of the installation only a few months of data is available from which to project an estimate for both FY 2015-16 and FY 2016-17. As the result, estimates for FY 2015-16 have been significantly lowered from the parking consultant's original estimates to \$751,530. The FY 2016-17 estimate of \$958,280 represents a year-to-year 27.5 percent increase.

INTERNAL CHARGES (35130 – 35215, 39110)

Internal charge revenues are paid by departments in other funds for services received from the General Fund. The paying funds / departments are listed at the top of page R17

with the associated payment amounts for FY 2016-17. Further down on page R17 and continuing to R18 are the General Fund departments receiving the internal charge revenues, which appear in the “TO” column and are printed in bold text. This section includes the detail of anticipated payment amounts listed by the paying fund / department in the “FROM” column. All internal charge revenues are included in one of three revenue categories designed to account for internal charges – intrafund reimbursements, interfund transfers, and allocated overhead (also referred to as the indirect cost allocation plan).

Allocated Overhead (35130) – The FY 2016-17 budget 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. The third numeric column on pages R17 and R18 shows how these funds are allocated to the departments receiving services. Charges to other City funds for central support services provided by the General Fund total \$7,595,170 in FY 2016-17.

In order to better track and capture internal revenues and charges using the City’s project accounting method, three account codes (intrafund reimbursements on pages R17 and R18) are used and described below. In total, the estimated revenue generated for all direct charged internal work is \$5.7 million and equivalent to about 4.2 percent of General Fund resources. When including the indirect cost allocation plan in this revenue group, the total anticipated revenue is \$13.3 million, which represents 9.7 percent of General Fund budgeted resources.

Intrafund - Direct Charge (Labor, 35212) – Revenues shown here are 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. Total direct charge labor revenue anticipated for FY 2016-17 is \$2,265,660.

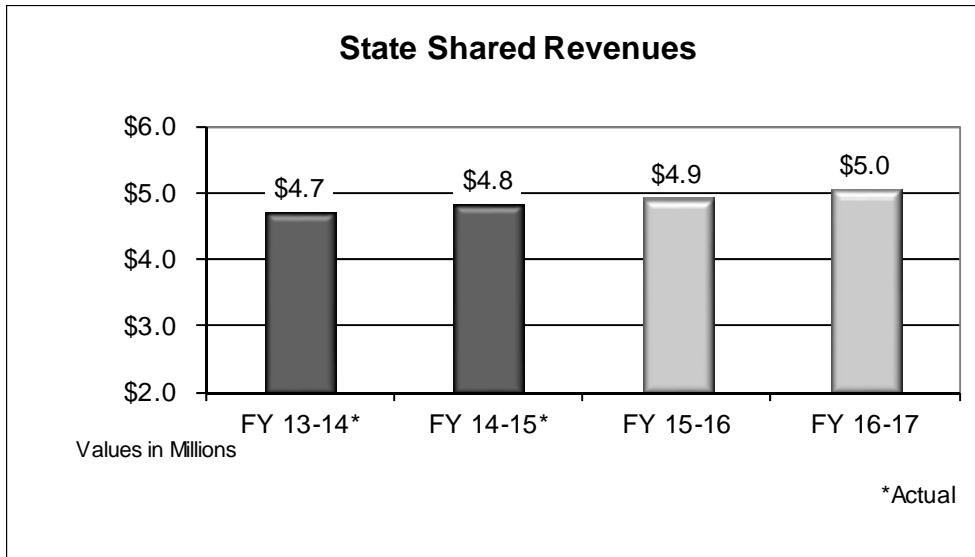
Intrafund - Budgeted Transfers (35213) – Revenue coming into this account is received as budgeted and generally will bring in exactly the amount planned. One twelfth of the budget amount is recorded each month. Within the General Fund, these monies are received due to assessment of General Fund department administrative overhead charges reallocated to the particular funds for which the General Fund provides oversight. The year-to-year increase is primarily due to increased gas tax allocation for street and right-of-way maintenance and the addition of a position in the Information Technology Department for the Hansen system upgrade that will be paid for entirely by the Utility Fund. Total revenue from budgeted transfers is \$3,244,320 for FY 2016-17.

Intrafund - Interdepartmental Reimbursements (35215) - These charges occur after all General Fund costs for a project are accumulated then assessed or “billed” to the benefiting department. An example of an interdepartmental billing is the charge to the Telephone Replacement Trust Fund to reimburse the Information Technology Department for staff managing the City’s telephone system and project management for the planned system replacement (FY 2016-17 capital improvement plan) estimated at \$143,100. Total revenues in this account are estimated at \$214,990.

Interfund Transfers (39110) – Interfund transfers are also included in the internal charge detail. An interfund transfer accounts for financial activity between two funds. For FY 2016-17, transfer revenue of \$1,250,800 from the Cultural and Tourism Fund provides funding for landscape maintenance at city-owned historic properties and Riverfront Park.

INTERGOVERNMENTAL – STATE SHARED (35310- 35330)

As a group, State Shared Revenues are anticipated to increase by about 2.7 percent from the FY 2015-16 estimates and include the addition of an estimate for state marijuana tax.



Alcoholic Beverage (35315) – 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. FY 2016-17 revenue is projected to increase by 2.7 percent over FY 2015-16 estimates. The formula below demonstrates the approximate per person revenue generated.

$$\begin{array}{rclcl}
 \text{Approx. Per Capita Allocation} & \times & \text{2015 Est. Population} & = & \text{Revenue} \\
 \$14.89 & \times & 160,690 & = & \$2,391,900
 \end{array}$$

Cigarette Tax (35320) – Cigarette taxes are received by cities based on population through the state imposed tax on cigarette sales. FY 2016-17 receipts, estimated to be \$211,660, reflect no change from the prior year estimate.

State Revenue Sharing (35325) – 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. It is anticipated that receipts from state revenue sharing will increase by approximately 2 percent over the estimate for FY 2015-16 for a total of \$1,652,620 in FY 2016-17.

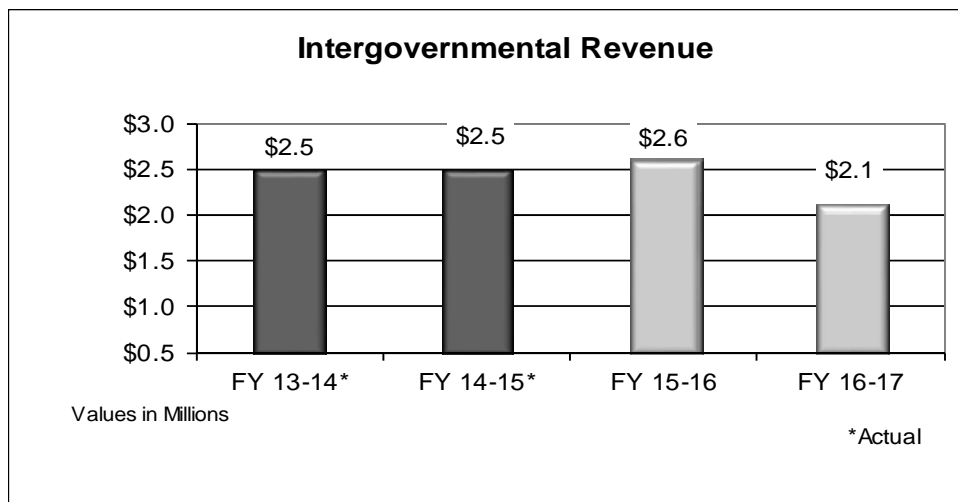
State Marijuana Tax (35326) – Beginning in January 2016, a 17 percent sales tax was imposed on recreational marijuana sales (25 percent for October – December 2015) with cities in Oregon anticipated to share 10 percent of the tax revenue. There is much

speculation and little data at the point of FY 2016-17 budget development regarding what Salem will realize from its share of the 10 percent distribution. The FY 2016-17 budget includes an estimate of \$38,900.

State 911 (35330) – Each quarter, 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. In recent years, 911 revenue has decreased approximately 2 percent annually. Starting January 1, 2015 prepaid wireless telecommunications were assessed a \$.75 per transaction charge (HB 4055). FY 2016-17 receipts are anticipated to remain consistent with FY 2015-16 estimates at \$752,580.

INTERGOVERNMENTAL – OTHER AGENCIES (35350 - 35655)

Revenues within this category are considered restricted which means they fund a specific program or service. Examples include reimbursements for regional library service through Chemeketa Cooperative Regional Library Service (CCRLS), as well as payments by the Salem Keizer School District and Salem-Keizer Transit District for services contracted from the City of Salem. State and federal grants are also included here.



Chemeketa Community College (35350) – Reimbursement to Salem for the Chemeketa Cooperative Regional Library Service (CCRLS). The FY 2016-17 estimated amount is \$595,420.

Housing Authority (35355) – Costs for legal and payroll services provided to the Housing Authority are anticipated to provide revenue of \$38,770 in FY 2016-17.

State Reimbursement (35361) – Reimbursement for costs incurred for hazmat regional team training is estimated at \$35,490 for FY 2016-17.

Marion County (35370) – Reimbursement from Marion County for costs associated with the Mobile Crisis Response Team is estimated at \$135,400.

School District (35380) – Paid to the City 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. The estimated total offset for FY 2016-17 is \$538,640.

Payment in Lieu of Taxes (35385) – Revenue received from federal housing authorities in lieu of property tax payments. Both Marion and Polk counties contain housing authorities. No increase is anticipated over FY 2015-16 estimates resulting in a FY 2016-17 budget of \$96,830.

Other Government Agencies (35395) – All other agencies that pay for the cost of services provided by Salem. In the FY 2016-17 budget, there are three agencies from which revenues are received, totaling \$139,470. Salem-Keizer Transit District pays for patrol services at the downtown transit center, estimated at \$125,870, Dallas police crime lab services at \$3,600, and the cable commission pays for staff support at \$10,000.

Other Agencies (35495) – Revenue of \$29,460 is anticipated from all other agencies that provide grant funds or pay for the cost of services performed by City departments. It is estimated the Assistance League of Salem will grant \$3,500 for Operation Bookshelf. Capital Community Television (CCTV) reimburses the City of Salem for custodial services and electricity costs, estimated at \$25,960 in FY 2016-17.

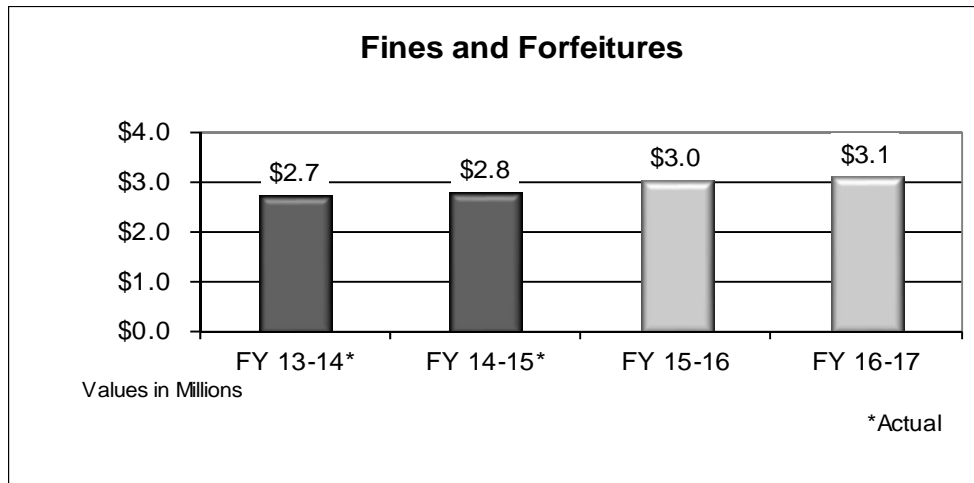
State Grants (35510) – Grants received from the State of Oregon for specific programs / services provided by the City of Salem. In FY 2016-17 the Library anticipates receiving the Ready to Read grant in the amount of \$29,950 and Parks Operations anticipates \$5,500 for a map grant.

Federal Grants (35615) – Grants that are awarded from the federal government to accomplish specific programs or services. The grants and amounts anticipated to be received during FY 2016-17 are listed below and total \$1,384,160.

Community Service Officers (Police)	\$ 95,000
DEA Task Force (Police)	52,650
Miscellaneous traffic safety (Police)	90,000
Office of Emergency Management (Police)	8,890
STOP Domestic Violence (Police)	90,000
Assistance to Firefighters (Fire)	651,160
Emergency Preparedness (Fire)	130,340
Environmental Protection Agency / Brownfield (Urban Development)	266,120

Fines, Forfeitures, and Penalties (36110 - 36195)

Fine, forfeiture and penalty receipts are received for a variety of violations including Salem's traffic and criminal offenses and parking ordinances. Individual revenues in this category are discussed on the next page.



Parking (36110) – This revenue category reflects fines collected for violation of Salem's parking ordinances. Parking fine receipts are increasing in FY 2015-16 due to increased fine rates and improved enforcement activities. The budget for FY 2016-17 is \$871,870, a 1.5 percent increase over the prior year estimate.

Court (36115) – Fines collected through the Municipal Court for violation of traffic and criminal codes are recognized here. The FY 2016-17 estimate for court fines is \$1,706,320.

Photo Red Light Fines (36116) – Fines collected through the use of the photo red light installations are recorded here. This program, approved by City Council during FY 2006-07, began operations in March 2008 with installation of cameras at one intersection. Three intersections are now monitored with one fewer camera. Collections in FY 2016-17 are expected to decline to by 2 percent to \$401,290 from the FY 2015-16 estimate. The Police Department budget includes payments to the vendor of \$173,520 for net revenue of \$227,770.

Beginning Working Capital (39910) – Beginning working capital (or beginning fund balance) is used as a resource to balance the General Fund operating budget and is estimated to be \$26,047,730 at the beginning of FY 2016-17. 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. Anticipated working capital for FY 2016-17 includes the impact of \$1,981,130 in reappropriations from FY 2015-16

**REIMBURSEMENTS / TRANSFERS
TO GENERAL FUND
FY 2016-17
ADOPTED**

<i>FROM:</i>	Intrafund Reimbursements (35212 - 35215)	Interfund Transfers (39110)	Allocated Overhead (35130)	Total Reimbursements and Transfers
<i>Transportation Services</i>	\$ 1,410,540	\$ -	\$ 583,250	\$ 1,993,790
<i>Streetlight</i>			44,780	44,780
<i>Airport</i>	176,910		91,170	268,080
<i>Community Renewal</i>	359,590		44,310	403,900
<i>Parking</i>	447,020		55,470	502,490
<i>Cultural & Tourism</i>	241,650	1,250,800	99,470	1,591,920
<i>Leasehold</i>	106,930		22,800	129,730
<i>Building & Safety</i>	379,700		313,560	693,260
<i>Capital Improvement</i>	409,550		337,570	747,120
<i>Urban Renewal Agency</i>	768,300		185,840	954,140
<i>Utility</i>	748,850		3,901,040	4,649,890
<i>Emergency Services</i>			34,720	34,720
<i>WVCC</i>	106,330		582,960	689,290
<i>PRIORS</i>	242,770		23,430	266,200
<i>City Services</i>	127,690		724,670	852,360
<i>Self Insurance</i>	4,040		550,130	554,170
<i>Trust</i>	195,100			195,100
<i>General Fund</i>				-
TOTAL REIMBURSEMENTS / TRANSFERS	\$ 5,724,970	\$ 1,250,800	\$ 7,595,170	\$ 14,570,940

TO: DEPT/DIV	<i>FROM:</i>	Intrafund Reimbursements (35212 - 35215)	Interfund Transfers (39110)	Allocated Overhead (35130)	Total Reimbursements and Transfers
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HUMAN RESOURCES

FACILITIES

<i>Airport</i>	\$ 9,710	\$ -	\$ -	\$ 9,710
<i>Parking</i>	88,950			88,950
<i>Cultural & Tourism</i>	44,840			44,840
<i>Leasehold</i>	40,390			40,390
<i>Capital Improvement</i>	16,750			16,750
<i>Utility</i>	21,060			21,060
<i>WVCC</i>	17,050			17,050
<i>City Services</i>	30,120			30,120
TOTAL HUMAN RESOURCES	268,870	-	-	268,870

RECREATION SERVICES

RECREATION

<i>Cultural & Tourism</i>	86,310			86,310
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PARKS OPERATIONS

<i>Transportation Services</i>	1,375,630			1,375,630
<i>Parking</i>	500			500
<i>Cultural & Tourism</i>		1,250,800		1,250,800
<i>Capital Improvement</i>	43,350			43,350
<i>Utility</i>	50,270			50,270
<i>City Services</i>	25,470			25,470
<i>Trust</i>	52,000			52,000
TOTAL RECREATION SERVICES	1,633,530	1,250,800	-	2,884,330

COMMUNITY DEVELOPMENT

DIRECTOR

<i>Cultural & Tourism</i>	37,840			37,840
<i>Building & Safety</i>	211,450			211,450

PLANNING

<i>Building & Safety</i>	500			500
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NEIGHBORHOOD ENHANCEMENT

<i>Building & Safety</i>	59,000			59,000
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TOTAL COMMUNITY DEVELOPMENT	308,790	-	-	308,790
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**REIMBURSEMENTS / TRANSFERS
TO GENERAL FUND
FY 2016-17
ADOPTED**

TO: DEPT/DIV	FROM:	Intrafund Reimbursements (35212 - 35215)	Interfund Transfers (39110)	Allocated Overhead (35130)	Total Reimbursements and Transfers
POLICE					
	<i>Parking</i>	277,900			277,900
	<i>PRIORS</i>	91,180			91,180
TOTAL POLICE		<u>369,080</u>	<u>-</u>	<u>-</u>	<u>369,080</u>
FIRE					
	<i>Utility</i>	146,690			146,690
	<i>Self Insurance</i>	4,040			4,040
TOTAL FIRE		<u>150,730</u>	<u>-</u>	<u>-</u>	<u>150,730</u>
INFORMATION TECHNOLOGY					
	<i>Transportation Services</i>	34,910			34,910
	<i>Cultural & Tourism</i>	40,000			40,000
	<i>Building & Safety</i>	108,750			108,750
	<i>Utility</i>	522,830			522,830
	<i>WVCC</i>	89,280			89,280
	<i>PRIORS</i>	151,590			151,590
	<i>City Services</i>	72,100			72,100
	<i>Trust</i>	143,100			143,100
TOTAL INFORMATION TECHNOLOGY		<u>1,162,560</u>	<u>-</u>	<u>-</u>	<u>1,162,560</u>
URBAN DEVELOPMENT					
URBAN DEVELOPMENT					
	<i>Airport</i>	167,200			167,200
	<i>Community Renewal</i>	359,590			359,590
	<i>Parking</i>	79,670			79,670
	<i>Cultural & Tourism</i>	32,660			32,660
	<i>Leasehold</i>	66,540			66,540
	<i>Capital Improvement</i>	349,450			349,450
	<i>Urban Renewal Agency</i>	768,300			768,300
	<i>Utility</i>	8,000			8,000
TOTAL URBAN DEVELOPMENT		<u>1,831,410</u>	<u>-</u>	<u>-</u>	<u>1,831,410</u>
NON-DEPARTMENTAL					
	<i>Transportation Services</i>			583,250	583,250
	<i>Streetlight</i>			44,780	44,780
	<i>Airport</i>			91,170	91,170
	<i>Community Renewal</i>			44,310	44,310
	<i>Parking</i>			55,470	55,470
	<i>Cultural & Tourism</i>			99,470	99,470
	<i>Leasehold</i>			22,800	22,800
	<i>Building & Safety</i>			313,560	313,560
	<i>Capital Improvement</i>			337,570	337,570
	<i>Urban Renewal Agency</i>			185,840	185,840
	<i>Utility</i>			3,901,040	3,901,040
	<i>Emergency Services</i>			34,720	34,720
	<i>WVCC</i>			582,960	582,960
	<i>PRIORS</i>			23,430	23,430
	<i>City Services</i>			724,670	724,670
	<i>Self Insurance</i>			550,130	550,130
TOTAL NON-DEPARTMENTAL		<u>-</u>	<u>-</u>	<u>7,595,170</u>	<u>7,595,170</u>
TOTAL REIMBURSEMENTS / TRANSFERS		<u>\$ 5,724,970</u>	<u>\$ 1,250,800</u>	<u>\$ 7,595,170</u>	<u>\$ 14,570,940</u>

**FY 2016-17 GENERAL FUND
SOURCE OF FUNDS
ADOPTED**

	Unrestricted	Restricted	Total
Property Taxes	\$ 63,020,660	\$ -	\$ 63,020,660
Sales Taxes		27,230	27,230
Franchise Fees	16,141,930	670,810	16,812,740
Fees for Service	14,550	2,126,810	2,141,360
Other Fees	5,500	1,196,250	1,201,750
Licenses and Permits	1,000	808,150	809,150
Rent	360,530	1,235,770	1,596,300
Indirect Cost Allocation		7,595,170	7,595,170
Other Internal Charges		5,724,970	5,724,970
State Shared Revenue	211,660	4,836,000	5,047,660
Other Agencies	96,830	1,512,650	1,609,480
Grants		1,419,610	1,419,610
Fines, Penalties, & Forfeitures	2,785,521	271,389	3,056,910
Interest	233,470		233,470
Other Revenue	157,490	108,810	266,300
Interfund Transfer		1,250,800	1,250,800
Beginning Working Capital (BWC)	22,007,950	4,039,780	26,047,730
TOTAL	<u>\$ 105,037,091</u>	<u>\$ 32,824,199</u>	<u>\$ 137,861,290</u>

	Allocated Unrestricted Funds by Department	Total Restricted Funds by Department	Total Department Budgets
MUNICIPAL COURT			
Other Revenues / BWC	1,874,510	23,540	1,898,050
TOTAL MUNICIPAL COURT	<u>1,874,510</u>	<u>23,540</u>	<u>1,898,050</u>
MAYOR & COUNCIL			
Indirect Cost Allocation		144,520	144,520
Other Revenues / BWC	81,470		81,470
TOTAL MAYOR & COUNCIL	<u>81,470</u>	<u>144,520</u>	<u>225,990</u>
CITY MANAGER			
CITY MANAGER			
Indirect Cost Allocation		688,500	688,500
Other Agencies		10,000	10,000
Other Revenues / BWC	1,020,980		1,020,980
FINANCE AND PROCUREMENT			
Fees for Service		192,110	192,110
Indirect Cost Allocation		2,562,100	2,562,100
Other Revenues / BWC	554,840	8,360	563,200
TOTAL CITY MANAGER	<u>1,575,820</u>	<u>3,461,070</u>	<u>5,036,890</u>
HUMAN RESOURCES			
ADMINISTRATION			
Indirect Cost Allocation		550,630	550,630
Other Revenues / BWC	689,170	8,310	697,480
FACILITIES			
Rent		42,640	42,640
Indirect Cost Allocation		759,990	759,990
Other Internal Charges		268,870	268,870
Other Agencies		25,960	25,960
Other Revenues / BWC	2,800,330		2,800,330
TOTAL HUMAN RESOURCES	<u>3,489,500</u>	<u>1,656,400</u>	<u>5,145,900</u>

FY 2016-17 GENERAL FUND

SOURCE OF FUNDS

ADOPTED

	Allocated Unrestricted Funds by Department	Total Restricted Funds by Department	Total Department Budgets
LEGAL			
Indirect Cost Allocation		568,090	568,090
Other Revenues / BWC	1,564,260	14,650	1,578,910
TOTAL LEGAL	<u>1,564,260</u>	<u>582,740</u>	<u>2,147,000</u>
RECREATION SERVICES			
RECREATION			
Fees for Service		35,000	35,000
Other Fees		447,720	447,720
Other Internal Charges		86,310	86,310
Other Revenue		1,200	1,200
Other Revenues / BWC	552,340		552,340
PARKS OPERATIONS			
Fees for Service		17,800	17,800
Other Fees		11,000	11,000
Rent		6,000	6,000
Other Internal Charges		1,547,220	1,547,220
Grants		5,500	5,500
Interfund Transfer		1,250,800	1,250,800
Other Revenues / BWC	3,432,900	622,500	4,055,400
CENTER 50+			
Other Fees		339,360	339,360
Rent		35,610	35,610
Other Revenue		67,610	67,610
Other Revenues / BWC	542,470		542,470
TOTAL RECREATION SERVICES	<u>4,527,710</u>	<u>4,473,630</u>	<u>9,001,340</u>
COMMUNITY DEVELOPMENT			
DIRECTOR			
Other Internal Charges		249,290	249,290
Other Revenues / BWC	233,570		233,570
PLANNING			
Fees for Service		582,460	582,460
Licenses and Permits		72,410	72,410
Other Internal Charges		500	500
Other Revenues / BWC	969,160		969,160
NEIGHBORHOOD ENHANCEMENT			
Fees for Service		60,740	60,740
Licenses and Permits		247,820	247,820
Other Internal Charges		59,000	59,000
Other Revenues / BWC	1,264,920	33,280	1,298,200
TOTAL COMMUNITY DEVELOPMENT	<u>2,467,650</u>	<u>1,305,500</u>	<u>3,773,150</u>
LIBRARY			
Other Fees		218,170	218,170
Rent		43,240	43,240
Other Agencies		598,920	598,920
Grants		29,950	29,950
Fines, Penalties, & Forfeitures		5,000	5,000
Other Revenues / BWC	3,786,380	147,250	3,933,630
TOTAL LIBRARY	<u>3,786,380</u>	<u>1,042,530</u>	<u>4,828,910</u>

FY 2016-17 GENERAL FUND

SOURCE OF FUNDS

ADOPTED

	Allocated Unrestricted Funds by Department	Total Restricted Funds by Department	Total Department Budgets
POLICE			
Sales Taxes		27,230	27,230
Fees for Service		109,840	109,840
Other Fees		85,000	85,000
Licenses and Permits		34,680	34,680
Other Internal Charges		369,080	369,080
State Shared Revenue		4,573,510	4,573,510
Other Agencies		803,510	803,510
Grants		336,540	336,540
Fines, Penalties, & Forfeitures		266,389	266,389
Other Revenues / BWC	32,907,781	337,330	33,245,111
TOTAL POLICE	<u>32,907,781</u>	<u>6,943,109</u>	<u>39,850,890</u>
FIRE			
Fees for Service		1,128,860	1,128,860
Licenses and Permits		360,000	360,000
Other Internal Charges		150,730	150,730
State Shared Revenue		262,490	262,490
Other Agencies		35,490	35,490
Grants		781,500	781,500
Other Revenue		40,000	40,000
Other Revenues / BWC	24,861,200	1,892,810	26,754,010
TOTAL FIRE	<u>24,861,200</u>	<u>4,651,880</u>	<u>29,513,080</u>
INFORMATION TECHNOLOGY			
Licenses and Permits		93,240	93,240
Indirect Cost Allocation		2,081,540	2,081,540
Other Internal Charges		1,162,560	1,162,560
Other Revenues / BWC	3,391,860	185,400	3,577,260
TOTAL INFORMATION TECHNOLOGY	<u>3,391,860</u>	<u>3,522,740</u>	<u>6,914,600</u>
URBAN DEVELOPMENT			
URBAN DEVELOPMENT			
Other Internal Charges		1,831,410	1,831,410
Grants		266,120	266,120
Other Revenues / BWC	1,435,840	7,500	1,443,340
PARKING SERVICES			
Other Fees		95,000	95,000
Rent		1,108,280	1,108,280
Other Revenues / BWC	342,630		342,630
TOTAL URBAN DEVELOPMENT	<u>1,778,470</u>	<u>3,308,310</u>	<u>5,086,780</u>
NON-DEPARTMENTAL			
Franchise Fees		670,810	670,810
Indirect Cost Allocation		239,800	239,800
Other Agencies		38,770	38,770
Other Revenues / BWC	5,257,780	758,850	6,016,630
TOTAL NON-DEPARTMENTAL	<u>5,257,780</u>	<u>1,708,230</u>	<u>6,966,010</u>
Unappropriated Ending Fund Balance	17,472,700	-	17,472,700
TOTAL DEPARTMENT BUDGETS	<u>\$ 105,037,091</u>	<u>\$ 32,824,199</u>	<u>\$ 137,861,290</u>

FEE ADJUSTMENTS
FY 2016-17

FY 2016-17 revenues will include the following fee adjustments:

	Previous Fee	Adopted FY 16-17 Fees	Change to Resources
A. GENERAL FUND			
Community Development - planning fees cost recovery increase Planning fees will increase by the Consumer Price Index (CPI) rate of 1.23 percent for FY 2016-17. It is estimated the CPI increase will be sufficient to maintain the 50 percent cost recovery achieved by the department for planning-related services. However, it is difficult to predict the outcome of the cost recovery increase as it is also dependent upon the amount of activity -- plans to review -- generated by the community.	Various	Various	\$40,000
B. PARKING FUND			
Urban Development - parking tax The year-to-year change in this reveue 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 2016-17 budget reflects a \$21,470 increase over the prior year budget.	Various	Various	\$ 21,470
C. UTILITY (WATER AND SEWER) FUND			
Public Works - water and sewer rates Water and Sewer rates: The FY 2016-17 budget reflects the anticipated revenues derived from a 3 percent utility rate increase approved by the City Council effective January 1, 2016, and a second 3 percent rate increase effective January 1, 2017 .	Various	Various	\$ -



City Manager's Office

DIVISIONS

City Manager's Office

Budget Office
Human Rights and Relations

Finance and Procurement

Municipal Court

This section includes the divisions in bold text.



City Manager's Office

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

The FY 2016-17 budget for the City Manager's Office maintains service levels similar to the prior fiscal year and includes some organizational changes. Finance and Procurement and administration of the Municipal Court were added to the City Manager's Office during FY 2015-16.

City Manager Budget by Division provides three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the department. Municipal Court appears in a separate section of the budget document.

The Salem Public Library and Facilities Services, which were previously part of the City Manager's department, have been relocated to Community Development and Human Resources, respectively. All financial history related to the Library and Facilities Services is included in each program area's new department assignment in the budget.

City Manager's Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
City Manager Division	\$ 1,010,140	\$ 1,355,036	\$ 1,336,229	\$ 1,488,600	\$ 1,719,480
Finance and Procurement	3,370,414	3,558,170	3,436,399	3,943,200	3,317,410
Total	\$ 4,380,554	\$ 4,913,205	\$ 4,772,627	\$ 5,431,800	\$ 5,036,890
% Change		12.16%	-2.86%	13.81%	-7.27%

City Manager's Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include: Personal Services and Materials / Services. The table shows the department's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for each year.

City Manager's Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services	\$ 3,918,511	4,441,418	4,346,133	4,843,140	4,633,520
Materials / Services	462,043	471,787	426,494	588,660	403,370
Total	\$ 4,380,554	\$ 4,913,205	\$ 4,772,627	\$ 5,431,800	\$ 5,036,890
% Change		12.16%	-2.86%	13.81%	-7.27%
FTE	43.00	42.00	43.00	42.50	41.00

The total department position count of 41.0 FTE represents 11.0 FTE for the City Manager's Office and 30.0 FTE for Finance and Procurement. The Municipal Court's position count of 14.0 FTE is detailed in a separate section of the budget document. Historical FTE counts represent totals for the City Manager's Office and the divisions in the former Administrative Services Department of Administration, Finance, and Procurement.



The City Manager's Office

The City Manager's Office provides organization-wide administration, facilitates public communications, and sustains community relationships as well as coordinates many Citywide special projects. The City Manager's Office, in collaboration with other City departments, assisted City Council in developing positions on legislation considered during the 2016 Legislative Session. In support of a City Council adopted communications goal, a consulting company was tasked with evaluating existing communication methods and creating a strategic communications plan for the City. The communications plan was completed in April. In coordination with the Information Technology department, staff also is working on a complete redesign of the City's website.

The merging of Finance and Procurement (from the former Administrative Services Department) with the City Manager's Office provides the Budget Office with one additional staff member. With this added capacity, the Budget Office assists with costing scenarios during union negotiations, performs analysis and special projects for Municipal Court, and is currently analyzing all aspects of Fleet Services and vehicle replacement. With this change, the Budget Office also assumes responsibility for developing the annual Indirect Cost Allocation Plan (ICAP) and compiling the Capital Improvement Plan document.

The new budget software, which was implemented during FY 2015-16, will undergo further enhancements following one year of evaluation through successful use during development of the FY 2016-17 budget. In addition, a new module may be added to facilitate the ICAP process. The anticipated enhancements, planned for summer 2016, are minor alterations or corrections to the software that were not considered during the implementation process.

Finance and Procurement

Finance is developing a reader friendly financial report aimed to increase transparency. Finance will also be working with City leaders to develop a long-term bonding strategy that addresses future capital needs and opportunities to fund those needs with the least impact to taxpayers. Finance will continue to support City departments in the development of more efficient transaction processing and payment receipting.



City Manager's Office

PERFORMANCE

		RESULTS					
		2013	2014	2015			
City Manager / Budget / Human Rights and Relations							
Measure - Number of Consumers Assisted with Franchise-Related Complaints		13	18	16			
Why It's Important - There is value in addressing the complaints of Salem residents in managing the franchise agreements, addressing potential violations of the SRC, and identifying trends in franchise renewals.		Basis for Measure - SRC Chapters 35, 43, 47 and 715					
Measure - Number of Franchise Enforcement Cases		2	2	1			
Why It's Important - It is important to understand which franchise areas require enforcement to ensure that corrections are pursued and trends are addressed in renewals.		Basis for Measure - SRC Chapters 35, 43, 47 and 715					
Measure - Number of Franchise Agreements Negotiated, Extended, Renewed, or Amended		2	3	2			
Why It's Important - These numbers are important in assigning and managing work load and staffing needs.		Basis for Measure - SRC Chapters 35, 43, 47 and 715					
Measure - Number of Bias Crimes Reported (any crime motivated by prejudice based on such factors as perceived race, color, religion, national origin, sex, age, marital status, domestic partnership, disability, familial status, sexual orientation, gender identity, and source of income)		13	4	6			
Why It's Important - Bias crime is an area of concern for the Human Rights and Relations Advisory Commission, which operates to address discrimination in Salem.		Basis for Measure - ORS 166.155 and ORS 166.165 (reported on fiscal year)					
Measure - Human Rights Cases by Type and Protected Category for 2015							
	Employment	Housing	Public Accom.	Police / Law Enforce.	Neighbor	Other	Total
Race / Ethnicity		1	1		1		3
National Origin	1						1
Age			1				1
Sex							-
Disability		1	3		1		5
Religion							-
Sexual Orientation							-
Gender Identity		1					1
Source of Income		1					1
Other concerns of unfair treatment not tied to protected class	5	8		1	5	23	42
Total	6	12	5	1	7	23	54



City Manager's Office

PERFORMANCE

RESULTS

2013 2014 2015

Finance

Measure - Bond ratings by one or more of the three rating agencies; Standard & Poors (S&P), Moody's, or Fitch Ratings.

General obligation bond rating: S&P

General obligation bond rating: Moody's

Full faith and credit bond rating: S&P

Revenue bond rating: S&P

Revenue bond rating: Moody's

AA-	AA	AA
Aa2	Aa2	Aa2
AA-	AA	AA
AA-	AA-	AA-
Aa3	Aa3	Aa3

Why It's Important - A bond rating is used by investors to evaluate an entity's credit risk with a higher rating making the bonds a more desirable investment. Maintaining a high credit rating results in lower borrowing costs.

Basis for Measure - City's Debt Policy



City Manager's Office

What We Do

PROGRAMS

City Manager's Office

	Staff	Cost
<p>The City Manager is the management and administrative head of the City government and reports to the City Council. The City Manager organizes, directs, plans, coordinates, and manages the overall operations of the municipal government based on City Council direction, ordinances, state and federal laws and regulations, and professional standards. The City Manager keeps City Council advised of the affairs and needs of the City and carries out these duties with the aid of the Deputy City Manager, management and administrative staff. The office performs work related to public information and provides staff support for current City initiatives as well as the Boards and Commissions Appointments Committee, the Mayor's International Council, the Citizen Police Review Board, and the Council Legislative Committee. The office coordinates legislative work related to state and federal government. The office assists with the process for adopting and distributing administrative policies and procedures and is also a central point of contact for agreements with historic properties.</p>	6.25	\$ 1,077,700

Budget Preparation and Monitoring	Staff	Cost
<p>Plans, organizes, and coordinates preparation of the annual budgets for the City of Salem and Urban Renewal Agency in accordance with legal requirements and generally accepted accounting principles. Monitors, analyzes, and reports the financial status of the City and Agency budgets throughout the year to the Budget Committee. Prepares the annual financial forecast for the General Fund and works with staff performing forecasts for other City funds. Provides staff support to the Budget Committee. The office performs work related to franchises and assists with the budgets for the City Manager's Office, Mayor and Council, Municipal Court, Fleet Services, Equipment Replacement Reserve, and Public Art Fund.</p>	4.00	\$ 541,210

Human Rights and Relations and Federal Compliance	Staff	Cost
<p>Provides response to complaints of alleged violations of Chapter 97 of the Salem Revised Code. Provides staff support for the Human Rights and Relations Advisory Commission supporting the City in addressing issues of discrimination, prejudice, human rights education and outreach and establishing community-wide diversity networks. Helps develop social capital in the Salem community including development of networks and initiatives that work both pro-actively and in response to human rights issues. Oversees and assures compliance with federal regulations pertaining to social justice, equity, and access (e.g., Title II, Title VI, ADA).</p>	0.75	\$ 100,570

Total City Manager's Office Division 11.00 \$ 1,719,480

Staff Cost

**CITY MANAGER'S OFFICE
(101-13-10-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Economic development (1)	\$ 200
	Franchise regulatory training (1)	750
	International City Manager's Association (1)	3,000
	League of Oregon Cities (1)	500
	Oregon City / County Management Association (1)	750
		<u>5,200</u>
		\$ 5,200
52670	OTHER PROFESSIONAL SERVICES	
	Audit services - franchise	\$ 6,000
	Economic forecasting	3,300
	Outside legal assistance for franchise related issues	2,200
		<u>11,500</u>
		\$ 11,500
52815	CONTROLLED EQUIPMENT	
	Laptop computer (replacement, 1)	\$ 1,140

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,719,480

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: City Manager's Office
Cost Center: City Manager's Office
Cost Center No: 13-00-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 790,881	\$ 736,253	\$ 843,310	\$ 1,044,150	\$ 1,044,150	\$ 1,044,150	\$ 200,840	23.8%
51020	SEASONAL AND RELIEF	8,311	26,486	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	13	-	-	-	-	-	-	-
51030	OVERTIME	16	358	1,000	750	750	750	(250)	-25.0%
51100	INCENTIVES	-	-	2,990	-	-	-	(2,990)	-100.0%
51120	LEAVE PAYOFF	4,734	58,801	2,000	3,700	3,700	3,700	1,700	85.0%
51130	CAR ALLOWANCE	5,361	6,277	7,140	7,080	7,080	7,080	(60)	-0.8%
51150	DEPT HEAD ANNUITY	17,653	15,709	15,520	20,290	20,290	20,290	4,770	30.7%
51195	OTHER PAY/BENEFITS	9,878	-	-	1,430	1,430	1,430	1,430	-
51210	FICA AND MEDICARE	59,072	58,588	64,510	72,760	72,760	72,760	8,250	12.8%
51221	WORKERS' COMP PREMIUM	1,220	1,340	8,620	8,470	8,470	8,470	(150)	-1.7%
51222	WORKERS' COMP STATE ASSMT	290	273	300	280	280	280	(20)	-6.7%
51240	EMPLR - RETIREMENT PERS	106,492	100,321	144,280	126,840	126,840	126,840	(17,440)	-12.1%
51243	PERS UNFUNDED LIABILITY	38,690	41,990	49,960	49,940	49,940	49,940	(20)	0.0%
51245	EMPLR - PERS PICKUP	49,897	47,912	50,600	64,570	64,570	64,570	13,970	27.6%
51250	INSURANCE - MEDICAL	147,148	148,855	178,150	209,650	209,650	209,650	31,500	17.7%
51255	INSURANCE - VISION	4,218	4,459	5,210	6,330	6,330	6,330	1,120	21.5%
51260	INSURANCE - DENTAL	15,052	14,364	16,320	19,210	19,210	19,210	2,890	17.7%
51265	INSURANCE - LIFE	1,265	1,245	1,400	1,160	1,160	1,160	(240)	-17.1%
51270	INSURANCE - DISABILITY	1,763	1,794	2,240	2,660	2,660	2,660	420	18.8%
Total Personal Services		\$ 1,261,954	\$ 1,265,026	\$ 1,393,550	\$ 1,639,270	\$ 1,639,270	\$ 1,639,270	\$ 245,720	17.6%
NUMBER OF POSITIONS		9.00	10.00	9.50	11.00	11.00	11.00	1.50	15.8%
52110	SUBSCRIPTIONS AND BOOKS	\$ 757	\$ 909	\$ 750	\$ 800	\$ 800	\$ 800	\$ 50	6.7%
52120	MAIL	213	57	300	350	350	350	50	16.7%
52130	SUPPLIES	2,063	1,304	3,500	3,240	3,240	3,240	(260)	-7.4%
52140	PRINTING AND DUPLICATION	-	-	500	-	-	-	(500)	-100.0%
52320	ADVERTISING	6,712	6,543	8,600	8,000	8,000	8,000	(600)	-7.0%
52340	EMPLOYEE RECOGNITION	49	50	50	50	50	50	-	-
52360	RECRUITMENT FEES	-	-	10,000	-	-	-	(10,000)	-100.0%
52405	TELEPHONE - OFFICE	3,932	3,961	4,000	3,720	3,720	3,720	(280)	-7.0%
52460	COMMUNICATION - OTHER	-	2	-	-	-	-	-	-
52510	TRAINING	3,657	3,434	9,200	5,200	5,200	5,200	(4,000)	-43.5%
52520	TRAVEL	77	-	7,000	3,500	3,500	3,500	(3,500)	-50.0%
52530	LODGING	412	212	400	350	350	350	(50)	-12.5%
52540	MEALS	2,086	3,631	2,200	3,400	3,400	3,400	1,200	54.5%
52550	MILEAGE	510	431	500	750	750	750	250	50.0%
52560	REGISTRATION	523	-	200	100	100	100	(100)	-50.0%
52670	OTHER PROFESSIONAL SERVICES	16,178	10,019	12,000	11,500	11,500	11,500	(500)	-4.2%
52710	MEMBERSHIP DUES	3,233	1,742	3,450	3,450	3,450	3,450	-	-
52720	LICENSES/CERTIFICATIONS	-	40	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	5,693	2,220	1,140	1,140	1,140	(1,080)	-48.6%
52830	COMPUTER SOFTWARE, LICENSES	476	-	16,590	16,800	16,800	16,800	210	1.3%
53210	INSURANCE	-	-	-	4,010	4,010	4,010	4,010	-
53320	EQUIPMENT MAINTENANCE	-	-	340	400	400	400	60	17.6%
53767	BANKING AND INVESTMENT FEES	-	6	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	36,640	20,190	-	-	-	-	-	-
53851	COPY	9,481	9,651	10,150	10,150	10,150	10,150	-	-
53854	PHOTOCOPIES	3,177	3,327	3,100	3,300	3,300	3,300	200	6.5%
54850	OTHER SPECIAL PAYMENTS	2,905	-	-	-	-	-	-	-
Total Materials and Services		\$ 93,082	\$ 71,203	\$ 95,050	\$ 80,210	\$ 80,210	\$ 80,210	\$ (14,840)	-15.6%
Total Requirements		\$ 1,355,036	\$ 1,336,229	\$ 1,488,600	\$ 1,719,480	\$ 1,719,480	\$ 1,719,480	\$ 230,880	15.5%



Finance and Procurement

What We Do

PROGRAMS

Contracts and Procurement

	Staff	Cost
Administers and manages City, Urban Renewal Agency, and Salem Housing Authority purchasing activities for the procurement of goods, services, personal and professional services, and public improvement projects valued at \$2,500 or greater. Estimated transactions per year equal 26,000.	4.00	\$ 453,670

Finance Division Administration and Financial Analysis

	Staff	Cost
General administration consists of planning, organizing, evaluating, and reviewing accounting practices, policies, systems, and procedures; financial planning and analysis consists of rate-setting support for water / sewer utilities; financial analysis for special projects including general obligation and revenue bond sales; grant administration and reporting.	3.00	\$ 430,580

Financial Operations

	Staff	Cost
Provides for the daily financial operation of the City and Urban Renewal Agency. These functions consist of payroll, cashiering, accounts payable, accounts receivable, bad debt collections, and banking transactions. Administers and manages the City's investment and debt portfolios. Performs payroll functions for the Salem Housing Authority.	15.25	\$ 1,508,330

Financial Reporting

	Staff	Cost
Provides for the core accounting and reporting functions for the City and Urban Renewal Agency. These functions consist of accounting for all financial transactions, project costing, support for the annual financial and grant audits, preparation of annual financial statements, monthly financial management reporting, and grant accounting.	7.75	\$ 924,830

Total Finance Division	30.00	\$ 3,317,410
	Staff	Cost

**CITY MANAGER'S OFFICE
FINANCE and PROCUREMENT
(101-20-20, 61)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
FINANCE	American Institute of CPA's self-study courses (2)	\$ 900
FINANCE	American Payroll annual training (1)	600
FINANCE	Certified Public Finance Officer certification (3 people)	2,000
FINANCE	Government Finance Officers Association annual update (6)	1,200
FINANCE	Heart of Oregon annual payroll training (4)	500
FINANCE	Northwest Oracle User Group annual conference (2)	340
FINANCE	Oracle Annual User Group (7)	3,400
FINANCE	Oregon League of Cities - local training (11)	1,960
FINANCE	Oregon Society of Certified Public Accountants conference (2)	2,100
FINANCE	Professional development (unlimited webinar access)	200
PROCURE	National Institute of Government Purchasing (2)	1,500
PROCURE	Oregon Public Purchasing Association sessions (2)	1,500
		\$ 16,200
52670	OTHER PROFESSIONAL SERVICES	
FINANCE	Actuarial services	\$ 8,000
FINANCE	Bond counsel	1,000
FINANCE	Document shredding service	2,000
FINANCE	Internal financial and management audits	5,000
FINANCE	Lien billing and collection services	75,000
		\$ 91,000
52815	CONTROLLED EQUIPMENT	
FINANCE	Cameras for cashiering area (replacement, 4, reappropriation)	\$ 2,800
FINANCE	Desktop computers with monitors (replacement, 7)	7,000
FINANCE	Laptop computers (replacement, 2)	3,000
PROCURE	Desktop computers with monitors (replacement, 3)	3,000
		\$ 15,800

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 3,317,410

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: City Manager's Office
Cost Center: Finance and Procurement
Cost Center No: 20-20 and 61

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 1,985,150	\$ 1,904,093	\$ 2,054,290	\$ 1,851,490	\$ 1,851,490	\$ 1,851,490	\$ (202,800)	-9.9%
51020	SEASONAL AND RELIEF	27,916	15,439	-	12,290	12,290	12,290	12,290	-
51030	OVERTIME	3,387	3,243	3,500	2,500	2,500	2,500	(1,000)	-28.6%
51100	INCENTIVES	2,036	2,859	2,890	4,290	4,290	4,290	1,400	48.4%
51120	LEAVE PAYOFF	40,210	16,554	3,720	-	-	-	(3,720)	-100.0%
51130	CAR ALLOWANCE	1,144	1,144	1,140	-	-	-	(1,140)	-100.0%
51150	DEPT HEAD ANNUITY	6,507	6,670	6,800	-	-	-	(6,800)	-100.0%
51195	OTHER PAY/BENEFITS	-	-	6,110	2,700	2,700	2,700	(3,410)	-55.8%
51210	FICA AND MEDICARE	152,872	143,825	157,100	143,100	143,100	143,100	(14,000)	-8.9%
51221	WORKERS' COMP PREMIUM	15,200	16,400	22,740	21,310	21,310	21,310	(1,430)	-6.3%
51222	WORKERS' COMP STATE ASSMT	957	887	960	900	900	900	(60)	-6.3%
51240	EMPLR - RETIREMENT PERS	268,636	245,422	361,820	223,980	223,980	223,980	(137,840)	-38.1%
51243	PERS UNFUNDED LIABILITY	93,910	116,340	120,920	120,730	120,730	120,730	(190)	-0.2%
51245	EMPLR - PERS PICKUP	123,155	114,461	123,270	112,230	112,230	112,230	(11,040)	-9.0%
51250	INSURANCE - MEDICAL	401,792	433,399	515,510	441,120	441,120	441,120	(74,390)	-14.4%
51255	INSURANCE - VISION	10,916	12,560	14,850	12,890	12,890	12,890	(1,960)	-13.2%
51260	INSURANCE - DENTAL	40,750	41,731	46,680	39,550	39,550	39,550	(7,130)	-15.3%
51265	INSURANCE - LIFE	2,453	3,385	4,350	2,750	2,750	2,750	(1,600)	-36.8%
51270	INSURANCE - DISABILITY	2,473	2,695	2,940	2,420	2,420	2,420	(520)	-17.7%
	Total Personal Services	\$ 3,179,464	\$ 3,081,108	\$ 3,449,590	\$ 2,994,250	\$ 2,994,250	\$ 2,994,250	\$ (455,340)	-13.2%
	NUMBER OF POSITIONS	33.00	33.00	33.00	30.00	30.00	30.00	(3.00)	-9.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ 8,564	\$ 9,197	\$ 9,300	\$ 8,100	\$ 8,100	\$ 8,100	\$ (1,200)	-12.9%
52120	MAIL	20,163	18,855	21,100	21,000	21,000	21,000	(100)	-0.5%
52130	SUPPLIES	23,209	25,157	26,460	23,000	23,000	23,000	(3,460)	-13.1%
52320	ADVERTISING	1,444	1,513	500	1,000	1,000	1,000	500	100.0%
52340	EMPLOYEE RECOGNITION	50	104	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	300	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	13,985	13,555	13,750	9,600	9,600	9,600	(4,150)	-30.2%
52410	TELEPHONE - CELLULAR	3	-	-	-	-	-	-	-
52510	TRAINING	12,322	7,275	23,000	16,200	16,200	16,200	(6,800)	-29.6%
52540	MEALS	882	734	800	1,000	1,000	1,000	200	25.0%
52550	MILEAGE	295	126	300	500	500	500	200	66.7%
52660	TEMP EMPLOYMENT SERVICES	6,451	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	141,571	154,244	180,000	91,000	91,000	91,000	(89,000)	-49.4%
52710	MEMBERSHIP DUES	2,867	1,244	5,100	3,670	3,670	3,670	(1,430)	-28.0%
52720	LICENSES/CERTIFICATIONS	550	360	-	2,000	2,000	2,000	2,000	-
52815	CONTROLLED EQUIPMENT	4,195	10,643	9,000	13,000	13,000	15,800	4,000	75.6%
52820	SMALL EQUIPMENT AND SUPPLIES	5,133	3,178	3,500	4,000	4,000	9,560	500	173.1%
52830	COMPUTER SOFTWARE, LICENSES	15,782	17,209	20,000	20,000	20,000	20,000	-	-
53210	INSURANCE	-	-	-	9,820	9,820	9,820	9,820	-
53320	EQUIPMENT MAINTENANCE	480	504	700	1,000	1,000	1,000	300	42.9%
53510	BUILDING RENTAL	1,641	1,840	2,000	2,000	2,000	2,000	-	-
53767	BANKING AND INVESTMENT FEES	92,420	65,371	143,000	52,910	52,910	52,910	(90,090)	-63.0%
53770	BAD DEBT - WRITE OFF	-	20	-	-	-	-	-	-
53799	OTHER EXPENSES	715	1,422	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	-	-	1,500	-	-	-	(1,500)	-100.0%
53851	COPY	17,691	14,771	21,600	22,000	22,000	22,000	400	1.9%
53852	MICROFILM	-	86	-	-	-	-	-	-
53854	PHOTOCOPIES	7,923	7,172	11,500	12,500	12,500	12,500	1,000	8.7%
53855	SHOPS FACILITIES MAINTENANCE	370	410	500	500	500	500	-	-
	Total Materials and Services	\$ 378,705	\$ 355,291	\$ 493,610	\$ 314,800	\$ 314,800	\$ 323,160	\$ (178,810)	-34.5%
	Total Requirements	\$ 3,558,170	\$ 3,436,399	\$ 3,943,200	\$ 3,309,050	\$ 3,309,050	\$ 3,317,410	\$ (634,150)	-15.9%





Community Development

DIVISIONS

Administration

Building and Safety

Library

Neighborhood Enhancement

Planning

This section includes the divisions in bold text.



Community Development

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Community Development Budget by Division represents three years of historical expenditures and the adopted FY 2015-16, and FY 2016-17 budgets for divisions within the department. The Building and Safety Division is budgeted in a separate fund. The departmental assignment of the Salem Public Library returns to the Community Development Department in FY 2016-17. The Library's budget is displayed in a separate section of the budget document.

Community Development Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Administration	\$ 419,336	\$ 336,908	\$ 448,579	\$ 473,590	\$ 482,860
Planning	1,314,463	1,413,994	1,357,346	1,656,180	1,624,530
Neighborhood Enhancement	1,380,805	1,486,788	1,499,184	1,606,410	1,665,760
Total	\$ 3,114,604	\$ 3,237,691	\$ 3,305,109	\$ 3,736,180	\$ 3,773,150
% Change		3.95%	2.08%	13.04%	0.99%

Community Development Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, Capital Outlay, and Transfers. The table shows the department's total budget, the percent change in total budget, and the total full-time equivalent (FTE) position count for the department's General Fund divisions for each year.

Work Force Changes

An analysis by the department revealed that approximately 12 percent of code compliance work is spent assisting the Building and Safety Division at an estimated value of \$59,000. This amount represents a \$41,000 increase over the financial support previously provided by the Building and Safety Fund for this purpose. The additional revenue combined with a reduction in the Neighborhood Enhancement Division's seasonal budget provides an opportunity to add a full-time position for enforcement of building code violations, tall grass and weed infractions, and other livability issues.

Community Development Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services	\$ 2,781,632	\$ 2,796,542	\$ 2,900,930	\$ 3,308,030	\$ 3,342,880
Materials / Services	332,971	441,149	399,179	423,150	405,770
Capital Outlay	-	-	-	-	19,500
Transfers	-	-	5,000	5,000	5,000
Total	\$ 3,114,604	\$ 3,237,691	\$ 3,305,109	\$ 3,736,180	\$ 3,773,150
% Change		3.95%	2.08%	13.04%	0.99%
FTE	29.85	29.85	30.20	30.20	31.20



Planning

Implementation of the Housing Needs Analysis (HNA) Work Plan, including code amendments to allow for Accessory Dwelling Units (granny flats), will begin this fiscal year.

The State Street Corridor Plan will continue progress towards the refinement of the State Street vision.

Efforts to develop a combined NESCA-Lansing neighborhood plan have begun. The process for developing the plan will include broad public outreach to achieve a vision for these two diverse, well-established neighborhoods.

SESNA has been designated as the second heritage neighborhood in the City of Salem, which is a program intended to promote and celebrate the rich history of the neighborhood.

The Planning Division will adopt E-plans review for land use applications, allowing applicants to submit applications electronically. Electronic plans will result in a quicker and more thorough review by planning staff.

Neighborhood Enhancement Division

Through the Neighborhood Partnership Program, the City will continue to collaborate with neighbors and partners to strengthen Salem neighborhoods. For FY 2016-17, the City renews a two-year commitment with the Edgewater area and the third term with the Community and Partners of East Salem (CaPES) area will be in its final six months.



Community Development

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Response to Dangerous Building Violation Cases</p> <p>Why It's Important - Quick response to highest priority cases protecting life and safety on the same day as reported.</p>	100%	100%	100%
Basis for Measure - Best Practice			
<p>Measure - Response to Housing Violation Cases</p> <p>Why It's Important - Measures response for second highest priority cases protecting health and safety within two days of reporting. The 2015 data reflects the mid-year vacancy of a code enforcement officer.</p>	81%	80%	72%
Basis for Measure - Best Practice			
<p>Measure- Response to Nuisance Violation Cases</p> <p>Why It's Important - Measures response for lesser cases affecting livability within four days of reporting.</p>	95%	90%	86%
Basis for Measure - Best Practice			
<p>Measure - Response to Zoning Violation Cases</p> <p>Why It's Important - Measures response for lesser cases affecting land use within four days of reporting.</p>	94%	79%	84%
Basis for Measure - Best Practice			
<p>Measure - Response to All Other Violation Cases</p> <p>Why It's Important - Measures response for low priority cases. The 2015 data reflects the mid-year vacancy of a code enforcement officer.</p>	94%	90%	83%
Basis for Measure - Best Practice			
<p>Measure - Land Use Application Decision Occurring Within 120 Day Deadline</p> <p>Why It's Important - Ensures state law requirement is met and preserves local decision-making authority.</p>	100%	100%	100%
Basis for Measure - ORS 227.178			
<p>Measure - Residential Building Permit Intake to First Attempted Review</p> <p>Why It's Important - Customer service goal to turn around plan review of new dwelling and residential projects within 10 days from submittal to first review.</p>	99%	98%	99%
Basis for Measure - Best Practice			



Community Development

PERFORMANCE

		RESULTS		
		2013	2014	2015
Measure - Commercial Building Permit Intake to First Attempted Review		98%	97%	99%
Why It's Important - Customer service goal to complete the initial plan review for commercial projects within 20 days from submittal to first review.		Basis for Measure - Best Practice		
Measure - Building Permits and Valuation				
	New Single or Duplex Dwelling	284/ \$64,167,636	274/ \$73,032,386	274/ \$77,394,209
	New Multi Family Dwelling	21/ \$28,041,871	4/ \$1,375,464	16/ \$16,937,084
	New Commercial / Industrial	18/ \$19,726,767	33/ \$65,400,126	25/ \$31,581,244
Why It's Important - The quantity and valuation of building permits is indicative of economic recovery in Salem and has a direct impact on the generation of property tax revenue.		Basis for Measure - Best Practice		



Community Development

What We Do

PROGRAMS

Administration

Administration and Management	Staff	Cost
Provides supervision and policy direction of Salem's Community Development Department for Building and Safety, Planning, Neighborhood Enhancement, and the Salem Public Library with 96.90 full time equivalent employees and a \$13.1 million annual budget. Directs the promotion and accomplishment of City Council goals and City policies. Provides a variety of professional services as required by city, state, and federal laws including issuance of licenses, building permits and inspections; code and zoning enforcement; neighborhood enhancement; land use planning; and oversight to the department's management of budgetary, fiscal, and purchasing practices. Provides administrative support to the department director, coordinates the timely submission of staff reports, enters code complaints from the public into the Neighborhood Enhancement Code Compliance database, and provides assistance to callers / visitors at the Community Development reception desk. This division also supports the Cultural Tourism Promotion Advisory Board.	4.00	\$ 482,860

Total Administration Division 4.00 \$ 482,860

Staff	Cost
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Planning

Long Range Planning	Staff	Cost
The Long Range Planning program maintains the Salem Comprehensive Plan and undertakes special planning projects. Recently completed projects include the adoption of the Economic Opportunities Analysis (EOA) and the NEN-SESNA Neighborhood Plan. Projects underway include the State Street Corridor Plan, Implementing the Housing Needs Analysis (HNA), the NESCA-Lansing Neighborhood Plan, and Planning Salem. The division management and support staff are split between the Long Range Planning and Current Planning program areas.	2.80	\$ 449,250

Current Planning	Staff	Cost
The Current Planning program annually processes over 650 land use cases and an average of 1,000 commercial, residential, and sign plan reviews. The program reviews development for conformance to City codes including land division standards, streets, development standards, and natural resources. Support is provided to the Planning Commission, the Historic Landmarks Commission, and the Hearings Officer. Geographical Information System (GIS) staff provides mapping and spacial data information in support of land use planning. Current planners staff the public information desk in the Permit Application Center, which responds to 350-400 inquiries per month regarding the Salem land use and zoning code.	10.20	\$ 1,175,280

Total Planning Division 13.00 \$ 1,624,530

Staff	Cost
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Community Development

What We Do

PROGRAMS

Neighborhood Enhancement

Compliance Services Program	Staff	Cost
Code enforcement officers and staff support community health, safety, and neighborhood livability issues through enforcement of the Salem Revised Code. Enforcement responsibilities include solid waste and junk abatement, fire risk grass and weed abatement, enforcement of the property / structure maintenance code, derelict and dangerous buildings abatement, public nuisances and health hazards, noise level monitoring, zoning compliance, tree violations, and abandoned vehicles.	8.50	\$ 987,780

Multi-Family Housing Program	Staff	Cost
Responsible for licensing, inspection, record keeping, and code compliance for approximately 19,600 rental dwelling units within the City of Salem. Performs routine inspections on apartment buildings, hotels, motels, room and board establishments, and homeless shelters. Approximately 8,700 inspections are performed annually with the number of inspections increasing each year as the City of Salem grows.	1.55	\$ 164,680

Neighborhood Services Program	Staff	Cost
Engages citizens in government decision-making by providing public information via City web, brochures, electronic newsletters, and disseminating information to members of neighborhood associations. Provides training and resource materials for association board members; educates City staff on ways to work effectively with associations; and informs City departments of specific association issues.	1.60	\$ 160,220

Neighborhood Partnership Program	Staff	Cost
Concentrates City efforts in high-need neighborhoods through delivery of service, coordination of outside resources, and neighborhood communication.	1.40	\$ 170,040

Youth Development Program	Staff	Cost
Strives to reduce risky behavior among children and youth through the development, support, and coordination of collaborative projects with service providers, businesses, civic groups, colleges and universities, and other organizations and initiatives.	1.15	\$ 183,040

Total Neighborhood Enhancement Division 14.20 \$ 1,665,760

Staff Cost

TOTAL COMMUNITY DEVELOPMENT DEPARTMENT

31.20 \$ 3,773,150

**COMMUNITY DEVELOPMENT DEPARTMENT
ADMINISTRATION, PLANNING, AND NEIGHBORHOOD ENHANCEMENT (NED)
(101-25-15, 20, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
ADMIN	General computer software (1)	\$ 300
ADMIN	Management training (director and division heads)	500
ADMIN	Oregon City Planning Director's Association (1)	260
ADMIN	Oregon Planning Institute (1)	500
PLANNING	Environmental System Research Institute (1)	1,500
PLANNING	General computer software (1)	330
PLANNING	Oregon Planning Institute and American Planning Association (8)	3,440
NED	Diversity conference (2)	170
NED	Oregon Code Enforcement Association annual conference (9)	3,490
NED	Salem Social Services Solutions summit (2)	220
NED	Youth development training (2)	220
		\$ 10,930
52670	OTHER PROFESSIONAL SERVICES	
PLANNING	Certified Local Government grant	\$ 6,000
PLANNING	Council of Governments street naming	2,500
PLANNING	Interpretive services	350
PLANNING	Planning Salem	10,000
PLANNING	Third party radio frequency engineer consultant	10,000
NED	City code abatements	410
NED	On-site paper shredding	160
NED	Towing reimbursement	750
NED	Waste removal	500
		\$ 30,670
52815	CONTROLLED EQUIPMENT	
PLANNING	Desktop computers (replacement, 3)	\$ 2,390
PLANNING	Laptop computers (replacement, 2)	2,270
NED	Desktop computer (replacement, 1)	1,370
NED	Digital cameras (replacement, 2)	230
NED	Laptop computers (replacement, 2)	2,500
NED	Printers for vehicles (replacement, 2)	560
		\$ 9,320
54850	OTHER SPECIAL PAYMENTS	
PLANNING	Historic program projects	\$ 5,000
NED	Neighborhood Associations Communications (websites and land use notices, reappropriation)	24,460
NED	Other special projects	1,500
NED	Salem-Keizer School District After School Programs	24,080
NED	Service learning and community service projects	7,540
NED	Strengthening Families Program	9,250
NED	Teen Action Team	10,100
		\$ 81,930
55150	FLEET REPLACEMENT	
NED	Vehicle (new, 1, reappropriation)	\$ 19,500
62110	INTERFUND TRANSFERS	
PLANNING	Historic residential toolbox grants (448-25985310)	\$ 5,000
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 3,773,150

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Community Development
Cost Center: Administration, Planning, Neighborhood Enhancement
Cost Center No.: 25-15, 20, and 35

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 1,761,403	\$ 1,831,760	\$ 1,963,030	\$ 2,063,800	\$ 2,063,800	\$ 2,063,800	\$ 100,770	5.1%
51020	SEASONAL AND RELIEF	9,969	1,429	51,980	12,320	12,320	12,320	(39,660)	-76.3%
51030	OVERTIME	4,064	2,255	9,260	5,330	5,330	5,330	(3,930)	-42.4%
51090	DIFFERENTIAL	12	-	-	-	-	-	-	-
51100	INCENTIVES	5,739	5,896	8,110	3,170	3,170	3,170	(4,940)	-60.9%
51120	LEAVE PAYOFF	4,786	1,586	10,770	10,010	10,010	10,010	(760)	-7.1%
51130	CAR ALLOWANCE	2,191	3,475	3,300	3,300	3,300	3,300	-	-
51150	DEPT HEAD ANNUITY	2,182	5,738	5,800	6,520	6,520	6,520	720	12.4%
51195	OTHER PAY/BENEFITS	-	-	-	2,700	2,700	2,700	2,700	-
51210	FICA AND MEDICARE	133,454	137,856	150,160	159,470	159,470	159,470	9,310	6.2%
51222	WORKERS' COMP STATE ASSMT	861	834	930	910	910	910	(20)	-2.2%
51240	EMPLR - RETIREMENT PERS	236,428	227,666	330,410	245,950	245,950	245,950	(84,460)	-25.6%
51243	PERS UNFUNDED LIABILITY	93,600	108,290	113,160	116,630	116,630	116,630	3,470	3.1%
51245	EMPLR - PERS PICKUP	111,622	110,971	117,780	125,540	125,540	125,540	7,760	6.6%
51250	INSURANCE - MEDICAL	375,969	403,012	458,750	496,680	496,680	496,680	37,930	8.3%
51255	INSURANCE - VISION	9,035	11,286	13,200	14,310	14,310	14,310	1,110	8.4%
51260	INSURANCE - DENTAL	38,652	39,162	41,850	46,070	46,070	46,070	4,220	10.1%
51265	INSURANCE - LIFE	1,463	2,830	3,800	2,800	2,800	2,800	(1,000)	-26.3%
51270	INSURANCE - DISABILITY	1,051	1,408	1,480	1,560	1,560	1,560	80	5.4%
	Total Personal Services	\$ 2,796,542	\$ 2,900,930	\$ 3,308,030	\$ 3,342,880	\$ 3,342,880	\$ 3,342,880	\$ 34,850	1.1%
	NUMBER OF POSITIONS	29.85	30.20	30.20	31.20	31.20	31.20	1.00	3.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 4,955	\$ 1,124	\$ 2,220	\$ 2,220	\$ 2,220	\$ 2,220	\$ -	-
52120	MAIL	21,820	14,395	20,270	15,190	15,190	15,190	(5,080)	-25.1%
52130	SUPPLIES	19,717	14,474	12,750	14,220	14,220	14,220	1,470	11.5%
52150	RECORDING FEES	137	-	500	500	500	500	-	-
52320	ADVERTISING	20,523	13,420	31,200	25,000	25,000	25,000	(6,200)	-19.9%
52360	RECRUITMENT FEES	30	10	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	12,066	12,160	12,970	12,140	12,140	12,140	(830)	-6.4%
52410	TELEPHONE - CELLULAR	820	270	3,680	3,540	3,540	3,540	(140)	-3.8%
52460	COMMUNICATION - OTHER	8,091	8,088	5,400	5,400	5,400	5,400	-	-
52510	TRAINING	7,069	7,606	10,920	10,930	10,930	10,930	10	0.1%
52520	TRAVEL	7	30	-	-	-	-	-	-
52530	LODGING	590	-	-	-	-	-	-	-
52540	MEALS	684	326	1,230	1,230	1,230	1,230	-	-
52550	MILEAGE	582	1,008	1,250	1,150	1,150	1,150	(100)	-8.0%
52560	REGISTRATION	225	-	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	734	18,992	21,000	41,690	41,690	41,690	20,690	98.5%
52670	OTHER PROFESSIONAL SERVICES	86,299	48,588	74,740	30,670	30,670	30,670	(44,070)	-59.0%
52710	MEMBERSHIP DUES	1,093	2,289	4,120	4,130	4,130	4,130	10	0.2%
52720	LICENSES/CERTIFICATIONS	350	325	200	200	200	200	-	-
52810	SMALL TOOLS	-	48	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	10,005	24,910	9,720	9,320	9,320	9,320	(400)	-4.1%
52830	COMPUTER SOFTWARE, LICENSES	7,256	7,895	10,480	9,160	9,160	9,160	(1,320)	-12.6%
52930	GASOLINE	9,022	9,071	7,540	7,210	7,210	7,210	(330)	-4.4%
52950	LUBRICANTS	1	15	-	-	-	-	-	-
53210	INSURANCE	-	-	-	16,580	16,580	16,580	16,580	-
53310	VEHICLE MAINTENANCE	1,061	2,677	6,630	5,120	5,120	5,120	(1,510)	-22.8%
53320	EQUIPMENT MAINTENANCE	5,324	263	2,000	2,000	2,000	2,000	-	-
53380	OTHER MAINTENANCE AND REPAIRS	587	54	250	250	250	250	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	2,287	3,189	-	4,120	4,120	4,120	4,120	-
53734	SAFETY CLOTHING AND EQUIPMENT	1,346	143	4,120	-	-	-	(4,120)	-100.0%
53767	BANKING AND INVESTMENT FEES	5,747	5,035	6,480	5,630	5,630	5,630	(850)	-13.1%
53770	BAD DEBT - WRITE OFF	66,644	62,369	7,500	7,500	7,500	7,500	-	-
53799	OTHER EXPENSES	770	2	200	-	-	-	(200)	-100.0%
53812	INTRA CITY - DIRECT CHARGE LABOR	773	275	-	-	-	-	-	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Community Development
 Cost Center: Administration, Planning, Neighborhood Enhancement
 Cost Center No.: 25-15, 20, and 35

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53830	RADIO	11,620	11,680	14,010	15,350	15,350	15,350	1,340	9.6%
53840	MOTOR POOL RENTAL	11,611	16,002	17,170	17,160	17,160	17,160	(10)	-0.1%
53841	EQUIPMENT REPLACEMENT CHG	15,589	15,141	-	-	-	-	-	-
53851	COPY	36,637	23,225	41,810	38,910	38,910	38,910	(2,900)	-6.9%
53853	PRINTING	-	-	50	-	-	-	(50)	-100.0%
53854	PHOTOCOPIES	14,797	14,005	17,320	17,320	17,320	17,320	-	-
54850	OTHER SPECIAL PAYMENTS	54,281	60,076	75,420	68,150	68,150	81,930	6,510	8.6%
	Total Materials and Services	\$ 441,149	\$ 399,179	\$ 423,150	\$ 391,990	\$ 391,990	\$ 405,770	\$ (17,380)	-4.1%
55150	FLEET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,500	\$ -	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,500	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
	Total Transfers	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
	Total Requirements	\$ 3,237,691	\$ 3,305,109	\$ 3,736,180	\$ 3,739,870	\$ 3,739,870	\$ 3,773,150	\$ 17,470	1.0%



Fire Department

DIVISIONS

Administration

Emergency Medical Services

Emergency Operations

Fire and Life Safety

This section includes the divisions in bold text.



Fire Department

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Fire Department Budget by Division represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by division within the department.

Fire Department Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Administration	\$ 672,767	\$ 714,552	\$ 745,214	\$ 840,090	\$ 801,400
Emergency Operations	22,091,990	23,033,223	23,224,881	25,186,850	27,653,810
Fire and Life Safety	904,944	952,764	978,565	1,071,350	1,057,870
Total	\$ 23,669,701	\$ 24,700,539	\$ 24,948,660	\$ 27,098,290	\$ 29,513,080
% Change		4.36%	1.00%	8.62%	8.91%

Fire Department Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, Capital Outlay, and Transfers. The table shows the department's total budget, percent change in total budget, and full-time equivalent (FTE) position count for each year. Increased personal services costs and FTE count in FY 2016-17 represent City Council's directive to increase Fire Department staffing levels.

	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services	\$20,512,936	\$ 21,033,158	\$ 21,327,356	\$ 23,261,490	\$ 24,301,550
Materials / Services	3,156,765	3,545,997	3,621,304	3,823,440	5,141,530
Capital Outlay	-	121,384	-	-	70,000
Transfers	-	-	-	13,360	-
Total	\$23,669,701	\$ 24,700,539	\$ 24,948,660	\$ 27,098,290	\$ 29,513,080
% Change		4.36%	1.00%	8.62%	8.91%
FTE	160.00	154.00	152.00	152.00	164.00



FY 2016-17 Highlights and Significant Changes

Grant Funding

The Salem Fire Department continues to search for alternative funding sources to provide service to the City of Salem. In FY 2015-16 the department applied for multiple grants to assist in offsetting costs in FY 2016-17.

1. If awarded, the *Staffing for Adequate Fire and Emergency Response Grant* would provide funding for 40-hour a week staffing at Station 8. Station 8 has been closed since May 2012.
2. The department has been awarded the *Emergency Management Performance Grant* each year for the last eight years, including FY 2016-17. This grant provides reimbursement to the department for eligible expenses related to Emergency Management, including a 50 percent salary reimbursement for the City's Emergency Preparedness Manager. This program has provided training to over 1,500 Community Emergency Response Team members since 2002 and is anticipated to benefit an additional 200 team members through FY 2015-16.

Assistance to Firefighters Grant

The Salem Fire Department has been awarded the 2015 *Assistance to Firefighters Grant*. The award will provide funds to replace the department's aging Self-Contained Breathing Apparatus (SCBA). The department was awarded \$651,160 for this purchase. The estimated project total is budgeted at \$807,055.

Call Volume

For the first time in department history, the call volume in 2015 exceeded 20,000 calls for service; a total of 20,120 calls. This volume represented an increase of 1,158 calls over the prior year. The department continues to work towards achieving the City Council response time goal of 5.5 minutes to all priority 1 calls, 85 percent of the time. In 2015 the department achieved this goal 73 percent of the time.

Re-opening Fire Station

Fire Station 8 located in northeast Salem, which has been closed since May 2012, will re-open on July 1, 2016 using funding provided in the FY 2016-17 budget. The operation of the station will use existing staff until full staffing levels are reached in December 2016. The re-opening of Station 8 is anticipated to increase the department's ability to meet the response time goal, in district up to 10 percent and citywide 2.5 to 3.5 percent.



Fire Department

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Priority Emergency Incident Response Time</p> <p>Why It's Important - Priority emergency calls are categorized as life-threatening medical emergencies, fire related incidents, and hazardous materials spills or leaks. These emergencies are time critical in nature. The City Council has adopted the 5.5 minute response to 85 percent of priority calls as the department goal.</p>	72%	73%	73%
	Basis for Measure - City Council adopted response time		
<p>Measure - Full Effective Force Response Time</p> <p>Why It's Important - Fire emergencies are resource critical. Effective operations at the scene of fire emergencies depend on the arrival of sufficient trained personnel to perform all of the duties and tasks required to control the event. The department attempts to assemble 14 firefighters within the first 10 minutes of call receipt to be able to effectively manage the life safety and fire control tasks that are required. The department's goal is to meet this standard 85 percent of the time.</p>	81%	87%	74%
	Basis for Measure - Department adopted standard of cover		
<p>Measure - Average Value of Property Loss to Fire</p> <p>Why It's Important - Fire loss trends can indicate effectiveness of fire prevention, fire protection, code enforcement, and public education. This measure indicates the average value of loss over the last five years as compared to total property value.</p>	0.04%	0.04%	0.04%
	Basis for Measure - National Fire Incident Reporting System (NFIRS)		
<p>Measure - Commercial Property Fires</p> <p>Why It's Important - Fire cause analysis can indicate effectiveness of fire prevention, fire protection, code enforcement, and public education. This measure provides an average for the number of fires occurring in commercial structures over the last five years.</p>	4.16 per 1,000	4.47 per 1,000	4.78 per 1,000
	Basis for Measure - National Fire Incident Reporting System (NFIRS)		



Fire Department

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Residential Property Fires</p> <p>Why It's Important - Fire cause analysis can indicate effectiveness of fire prevention, fire protection, code enforcement, and public education. This measure provides an average for the number of fires occurring in residential structures over the last five years.</p>	1.91 per 1,000	1.89 per 1,000	1.83 per 1,000
	<p>Basis for Measure - National Fire Incident Reporting System (NFIRS)</p>		
<p>Measure - Fire Protections Classification</p> <p>Why It's Important - Insurance Services Office (ISO) ratings are used by property insurance underwriters to establish fire insurance premiums for commercial and residential properties. Maintaining the current ISO rating sustains lower fire insurance premiums. Salem is one of 22 communities in Oregon with a Class 2 ISO rating (of 509 communities in the rating system).</p>	2	2	2
	<p>Basis for Measure - Community evaluations are conducted approximately every 10 years.</p>		
<p>Measure - National Incident Management System (NIMS) Compliance</p> <p>Why It's Important - NIMS compliance is a federal requirement for participation in Homeland Security, Emergency Preparedness, and Assistance to Firefighters grant opportunities. Other federal grants mandate the City of Salem to be NIMS compliant. Annual compliance reporting is required.</p>	100%	100%	100%
	<p>Basis for Measure - Federal mandate</p>		
<p>Measure - Ambulance Service Area Response</p> <p>Why It's Important - Compliance with ASA response times ensures timely responses to calls for service in order to provide optimal outcomes for patients. To meet the Marion County ASA goals requires responses of 8 minutes or less in urban areas, 15 minutes or less in suburban areas, and 20 minutes or less in rural areas of the county. Response time standards also assure that transporting medic units from our partner agency meet the ASA requirements.</p>	96% - Marion 98% - Polk	96% - Marion 98% - Polk	97% - Marion 99% - Polk
	<p>Basis for Measure - ASA mandates for Marion and Polk counties</p>		

Administration

	Staff	Cost
Office of the Chief Supports fire suppression and emergency services; reviews and develops objectives, goals, policies, and procedures; compiles statistical information; prepares, monitors, and manages budget; coordinates all support services for the Fire Department including personnel management, labor relations, procurement, and payroll; provides customer service to internal and external customers.	6.00	\$ 801,400

Total Administration Division 6.00 \$ 801,400

Staff Cost

Emergency Operations

	Staff	Cost
Protects life, property, and the environment by responding to all fire and non-fire emergencies and rescues within the City of Salem; responds to and provides first response advanced / basic life support care to sick and / or injured citizens prior to medical transport unit arrival. Maintains relationships with other response agencies in the area to provide mutual aid response in cases of reduced resources to agencies on our borders. Provides resources under the Oregon State Conflagration Act to respond to significant events within the state.	150.00	\$ 27,113,260

Training

	Staff	Cost
Provides proficiency training and testing in fire tactics, fire attack, ladder and hose operations, emergency medical skills, supervision, leadership, and emergency medical services; provides specialized training for all specialty teams (hazardous materials response, airport-related emergencies, confined space / trench and urban search and rescues, rope and surface water, and vehicle extrication); develops and administers hiring and promotional exams in accordance with civil service rules, contractual requirements, and employment law; maintains all training records for Fire Department staff and forwards training information to state and federal agencies for compliance verification.	2.00	\$ 540,550

Total Emergency Operations Division 152.00 \$ 27,653,810

Staff Cost

Fire and Life Safety

Fire Prevention	Staff	Cost
Reviews all commercial and residential (triplex and larger) plans for compliance; reviews all specialty systems for fire and life safety code compliance; attends pre-application conferences to provide technical advice; develops and performs final occupancy inspections for code requirements; inspects high priority businesses for fire code compliance; issues Fire Department use permits; approves fireworks and pyrotechnic displays; approves licensing for those facilities required to have Fire Department approval (e.g., day care and residential care centers); determines fire cause and origin; provides on-duty fire investigators; supports delivery of fire and life safety educational information to schools, civic groups, and other organizations; manages youth fire prevention intervention program; provides emergency incident public information.	5.00	\$ 881,820

Emergency Preparedness	Staff	Cost
Provides planning and staff training for mitigation, preparedness, response, and recovery from large scale emergencies of either manmade or natural origin; prepares and maintains the City emergency operations center and staff; coordinates planning with regional cooperators; coordinates homeland security grants and National Incident Management System (NIMS) compliance; trains citizens for community emergency response teams (CERT); provides information to the public on disaster preparedness practices; coordinates community pre-disaster mitigation planning efforts.	1.00	\$ 176,050

Total Fire and Life Safety Division	6.00	\$ 1,057,870
	Staff	Cost

TOTAL FIRE DEPARTMENT 164.00 \$ 29,513,080

FIRE DEPARTMENT
ADMINISTRATION, EMERGENCY OPERATIONS, and FIRE AND LIFE SAFETY(ADMIN, EOD, FLS)
(101-37-10, 20, and 30)
FY 2016-17

Acct No.	Description	Adopted
52510	TRAINING	
ADMIN	Tuition reimbursement (2)	\$ 2,000
EOD	Advanced instructor (2)	500
EOD	Advanced life support for hazardous material - state reimbursed (9)	900
EOD	Annual Oregon hazardous material conference - state reimbursed (9)	3,090
EOD	Clandestine lab safety - state funded (9)	2,700
EOD	Computer aided management of emergency operations - state reimbursed (1)	1,410
EOD	Critical incident stress management (2)	500
EOD	Emergency operations (10)	5,000
EOD	Federal Aviation Administration 139 recertification (9)	16,000
EOD	Fire department instructor (2)	500
EOD	Hazardous material explosives conference - state reimbursed (9)	3,310
EOD	National Fire Academy (10)	5,000
EOD	Northwest Leadership seminar (3)	1,500
EOD	Oregon emergency medical services conference (1)	1,500
EOD	Oregon Fire Chiefs Association (4)	1,000
EOD	Oregon fire instructor (4)	500
EOD	Technical rescue (9)	5,500
EOD	Tuition reimbursement (10)	5,000
FLS	Automatic Fire Alarms Assoc. plans review (2)	800
FLS	International Association of Arson Investigators seminar (4)	3,000
FLS	National Fire Sprinkler Association review (1)	400
FLS	Oregon Building Officials Association short school (4)	2,600
FLS	Oregon Emergency Management conference (1)	1,500
FLS	Oregon Fire Chiefs Association conferences (1)	1,000
FLS	Oregon Fire Marshals Association conferences (4)	1,600
FLS	Oregon Mechanical Officials Association (1)	300
FLS	Youth fire prevention intervention (1)	800
		\$ 67,910
52670	OTHER PROFESSIONAL SERVICES	
ADMIN	Interpretive services	\$ 100
ADMIN	Consulting services - strategic plan	15,000
EOD	Advanced cardiac life support class and cards	700
EOD	Advanced technical rescue instruction	6,680
EOD	American Heart Association instructor and training center	520
EOD	Auto extrication tools and technical training	550
EOD	Cardio-pulmonary resuscitation class and cards	700
EOD	Flu shot program	2,400
EOD	Hose testing	17,580
EOD	Hose tower training certification	2,100
EOD	Immunization / Hepatitis	6,100

FIRE DEPARTMENT
ADMINISTRATION, EMERGENCY OPERATIONS, and FIRE AND LIFE SAFETY(ADMIN, EOD, FLS)
(101-37-10, 20, and 30)
FY 2016-17

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES, continued	
EOD	Interpretive services	50
EOD	Occupational Safety and Health Administration required training	3,090
EOD	Officers' academy	12,000
EOD	Pediatric critical care advanced refresher class	700
EOD	Physician advisor	49,440
EOD	Pre-hospital trauma life support class and processing fees	700
EOD	Specialty outside instructors	12,000
EOD	State of Oregon Department of Corrections - inmate crews	5,000
EOD	Technical rescue instruction	3,090
FLS	Americans with Disabilities Act accommodations for Community Emergency Response Team training	1,000
FLS	Interpretive services	100
		\$ 139,600
52815	CONTROLLED EQUIPMENT	
ADMIN	Desktop computer (replacement, 1)	\$ 800
EOD	Self-contained breathing apparatus and equipment (replacement, full inventory, partially grant-funded)	807,060
FLS	Enhanced desktop computers with monitors (replacement, 2)	5,000
		\$ 812,860
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
EOD	Hydrant repairs (155-58305000)	\$ 9,000
53813	INTRA CITY - BUDGETED TRANSFERS	
EOD	Dispatch services from Willamette Valley Communications Center (330-35503000)	\$ 1,470,030
55150	FLEET REPLACEMENT	
EOD	Swift water rescue boat and trailer	\$ 70,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 29,513,080

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Fire
Cost Center: Admin, Emergency Operations, Fire and Life Safety
Cost Center No: 37-10, 20, and 30**

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
51010	SALARIES AND WAGES	\$ 11,358,550	\$ 11,786,384	\$ 12,061,970	\$ 12,289,780	\$ 12,289,780	\$ 12,932,040	\$ 870,070	7.2%
51025	HOLIDAY - REGULAR	297	61	-	-	-	-	-	-
51030	OVERTIME	831,304	682,297	1,308,890	981,260	981,260	1,345,220	36,330	2.8%
51080	STANDBY	12,826	10,963	43,390	34,070	34,070	34,070	(9,320)	-21.5%
51100	INCENTIVES	737,818	773,621	1,033,940	754,860	754,860	799,790	(234,150)	-22.6%
51110	FLSA - FIRE CONTRACT	261,119	26,341	-	-	-	-	-	-
51120	LEAVE PAYOFF	111,993	74,548	182,640	122,000	122,000	122,000	(60,640)	-33.2%
51130	CAR ALLOWANCE	1,084	1,084	1,080	1,080	1,080	1,080	-	-
51135	CELL PHONE ALLOWANCE	796	940	470	-	-	-	(470)	-100.0%
51150	DEPT HEAD ANNUITY	6,562	6,670	6,800	7,320	7,320	7,320	520	7.6%
51195	OTHER PAY/BENEFITS	(53,476)	(56,248)	-	-	-	2,290	2,290	-
51210	FICA AND MEDICARE	997,192	996,864	922,980	1,081,140	1,081,140	1,159,930	236,950	25.7%
51221	WORKERS' COMP PREMIUM	601,940	626,200	514,580	491,930	491,930	491,930	(22,650)	-4.4%
51222	WORKERS' COMP STATE ASSMT	6,268	6,238	4,560	4,590	4,590	4,590	30	0.7%
51240	EMPLR - RETIREMENT PERS	1,877,794	1,883,412	2,405,540	2,108,850	2,108,850	2,263,230	(142,310)	-5.9%
51243	PERS UNFUNDED LIABILITY	742,680	731,960	764,240	790,700	790,700	790,700	26,460	3.5%
51245	EMPLR - PERS PICKUP	790,933	792,419	723,910	851,430	851,430	914,500	190,590	26.3%
51250	INSURANCE - MEDICAL	2,295,699	2,498,570	2,758,090	2,688,640	2,688,640	2,876,970	118,880	4.3%
51255	INSURANCE - VISION	64,554	74,752	81,210	78,310	78,310	83,750	2,540	3.1%
51260	INSURANCE - DENTAL	233,263	245,535	252,920	253,300	253,300	270,990	18,070	7.1%
51265	INSURANCE - LIFE	16,835	18,178	18,630	13,050	13,050	13,810	(4,820)	-25.9%
51270	INSURANCE - DISABILITY	3,300	3,663	4,610	2,160	2,160	2,160	(2,450)	-53.1%
51275	OTHER HEALTH BENEFITS	130,656	142,441	149,040	172,080	172,080	180,180	31,140	20.9%
51310	PHYSICAL EXAMINATIONS	3,173	464	22,000	5,000	5,000	5,000	(17,000)	-77.3%
Total Personal Services		\$ 21,033,158	\$ 21,327,356	\$ 23,261,490	\$ 22,731,550	\$ 22,731,550	\$ 24,301,550	\$ 1,040,060	4.5%
NUMBER OF POSITIONS		154.00	152.00	152.00	152.00	152.00	164.00	12.00	7.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ 4,176	\$ 3,997	\$ 4,290	\$ 6,850	6,850	6,850	\$ 2,560	59.7%
52120	MAIL	2,622	2,107	2,550	2,300	2,300	2,300	(250)	-9.8%
52130	SUPPLIES	38,459	45,889	57,200	61,450	61,450	61,450	4,250	7.4%
52320	ADVERTISING	50	2,289	200	200	200	200	-	-
52340	EMPLOYEE RECOGNITION	610	555	800	400	400	400	(400)	-50.0%
52360	RECRUITMENT FEES	8,684	7,921	11,000	11,000	11,000	23,000	12,000	109.09%
52405	TELEPHONE - OFFICE	47,376	47,712	40,680	40,670	40,670	40,670	(10)	-0.02%
52410	TELEPHONE - CELLULAR	14,139	19,511	18,480	22,120	22,120	22,120	3,640	19.7%
52430	PAGERS	321	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	79,650	65,669	71,250	71,720	71,720	71,720	470	0.7%
52510	TRAINING	31,703	40,530	67,910	67,910	67,910	67,910	-	-
52540	MEALS	909	908	-	-	-	-	-	-
52550	MILEAGE	1,135	1,113	2,100	1,850	1,850	1,850	(250)	-11.9%
52650	LEGAL/COURT SERVICES	-	80	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	148,441	194,240	137,490	139,600	139,600	139,600	2,110	1.5%
52710	MEMBERSHIP DUES	1,198	1,153	1,610	1,610	1,610	1,610	-	-
52720	LICENSES/CERTIFICATIONS	1,015	-	670	670	670	670	-	-
52740	PERMITS	381	-	-	-	-	-	-	-
52810	SMALL TOOLS	77	129	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	19,538	17,571	10,600	5,800	5,800	812,860	802,260	7568.5%
52820	SMALL EQUIPMENT AND SUPPLIES	274,228	100,685	172,220	172,220	172,220	213,720	41,500	24.10%
52830	COMPUTER SOFTWARE, LICENSES	68,921	38,606	98,080	61,400	61,400	61,400	(36,680)	-37.4%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Fire
Cost Center: Admin, Emergency Operations, Fire and Life Safety
Cost Center No: 37-10, 20, and 30**

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52860	OTHER AUTO SUPPLIES	117	-	-	-	-	-	-	-
52910	DIESEL FUEL	146,116	139,819	109,240	111,300	111,300	111,300	2,060	1.9%
52930	GASOLINE	17,188	17,062	19,310	16,220	16,220	16,220	(3,090)	-16.0%
52940	LP/CNG GAS	71	68	-	-	-	-	-	-
53210	INSURANCE	-	-	-	379,670	379,670	379,670	379,670	-
53310	VEHICLE MAINTENANCE	117,093	248,437	220,000	221,700	221,700	221,700	1,700	0.8%
53320	EQUIPMENT MAINTENANCE	109,417	15,435	24,150	18,150	18,150	18,150	(6,000)	-24.8%
53370	HYDRANT REPAIRS	491	2,088	1,750	1,750	1,750	1,750	-	-
53375	CHEMICALS	-	-	500	500	500	500	-	-
53380	OTHER MAINTENANCE AND REPAIRS	624	200	500	500	500	500	-	-
53510	BUILDING RENTAL	19,010	24,400	24,890	19,890	19,890	19,890	(5,000)	-20.1%
53530	OUTSIDE RENTAL	-	-	1,000	1,000	1,000	1,000	-	-
53610	GAS	23,381	17,768	24,080	22,880	22,880	22,880	(1,200)	-5.0%
53620	ELECTRIC	100,003	99,223	105,600	108,600	108,600	108,600	3,000	2.8%
53650	REFUSE DISPOSAL	8,578	8,900	8,530	8,530	8,530	8,530	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	46,132	44,050	63,930	64,870	64,870	88,870	24,940	39.0%
53734	SAFETY CLOTHING AND EQUIPMENT	71,855	166,238	165,590	157,460	157,460	246,870	81,280	49.1%
53740	CLOTHING - CLEANING CHARGES	-	-	1,500	1,500	1,500	1,500	-	-
53767	BANKING AND INVESTMENT FEES	1,512	1,271	1,500	1,450	1,450	1,450	(50)	-3.3%
53770	BAD DEBT - WRITE OFF	105	138	-	-	-	-	-	-
53799	OTHER EXPENSES	-	1,071	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	15,276	15,544	9,000	9,000	9,000	9,000	-	-
53813	INTRA CITY - BUDGETED TRANSFER	1,239,690	1,282,960	1,468,620	1,470,030	1,470,030	1,470,030	1,410	0.1%
53830	RADIO	501,520	487,440	487,840	499,270	499,270	499,270	11,430	2.3%
53832	MOBILE DATA COMM SYSTEM	123,080	123,080	90,430	72,620	72,620	72,620	(17,810)	-19.7%
53840	MOTOR POOL RENTAL	214,286	265,519	281,350	296,000	296,000	296,000	14,650	5.2%
53841	EQUIPMENT REPLACEMENT CHG	29,653	46,584	-	-	-	-	-	-
53851	COPY	4,666	4,648	6,000	5,600	5,600	5,600	(400)	-6.7%
53853	PRINTING	-	-	100	100	100	100	-	-
53854	PHOTOCOPIES	10,803	9,703	10,900	11,200	11,200	11,200	300	2.8%
53860	BUILDING SERVICES	1,697	8,994	-	-	-	-	-	-
	Total Materials and Services	\$ 3,545,997	\$ 3,621,304	\$ 3,823,440	\$ 4,167,560	\$ 4,167,560	\$ 5,141,530	\$ 1,318,090	34.5%
55150	FLEET REPLACEMENT	\$ 121,384	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	-
	Total Capital Outlay	\$ 121,384	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	-
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 13,360	\$ -	\$ -	\$ -	\$ (13,360)	-100%
	Total Transfers	\$ -	\$ -	\$ 13,360	\$ -	\$ -	\$ -	\$ (13,360)	-
	Total Requirements	\$ 24,700,539	\$ 24,948,660	\$ 27,098,290	\$ 26,969,110	\$ 26,969,110	\$ 29,513,080	\$ 2,414,790	8.9%





Human Resources
Employee Services

DIVISIONS

Administration

Benefits

Facilities Services

Fleet Services

Risk Management

Shops Facilities Maintenance

This section includes the divisions in bold text.



Human Resources

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Human Resources Budget by Division provides three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the department. The Facilities Services division was added to the Human Resources department during FY 2015-16.

Human Resources Budget by Division					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Human Resources	\$ 1,048,996	\$ 1,144,079	\$ 1,055,408	\$ 1,222,130	\$ 1,248,110
Facilities Services	3,401,292	3,378,267	3,526,529	3,841,390	3,897,790
Total	\$ 4,450,288	\$ 4,522,345	\$ 4,581,936	\$ 5,063,520	\$ 5,145,900
% Change		1.62%	1.32%	10.51%	1.63%

Human Resources Budget by Category shows three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services and Materials / Services, and Capital Outlay. The table shows the department's total General Fund budget, the percent change in total budget, and full-time equivalent (FTE) position counts for each year. The self-insured employee benefits and risk management programs are budgeted in a separate fund.

Human Resources Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 2,997,182	\$ 3,144,527	\$ 3,160,011	\$ 3,485,110	\$ 3,484,650
Material/Services	1,453,106	1,375,003	1,421,925	1,578,410	1,661,250
Capital Outlay	-	2,814	-	-	-
Total	\$ 4,450,288	\$ 4,522,345	\$ 4,581,936	\$ 5,063,520	\$ 5,145,900
% Change		1.62%	1.32%	10.51%	1.63%
FTE	35.00	35.00	35.00	35.00	35.00

Human Resources

The Human Resources Department is continuing efforts to expand and develop a comprehensive training program for employees and supervisors. The training program's mission is to promote individual and team success by providing targeted learning opportunities, on-the-job performance tools and resources.

Compensation and classification analyses continue to be a priority to ensure operational needs and market competitiveness are being addressed. The department continues to review administrative processes and utilize online and web-sharing programs for new employee orientation and general human resources information.

New labor contracts for the American Federation of State, County, and Municipal Employees (AFSCME), and the Salem City Attorneys Collective Bargaining Unit (SCABU) have been negotiated and were approved by City Council in the fall 2015. Two labor units, International Association of Fire Fighters (IAFF), and 911 Professional Communication Employees' Association (PCEA), are in negotiations during FY 2015-16 and contracts are expected to be completed before or during FY 2016-17.

Facilities Services

Aggressive strategies in seeking energy incentives, energy conservation, operational efficiencies, and competitive procurement practices continue to be the primary objective for Facilities Services staff. Conditional assessments of the City Shops Complex buildings have been completed, and energy usage audits are expected to be completed by December 2016.

Some major asset management projects scheduled for FY 2016-17 include Bush House roof and HVAC replacement; Gilbert House siding repair and exterior painting; Marion Parkade electrical and lighting upgrades; Salem Public Library children's elevator modernization; Civic Center concrete repairs; and City Shops Complex building improvements.



Human Resources

PERFORMANCE

	RESULTS		
	2013	2014	2015
Human Resources			
Measure - Career Employees Retained Past Probationary Period Why It's Important - Monitoring overall stability of the organization, planning for career growth, developing and managing recruitment and training costs are supported by this measure.	95%	93%	98%
Basis for Measure - SRC 2.415-2.435; HR Rules			
Measure - Career Employee Turnover Why It's Important - This measure is indicative of workplace stability and informs future succession plans.	7%	7%	9%
Basis for Measure - SRC 2.415-2.435; HR Rules			
Measure - Minority Applicants Why It's Important - A higher percentage of minority applicants helps to ensure a fair and non-adverse impact selection process for all candidates.	18%	19%	25%
Basis for Measure - City EEO & HR Diversity Plans; HR Rules			
Measure - Minority Employees Why It's Important - Ensuring the City workforce is representative of the Salem community supports a higher level of customer service.	9%	10%	10%
Basis for Measure - City EEO & HR Diversity Plans; HR Rules			
Measure - Recruitments / Applications Processed Per Year Why It's Important - A large applicant pool will allow the City to hire the most qualified staff to work for the citizens of Salem.	83 / 5,977	106 / 6,105	166 / 8,700
Basis for Measure - SRC 2.415-2.435; HR Rules			
Measure - Total Medical / Vision Claims Paid Why It's Important - Medical and vision claims costs directly impact the future of the benefits fund and the amount of insurance premium increases paid by City departments.	\$12.58M	\$14.90M	\$13.45M
Basis for Measure - SRC 2.415-2.435; HR Rules			
Measure - Total Pharmaceutical Claims Paid Why It's Important - Total pharmaceutical claims costs directly impact the future of the benefits fund and the amount of insurance premium increases paid by City departments.	\$2.15M	\$2.20M	\$1.99M
Basis for Measure - SRC 2.415-2.435; HR Rules			



Human Resources

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Total Dental Claims Paid</p> <p>Why It's Important - Dental claims costs directly impact the future of the benefits fund and the amount of insurance premium increases paid by City departments.</p>	\$1.58M	\$1.46M	\$1.45M
<p>Basis for Measure - SRC 2.415-2.435; HR Rules</p>			
<p>Measure - Workers' Compensation Claims</p> <p>Why It's Important - Claims analysis provides information to improve safety training programs and injury prevention methods, and estimation for future workers' compensation insurance costs, and stability of the fund. The experience modification rate is a measure of the frequency and severity of workers' compensation claims based on three years of claims experience. A lower "Ex Mod" rate can correspondingly lower the amount of the City's state assessment. The increased rate in 2014 is directly related to higher claims activity experienced during the prior three years.</p>	116 claims	82 claims	97 claims
	1.15 rate	1.27 rate	1.22 rate
<p>Basis for Measure - HR Rules; Risk Mgmt Manual</p>			
<p>Measure - Liability Claims</p> <p>Why It's Important - Property and casualty claims are measured to evaluate the City's loss prevention practices for their effectiveness.</p>	122	112	143
<p>Basis for Measure - HR Rules; Risk Mgmt Manual</p>			
Facilities Services			
<p>Measure - Civic Center Energy Efficient Improvement Savings</p> <p>Why It's Important - Re-programming operating systems and replacing inefficient equipment conserves energy and reduces General Fund expense.</p> <p>The lack of savings in 2014 is largely due to a rate increase during the year. Facilities Services has expanded its energy efficiency program to other building groups and will begin reporting on a new energy performance measure for those buildings in 2015.</p>	\$9,215	(\$16,547)	\$36,227
<p>Basis for Measure - Council Goal - Asset Management, City APP 3.11 Sustainable Business Operations</p>			



Human Resources

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Preventive Maintenance Versus Corrective Work Orders Completed</p> <p>Why It's Important - Preventive maintenance extends the life of buildings and operating systems while reducing equipment failures and operating costs. This measure demonstrates the percentage of preventive maintenance work orders as a subset of all completed work orders.</p>	59.4%	74.5%	71.3%
<p>Basis for Measure - Council Goal - Asset Management</p>			
<p>Measure - Facilities Work Orders Annual Completion</p> <p>Why It's Important - Facilities Services staff strive to respond to and complete work orders within 48 hours of receipt to promote a safe area for the public and an optimal work area for affected staff.</p>	98.4%	99.5%	98.7%
<p>Basis for Measure - Best business practice</p>			
Fleet Services			
<p>Measure - Shop Productivity</p> <p>Why It's Important - A measure of the percentage of fleet technicians' time spent on direct, billable hours. A higher percentage indicates more time spent working directly on equipment. The common benchmark is 70 percent.</p>	87%	78%	77%
<p>Basis for Measure - Best Practice (calendar year data)</p>			



Human Resources

What We Do

PROGRAMS

Administration

	Staff	Cost
The City of Salem Human Resources Department provides employee relations, employee benefits, labor relations, specialized training, risk management and recruitment to all City departments. The staff is comprised of 8.0 FTE assigned to the Human Resources Division and budgeted in the General Fund. The remaining 7.0 FTE are assigned to the Benefits and Risk Management divisions and budgeted in the Self Insurance Fund. Human Resources provides staff support for the Board of Ethics and Civil Service Commission.	8.00	\$ 1,248,110

Total Administration Division	8.00	\$ 1,248,110
	Staff	Cost

**HUMAN RESOURCES
(101-15-10-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Employment / human resources sponsored training for all city employees (reappropriation)	\$ 16,110
	Supervisory training (200-275)	15,000
		<u>\$ 31,110</u>
52670	OTHER PROFESSIONAL SERVICES	
	Investigation / litigation fees	\$ 10,000
	Legal services	5,000
	Legal services for grievance and arbitration	30,000
	Legal services for labor contracts	40,000
	Public safety employment examinations	16,000
		<u>\$ 101,000</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computer with monitor (replacement, 1)	\$ 1,190

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,248,110

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Human Resources
Cost Center: Human Resources
Cost Center No: 15-10-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 313-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 607,630	\$ 545,396	\$ 576,140	\$ 629,030	\$ 629,030	\$ 629,030	\$ 52,890	9.2%
51020	SEASONAL AND RELIEF	-	20,057	-	-	-	-	-	-
51030	OVERTIME	-	258	1,110	1,600	1,600	1,600	490	44.1%
51100	INCENTIVES	2,428	2,423	3,290	2,660	2,660	2,660	(630)	-19.1%
51120	LEAVE PAYOFF	30,933	18,711	7,060	4,840	4,840	4,840	(2,220)	-31.4%
51130	CAR ALLOWANCE	1,144	925	1,140	1,140	1,140	1,140	-	-
51150	DEPT HEAD ANNUITY	5,789	4,631	5,800	6,580	6,580	6,580	780	13.4%
51195	OTHER PAY/BENEFITS	-	-	3,640	2,700	2,700	2,700	(940)	-25.8%
51210	FICA AND MEDICARE	48,665	44,532	44,070	48,060	48,060	48,060	3,990	9.1%
51221	WORKERS' COMP PREMIUM	1,080	2,280	8,020	8,020	8,020	8,020	-	-
51222	WORKERS' COMP STATE ASSMT	233	228	240	240	240	240	-	-
51240	EMPLR - RETIREMENT PERS	85,269	70,994	100,320	80,680	80,680	80,680	(19,640)	-19.6%
51243	PERS UNFUNDED LIABILITY	32,830	34,950	36,030	34,140	34,140	34,140	(1,890)	-5.2%
51245	EMPLR - PERS PICKUP	38,788	32,242	34,560	38,750	38,750	38,750	4,190	12.1%
51250	INSURANCE - MEDICAL	112,034	109,749	133,130	129,200	129,200	129,200	(3,930)	-3.0%
51255	INSURANCE - VISION	3,180	3,286	3,890	3,880	3,880	3,880	(10)	-0.3%
51260	INSURANCE - DENTAL	10,869	10,058	12,140	10,500	10,500	10,500	(1,640)	-13.5%
51265	INSURANCE - LIFE	1,160	1,113	1,200	840	840	840	(360)	-30.0%
51270	INSURANCE - DISABILITY	1,549	1,546	1,650	1,800	1,800	1,800	150	9.1%
	Total Personal Services	\$ 983,580	\$ 903,379	\$ 973,430	\$ 1,004,660	\$ 1,004,660	\$ 1,004,660	\$ 31,230	3.2%
	NUMBER OF POSITIONS	8.00	8.00	8.00	8.00	8.00	8.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 930	\$ 150	\$ 1,000	\$ 800	\$ 800	\$ 800	\$ (200)	-20.0%
52120	MAIL	1,570	1,651	1,550	1,000	1,000	1,000	(550)	-35.5%
52130	SUPPLIES	5,422	10,899	10,600	10,600	10,600	10,600	-	-
52340	EMPLOYEE RECOGNITION	4,054	4,545	7,500	-	-	-	(7,500)	-100.0%
52360	RECRUITMENT FEES	31,406	24,464	56,670	45,000	45,000	52,200	(4,470)	-7.9%
52405	TELEPHONE - OFFICE	3,737	3,845	3,820	3,000	3,000	3,000	(820)	-21.5%
52410	TELEPHONE - CELLULAR	-	410	960	1,800	1,800	1,800	840	87.5%
52510	TRAINING	10,173	12,371	20,000	30,000	30,000	31,110	11,110	55.6%
52540	MEALS	439	91	-	-	-	-	-	-
52550	MILEAGE	666	102	500	500	500	500	-	-
52670	OTHER PROFESSIONAL SERVICES	62,306	49,034	101,000	101,000	101,000	101,000	-	-
52710	MEMBERSHIP DUES	4,554	4,519	4,530	4,530	4,530	4,530	-	-
52815	CONTROLLED EQUIPMENT	2,393	5,079	1,110	1,190	1,190	1,190	80	7.2%
52830	COMPUTER SOFTWARE, LICENSES	20,831	25,950	23,200	18,450	18,450	18,450	(4,750)	-20.5%
52865	OTHER TECHNICAL SUPPLIES	-	23	-	-	-	-	-	-
53210	INSURANCE	-	-	-	2,770	2,770	2,770	2,770	-
53734	SAFETY CLOTHING AND EQUIPMENT	211	-	-	-	-	-	-	-
53851	COPY	6,931	4,304	6,000	4,240	4,240	4,240	(1,760)	-29.3%
53854	PHOTOCOPIES	4,875	4,592	10,260	10,260	10,260	10,260	-	-
	Total Materials and Services	\$ 160,498	\$ 152,028	\$ 248,700	\$ 235,140	\$ 235,140	\$ 243,450	\$ (5,250)	-2.1%
	Total Requirements	\$ 1,144,079	\$ 1,055,408	\$ 1,222,130	\$ 1,239,800	\$ 1,239,800	\$ 1,248,110	\$ 25,980	2.1%



Facilities Services

What We Do

PROGRAMS

Facilities Services

Administration	Staff	Cost
Manage the division's daily business operations through development and monitoring of its operating budget; personnel and labor relations; goals and objectives; policies and procedures; procurement of goods and services; long-term planning; and performance reporting.	2.60	\$ 305,670

Building Operations	Staff	Cost
Maintain an environment that is physically viable for its intended purpose. Divided into two primary sections: Building Systems (mechanical and electrical) and Building Maintenance and Services. Combined, this program provides safe and comfortable work environments through proactive management of building operating systems, as well as expeditious completion of building repairs and customer service requests with focused attention on preventive maintenance and operational efficiencies in City facilities.	12.80	\$ 2,455,910

Asset Management	Staff	Cost
Manage the entire life cycle of facility assets in the most cost efficient manner. This includes design, construction, management of installation and replacement of new and existing buildings and systems, commissioning, maintaining, repairing, space planning, replacing and decommissioning, and disposing of physical and infrastructure assets.	4.40	\$ 539,650

Custodial Services	Staff	Cost
Ensure City facilities consistently operate under clean and healthy conditions through the efficient delivery of six-days-per-week custodial cleaning services with continued focus on floor care and preservation, recycling, and performing minor building maintenance.	7.20	\$ 596,560

Total Facilities Services Division	27.00	\$ 3,897,790
	Staff	Cost

**HUMAN RESOURCES
FACILITIES SERVICES
(101-22-51-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	CPR / first aid (5)	\$ 500
	Heating, ventilation, air conditioning (1)	1,000
	Local Government management courses (1)	1,000
		<u>\$ 2,500</u>
52640	ENGINEERING / ARCHITECT SERVICES	
	Building and equipment condition assessment	\$ 20,000
52670	OTHER PROFESSIONAL SERVICES	
	Carpet and upholstery cleaning	\$ 39,600
	Electrical contract	41,000
	Elevator service	18,000
	Emergency generator	43,000
	Fire and life safety	13,000
	General contractor of record	10,000
	Hard floor stripping and waxing	13,000
	Heating, ventilation, and air conditioning	20,500
	Other contracted services	28,100
	Overhead door service	10,000
	Plumbing and backflow	14,500
	Pressure washing	8,000
	Restroom steam cleaning	8,000
	Roof service and cleaning	10,000
	Window washing	12,000
	Annual Contracts Sub-total	<u>\$ 288,700</u>
	Projects	
	Central Library Loucks Auditorium and Technical Services area condensing unit (HVAC) replacement	\$ 30,000
	City Hall stair repair and coating	20,000
	Civic Center asphalt and concrete repairs	68,440
	Fire Station 6 HVAC replacement	39,000
	Pringle Parkade north elevator tower frame repair and painting	24,500
	Projects Sub-total	<u>\$ 181,940</u>
	Other Professional Services Total	<u>\$ 470,640</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computers with monitors (replacement, 3)	\$ 3,510
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Public Works signs and sweeping services at City Hall (155-58304515)	\$ 1,500
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 3,897,790

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Human Resources
Cost Center: Facilities Services
Cost Center No: 22-51-00-00**

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 1,307,149	\$ 1,313,649	\$ 1,407,060	\$ 1,463,480	\$ 1,463,480	\$ 1,463,480	\$ 56,420	4.0%
51020	SEASONAL AND RELIEF	9,305	2,875	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	442	211	-	-	-	-	-	-
51030	OVERTIME	3,748	4,772	6,750	6,070	6,070	6,070	(680)	-10.1%
51080	STANDBY	-	-	500	500	500	500	-	-
51090	DIFFERENTIAL	5,648	6,399	7,640	15,280	15,280	15,280	7,640	100.0%
51120	LEAVE PAYOFF	7,858	6,891	4,690	4,130	4,130	4,130	(560)	-11.9%
51130	CAR ALLOWANCE	2,168	2,168	3,240	2,160	2,160	2,160	(1,080)	-33.3%
51195	OTHER PAY/BENEFITS	-	-	9,110	-	-	-	(9,110)	-100.0%
51210	FICA AND MEDICARE	100,819	100,586	107,670	114,110	114,110	114,110	6,440	6.0%
51221	WORKERS' COMP PREMIUM	25,550	48,900	49,020	38,290	38,290	38,290	(10,730)	-21.9%
51222	WORKERS' COMP STATE ASSMT	783	768	810	810	810	810	-	-
51240	EMPLR - RETIREMENT PERS	169,862	167,199	251,190	186,000	186,000	186,000	(65,190)	-26.0%
51243	PERS UNFUNDED LIABILITY	68,410	76,580	80,310	83,610	83,610	83,610	3,300	4.1%
51245	EMPLR - PERS PICKUP	76,820	76,769	84,460	89,500	89,500	89,500	5,040	6.0%
51250	INSURANCE - MEDICAL	337,182	395,404	441,210	420,270	420,270	420,270	(20,940)	-4.7%
51255	INSURANCE - VISION	8,466	11,224	12,790	12,680	12,680	12,680	(110)	-0.9%
51260	INSURANCE - DENTAL	34,804	38,998	41,020	39,860	39,860	39,860	(1,160)	-2.8%
51265	INSURANCE - LIFE	1,228	2,443	3,360	2,350	2,350	2,350	(1,010)	-30.1%
51270	INSURANCE - DISABILITY	703	796	850	890	890	890	40	4.7%
	Total Personal Services	\$ 2,160,947	\$ 2,256,631	\$ 2,511,680	\$ 2,479,990	\$ 2,479,990	\$ 2,479,990	(31,690)	-1.3%
	NUMBER OF POSITIONS	27.00	27.00	27.00	27.00	27.00	27.00	-	-
52120	MAIL	\$ 313	\$ 382	\$ 800	\$ 800	\$ 800	\$ 800	\$ -	-
52130	SUPPLIES	78,468	73,658	72,690	72,690	72,690	72,690	-	-
52140	PRINTING AND DUPLICATION	15	-	-	-	-	-	-	-
52320	ADVERTISING	554	1,870	1,700	6,800	6,800	6,800	5,100	300.0%
52360	RECRUITMENT FEES	40	73	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	8,634	8,659	7,650	7,100	7,100	7,100	(550)	-7.2%
52410	TELEPHONE - CELLULAR	7,930	7,196	7,100	7,500	7,500	7,500	400	5.6%
52460	COMMUNICATION - OTHER	520	480	480	480	480	480	-	-
52510	TRAINING	2,461	530	3,000	2,500	2,500	2,500	(500)	-16.7%
52550	MILEAGE	664	4	-	-	-	-	-	-
52640	ENGINEERING/ARCHITECT SERVICES	9,689	13,580	10,000	20,000	20,000	20,000	10,000	100.0%
52660	TEMP EMPLOYMENT SERVICES	6,258	16,021	10,000	34,760	34,760	34,760	24,760	247.6%
52670	OTHER PROFESSIONAL SERVICES	378,729	375,020	424,790	470,640	470,640	470,640	45,850	10.8%
52720	LICENSES/CERTIFICATIONS	-	426	300	300	300	300	-	-
52740	PERMITS	1,201	2,509	1,600	2,000	2,000	2,000	400	25.0%
52810	SMALL TOOLS	3,250	3,345	3,000	3,000	3,000	3,000	-	-
52815	CONTROLLED EQUIPMENT	2,846	7,291	1,600	3,510	3,510	3,510	1,910	119.4%
52820	SMALL EQUIPMENT AND SUPPLIES	366	943	-	-	-	-	-	-
52830	COMPUTER SOFTWARE, LICENSES	5,925	46,322	16,600	17,680	17,680	17,680	1,080	6.5%
52910	DIESEL FUEL	405	332	1,430	220	220	220	(1,210)	-84.6%
52930	GASOLINE	21,194	19,743	20,500	16,060	16,060	16,060	(4,440)	-21.7%
52950	LUBRICANTS	58	20	100	110	110	110	10	10.0%
53210	INSURANCE	-	1,498	-	21,070	21,070	21,070	21,070	-
53310	VEHICLE MAINTENANCE	9,752	11,545	8,940	10,920	10,920	10,920	1,980	22.1%
53320	EQUIPMENT MAINTENANCE	7,118	20	1,000	1,000	1,000	1,000	-	-
53375	CHEMICALS	1,400	2,384	3,000	2,000	2,000	2,000	(1,000)	-33.3%
53380	OTHER MAINTENANCE AND REPAIRS	99,033	127,350	134,730	138,520	138,520	138,520	3,790	2.8%
53530	OUTSIDE RENTAL	1,797	5,225	6,920	3,000	3,000	3,000	(3,920)	-56.6%
53610	GAS	47,801	26,142	47,990	35,000	35,000	35,000	(12,990)	-27.1%
53620	ELECTRIC	427,990	411,835	454,730	430,000	430,000	430,000	(24,730)	-5.4%
53650	REFUSE DISPOSAL	14,213	14,174	13,000	14,190	14,190	14,190	1,190	9.2%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	-	-	4,330	4,330	4,330	4,330	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Human Resources
Cost Center: Facilities Services
Cost Center No: 22-51-00-00**

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53734	SAFETY CLOTHING AND EQUIPMENT	2,288	3,600	2,000	3,000	3,000	3,000	1,000	50.0%
53770	BAD DEBT - WRITE OFF	514	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	217	9,909	1,500	1,500	1,500	1,500	-	-
53830	RADIO	11,960	11,270	12,480	12,480	12,480	12,480	-	-
53840	MOTOR POOL RENTAL	21,783	25,917	27,800	31,540	31,540	31,540	3,740	13.5%
53841	EQUIPMENT REPLACEMENT CHG	31,095	32,241	23,860	32,850	32,850	32,850	8,990	37.7%
53851	COPY	949	695	1,500	1,500	1,500	1,500	-	-
53854	PHOTOCOPIES	2,064	2,195	2,000	2,000	2,000	2,000	-	-
53855	SHOPS FACILITIES MAINTENANCE	5,010	5,490	4,920	6,750	6,750	6,750	1,830	37.2%
	Total Materials and Services	\$ 1,214,505	\$ 1,269,897	\$ 1,329,710	\$ 1,417,800	\$ 1,417,800	\$ 1,417,800	\$ 88,090	6.6%
55150	FLEET REPLACEMENT	\$ 2,814	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 2,814	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Requirements	\$ 3,378,267	\$ 3,526,529	\$ 3,841,390	\$ 3,897,790	\$ 3,897,790	\$ 3,897,790	\$ 56,400	1.5%



Information Technology

DIVISIONS

Administration

Document Services

Geographic Information Systems (GIS)

Network Services

Systems and Programming

Telecommunications Operations

This section includes the divisions in bold text.



Information Technology

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Information Technology Department Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, and Capital Outlay. The table shows the department's total budget, the percent change in total budget for each year, and the total full-time equivalent (FTE) position count for the General Fund divisions of the department. The Document Services programs of the department are budgeted in a separate fund.

Information Technology Department Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 3,939,136	\$ 4,118,746	\$ 4,448,666	\$ 5,340,340	\$ 5,628,070
Materials/Services	879,728	948,819	951,220	1,074,670	1,190,930
Capital Outlay	71,648	97,022	72,105	127,000	95,600
Total	\$ 4,890,512	\$ 5,164,587	\$ 5,471,991	\$ 6,542,010	\$ 6,914,600
% Change		5.60%	5.95%	19.55%	5.70%
FTE	33.00	35.00	37.00	40.00	42.00

Work Force Changes

The department's FY 2016-17 budget adds a limited duration business analyst position to assist in reducing the cost of the Hansen Water Utility application upgrade to be funded by the Public Works Department. A programmer / project manager position, supported by the PRIORS Fund, is added to facilitate the replacement of the police record management system and create interfaces between the application and several enterprise management systems. The current system is de-supported and the replacement is essential for the operation of the City of Salem Police and other agencies.

The total position count for the Information Technology Department (IT) in FY 2016-17 is 42 FTE, 9 of which are reimbursed from non-General Fund sources for a total of \$1,095,970.

FY 2016-17

Highlights and Significant Changes

Business Analysts

To increase the return-on-investment for enterprise applications and major systems, IT continues to promote and apply the business model of utilizing business analyst positions to streamline business processes and enhance systems functionality. These positions work with City departments to train, educate, and develop effective functional business processes and improve system functional usage. This strategy improves business operational efficiency, and reduces the overall cost-of-ownership for critical systems by avoiding frequent replacements and costly upgrades. IT has also worked with departments to consolidate technical positions to avoid duplication of work, improve communication, and increase response times. The utility billing software upgrade, as an example of this approach, has allowed the City to reduce the cost of the project by \$500,000 over its life cycle.

Strategic Planning

IT continues to implement infrastructure replacement cycles and platform changes to reduce long-term costs for servers and backup systems. This work is enhanced through ongoing participation in the development of five-year strategic plans for technology needs, which allows the City to consolidate applications and reduce IT hardware and software expenses.

In addition, IT continues to work with departments and vendors to arrive at cost-effective solutions for replacing obsolete and de-supported applications with alternatives that meet the City's business needs. Examples from FY 2015-16 include a parking meter station solution, legal case management system, and a council agenda application. Other projects scheduled for initiation or completion in FY 2016-17 are the community-centric website redesign, a collaborative emergency management portal, replacement of the existing email system with Microsoft Outlook, replacement of the City's telephone system, and enhanced firewall security measures.

Office Enterprise Licensing

To reduce long-term operating costs and deploy measures to enhance business continuity for Microsoft products, IT has centralized management of Microsoft Office licenses at the enterprise level, which is reflected in the FY 2016-17 budget.

Community-Centric Website

By managing the community-centric website project internally, IT has been able to reduce consulting costs, manage scope, and completely revamp the existing layout and navigation of City webpages to deliver materials to the public by targeting the needs of the community and focusing on a user-centric model. The new City website design will focus on making information easy to browse and find, will be action-oriented with a focus on topics of most interest to the community, and will deliver a consistent message across all content. The content will be device and mobile friendly to increase the City's ability to reach out to the community using technology. This project is scheduled for completion in January 2017.

Community Facing Applications / Online Services for the Public

Available to the public in spring 2016, the online reservation system allows the public to register and pay for summer recreation activities like basketball and tennis through their mobile devices, a task that currently requires physical payment at City Hall. The next phase of the project will open online reservations for park space. This enhancement provides convenience to the public and adds City staff efficiencies with process improvements, better front desk utilization, and the elimination of paper work.

	RESULTS		
	2013	2014	2015
<p>Measure - Application, Database, and Network Uptime</p> <p>Why It's Important - Maintaining databases, applications, and network architecture that is stable, robust, and secure is essential to conducting City business.</p>	99.83%	99.99%	99.80%
Basis for Measure - Best Practice			
<p>Measure - Increase in Online Services Users</p> <p>Why It's Important - Providing access to information and services through the www.cityofsalem.net web presence enables communication with the public using modern technological advances.</p>	12.20%	5.89%	11.71%
Basis for Measure - Best Practice			
<p>Measure - Number of Community Faced Applications Deployed Annually</p> <p>Why It's Important - It is important to focus on improving communication with the community to effectively provide the services requested.</p>	10	8	8
Basis for Measure - IT Strategic Plan			
<p>Measure - Help Desk Tickets Opened and Closed Within the Year</p> <p>Why It's Important - Resource utilization and scheduling practices are essential to continuous business operations and process improvements.</p>	91.44%	98.58%	98.58%
Basis for Measure - Best Practice			
<p>Measure - IT Strategic Infrastructure Savings</p> <p>Why It's Important - IT operating cost reductions through strategic platform changes are necessary to reduce long-term licensing cost escalations, and ensure proper management of the department's operating costs and ability to respond to the City's emergent technology needs.</p>	\$ 93,273	\$ 45,168	\$175,399
Basis for Measure - City Council Goal - Asset Management and IT Infrastructure Strategic Plan			
<p>Measure - Contract Renewals and Strategic Licensing Restructure Savings</p> <p>Why It's Important - IT operating cost reductions through negotiated savings from contract renewals and licensing agreements contribute to the department's capacity to respond to emergent technology needs of all City departments.</p>	\$ 23,298	\$ 37,437	\$ 76,867
Basis for Measure - City Council Goal - General Fund Budget Stability			
<p>Measure - Department Digital Copier Uptime</p> <p>Why It's Important - Ensuring on-site digital multi-function device operability will maintain productivity and continuity of business operations.</p>	99.5%	99.6%	99.5%
Basis for Measure - City Council Goal - Asset Management			



Information Technology

PERFORMANCE

	RESULTS		
	2013	2014	2015
Measure - Average Copies Between Service Calls Why It's Important - More production between service calls indicates that machines are running efficiently and are receiving routine preventive maintenance.	32,024	29,642	38,162
Basis for Measure - City Council Goal - Asset Management			
Measure - Average Monthly Copy Volume for Digital Copiers Why It's Important - Reducing hard copy imaging will promote and satisfy the City's green initiatives by reducing costs and the carbon footprint.	5,555	4,529	5,648
Basis for Measure - APP 3.11 - Sustainable Business Operations			



Information Technology

What We Do

PROGRAMS

Information Technology

Administration	Staff	Cost
Promotes creative and economical business decisions and delivers services through strategic planning and effective management of City applications and infrastructure to facilitate the delivery of services to the community. This section conducts centralized services for all City IT procurements, contract renewals, and assets management to identify efficiencies and reduce costs. Support services are provided to all department activities with approximately 0.15 FTE dedicated to the Document Services Division in the City Services Fund.	2.70	\$ 414,780

Business Operations	Staff	Cost
Promotes creative and economical business decisions and delivers services through strategic planning and effective management of City applications and infrastructure to facilitate the delivery of services to the community.	3.90	\$ 522,380

Building Security	Staff	Cost
Facilitates the physical security of City buildings through the management of cameras, access points, key cards, and video storage systems.	1.15	\$ 148,170

Systems and Programming Services	Staff	Cost
Ensures the City has a stable database and application, and web architecture to support the delivery of City services to the community through integrated business systems that utilize emerging technologies.	12.50	\$ 2,271,110

Geographic Information Systems (GIS)	Staff	Cost
Provides citywide and multi-jurisdictional geospatial data and services to support City business processes. This section also provides supervision to the Document Services Division for approximately 0.50 FTE.	6.50	\$ 871,530

Network Services	Staff	Cost
Ensures the City has a stable, robust, and secure network architecture to support the delivery of services and applications. Provides the secure and redundant retention of data, and the tools and knowledge to support all end users.	14.20	\$ 2,536,980

Telecommunications Services	Staff	Cost
Provides reliable voice and data telephone services through management and integration of City telecommunications systems.	1.05	\$ 149,650

Total Information Technology Divisions	42.00	\$ 6,914,600
	Staff	Cost

INFORMATION TECHNOLOGY
(101-59-10-35)
FY 2016-17

Acct No.	Description	Adopted
52510	TRAINING	
	Application programming training (8)	\$ 2,830
	Business Analysis training opportunities (1-2)	1,000
	Department of Administrative Services courses (1)	500
	GeoCortex Product Training (1)	1,060
	Oracle Database conference (1)	150
	Oregon Master Street Address Guide and state 911 meeting (1)	200
	Regional Geographic Information Systems conference (1)	200
	Various executive training opportunities (1)	1,000
		<u>6,940</u>
		\$ 6,940
52670	OTHER PROFESSIONAL SERVICES	
	Cabling and wi-fi setup	\$ 3,000
	City Council chambers technology upgrade (reappropriation)	22,140
	Domain name registry	320
	Legal fees for H1-B renewal	2,800
	Microsoft Exchange and GroupWise migration and training (reappropriation)	140,720
	Off-site tape storage	5,280
		<u>174,260</u>
		\$ 174,260
52815	CONTROLLED EQUIPMENT	
	Application or database servers (replacement, 7)	\$ 15,500
	Desktop computers (replacement, 2)	1,600
	Laptop computers (replacement, 5)	5,700
	Switches and routers (replacement, 2)	10,000
	Technology upgrade for City Council chambers (replacement / new, reappropriation)	22,540
	Wide area network equipment (replacement, 3-5; new, 2)	6,500
	Wireless access points (replacement, 3; new, 3)	4,000
		<u>65,840</u>
		\$ 65,840
55130	EQUIPMENT AND MACHINERY	
	Intrusion detection appliance (replacement, 1)	\$ 25,000
	Production server (replacement, 1)	11,700
	VMWare cluster (replacement, 1)	31,060
	VMWare cluster expansion (new, 1)	27,840
		<u>95,600</u>
		\$ 95,600

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 6,914,600

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Information Technology
Cost Center: Information Technology
Cost Center No: 59-10-35-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 2,686,511	\$ 2,832,993	\$ 3,277,010	\$ 3,586,520	\$ 3,586,520	\$ 3,586,520	\$ 309,510	9.4%
51020	SEASONAL AND RELIEF	12,580	55,309	32,400	88,120	88,120	88,120	55,720	172.0%
51030	OVERTIME	-	68	-	500	500	500	500	-
51120	LEAVE PAYOFF	29,923	40,231	10,000	13,010	13,010	13,010	3,010	30.1%
51130	CAR ALLOWANCE	947	1,144	1,140	1,140	1,140	1,140	-	-
51150	DEPT HEAD ANNUITY	4,787	6,160	6,050	6,970	6,970	6,970	920	15.2%
51195	OTHER PAY/BENEFITS	429	-	-	4,130	4,130	4,130	4,130	-
51210	FICA & MEDICARE	206,733	220,169	250,640	280,960	280,960	280,960	30,320	12.1%
51221	WORKERS' COMP PREMIUM	4,460	5,220	30,910	32,960	32,960	32,960	2,050	6.6%
51222	WORKERS' COMP STATE ASSMT	953	1,048	1,110	1,200	1,200	1,200	90	8.1%
51240	EMPLR - RETIREMENT PERS	334,225	347,676	550,460	426,290	426,290	426,290	(124,170)	-22.6%
51243	PERS UNFUNDED LIABILITY	136,660	163,170	177,590	193,800	193,800	193,800	16,210	9.1%
51245	EMPLR - PERS PICKUP	155,520	164,693	196,610	216,490	216,490	216,490	19,880	10.1%
51250	INSURANCE - MEDICAL	481,264	538,446	713,750	685,560	685,560	685,560	(28,190)	-3.9%
51255	INSURANCE - VISION	11,272	14,321	20,270	19,630	19,630	19,630	(640)	-3.2%
51260	INSURANCE - DENTAL	49,538	53,415	66,020	65,690	65,690	65,690	(330)	-0.5%
51265	INSURANCE - LIFE	1,622	3,248	4,950	3,640	3,640	3,640	(1,310)	-26.5%
51270	INSURANCE - DISABILITY	1,320	1,353	1,430	1,460	1,460	1,460	30	2.1%
	Total Personal Services	\$ 4,118,746	\$ 4,448,666	\$ 5,340,340	\$ 5,628,070	\$ 5,628,070	\$ 5,628,070	\$ 287,730	5.4%
	NUMBER OF POSITIONS	35.00	37.00	40.00	42.00	42.00	42.00	2.00	5.0%
52110	SUBSCRIPTIONS & BOOKS	\$ 340	\$ 545	\$ 780	\$ 1,990	\$ 1,990	\$ 1,990	\$ 1,210	155.1%
52120	MAIL	289	52	100	300	300	300	200	200.0%
52130	SUPPLIES	7,864	7,555	6,500	6,700	6,700	6,700	200	3.1%
52320	ADVERTISING	-	419	-	-	-	-	-	-
52360	RECRUITMENT FEES	236	150	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	14,689	14,594	14,670	15,550	15,550	15,550	880	6.0%
52410	TELEPHONE - CELLULAR	6,733	6,223	6,960	8,400	8,400	8,400	1,440	20.7%
52460	COMMUNICATION - OTHER	13,408	12,686	18,540	16,260	16,260	16,260	(2,280)	-12.3%
52510	TRAINING	18,626	8,326	16,200	6,940	6,940	6,940	(9,260)	-57.2%
52520	TRAVEL	1,300	1,067	-	-	-	-	-	-
52540	MEALS	50	476	-	-	-	-	-	-
52550	MILEAGE	64	-	400	-	-	-	(400)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	53,338	69,133	74,100	11,400	11,400	174,260	100,160	135.2%
52710	MEMBERSHIP DUES	1,392	1,325	1,450	1,590	1,590	1,590	140	9.7%
52720	LICENSES/CERTIFICATIONS	230	-	-	-	-	-	-	-
52740	PERMITS	250	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	115,422	95,664	74,640	43,300	43,300	65,840	(8,800)	-11.8%
52830	COMPUTER SOFTWARE, LICENSES	565,182	604,082	698,010	743,650	743,650	743,650	45,640	6.5%
52865	OTHER TECHNICAL SUPPLIES	4,462	2,262	13,000	10,500	10,500	10,500	(2,500)	-19.2%
52910	DIESEL FUEL	568	-	500	350	350	350	(150)	-30.0%
52930	GASOLINE	453	449	570	500	500	500	(70)	-12.3%
53210	INSURANCE	-	-	-	18,820	18,820	18,820	18,820	-
53310	VEHICLE MAINTENANCE	1	29	-	200	200	200	200	-
53320	EQUIPMENT MAINTENANCE	116,963	96,483	118,590	88,600	88,600	88,600	(29,990)	-25.3%
53510	BUILDING RENTAL	19,490	22,076	24,480	25,790	25,790	25,790	1,310	5.4%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Information Technology
Cost Center: Information Technology
Cost Center No: 59-10-35-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53767	BANKING AND INVESTMENT FEES	690	720	810	820	820	820	10	1.2%
53770	BAD DEBT - WRITE OFF	52	0	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	-	1,057	650	-	-	-	(650)	-100.0%
53840	MOTOR POOL RENTAL	804	692	600	750	750	750	150	25.0%
53841	EQUIPMENT REPLACEMENT CHG	2,965	2,854	-	-	-	-	-	-
53851	COPY	410	452	600	600	600	600	-	-
53854	PHOTOCOPIES	2,548	1,848	2,520	2,520	2,520	2,520	-	-
	Total Materials and Services	\$ 948,819	\$ 951,220	\$ 1,074,670	\$ 1,005,530	\$ 1,005,530	\$ 1,190,930	\$ 116,260	10.8%
55130	EQUIPMENT AND MACHINERY	\$ 97,022	\$ 72,105	\$ 127,000	\$ 95,600	\$ 95,600	\$ 95,600	\$ (31,400)	-24.7%
	Total Capital Outlay	\$ 97,022	\$ 72,105	\$ 127,000	\$ 95,600	\$ 95,600	\$ 95,600	\$ (31,400)	-24.7%
	Total Requirements	\$ 5,164,587	\$ 5,471,991	\$ 6,542,010	\$ 6,729,200	\$ 6,729,200	\$ 6,914,600	\$ 372,590	5.7%



Legal Department

DIVISIONS

City Attorney Services

City Recorder Services

This section includes the divisions in bold text.



Legal Department

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Legal Budget by Division represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by division within the department.

Legal Budget by Division					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Attorney	\$ 1,410,391	\$ 1,394,295	\$ 1,621,293	\$ 1,938,630	\$ 1,892,160
Recorder	199,289	191,905	176,670	261,660	254,840
Total	\$ 1,609,680	\$ 1,586,200	\$ 1,797,962	\$ 2,200,290	\$ 2,147,000
% Change		-1.46%	13.35%	22.38%	-2.42%

Legal Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services and Materials / Services. The table shows the department's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for each year.

Legal Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 1,522,679	\$ 1,480,355	\$ 1,688,378	\$ 1,987,100	\$ 2,006,500
Materials / Services	87,001	105,845	109,584	213,190	140,500
Total	\$ 1,609,680	\$ 1,586,200	\$ 1,797,962	\$ 2,200,290	\$ 2,147,000
% Change		-1.46%	13.35%	22.38%	-2.42%
FTE	13.00	15.00	15.00	15.00	15.00

FY 2016-17 Highlights and Significant Changes

City Attorney Division

The Legal Department provides comprehensive legal services to the City, including general counsel, civil litigation, and criminal prosecution. In addition to the City, the Legal Department provides legal services to the Urban Renewal Agency and the Salem Housing Authority.

The Legal Department's mission is to provide excellent legal advice and representation for the City through service to the City Council (and URA Board and SHA Commission) and City staff. The department's attorneys work together with their client departments to develop effective ways to achieve the City's goals and provide services through planning and problem solving. The general counsel attorneys draft ordinances, administrative rules, real estate documents, and all variety of contracts and agreements. The prosecution attorneys prosecute misdemeanor crimes with area stakeholders to ensure just results when city criminal violations occur. The civil litigator represents and defends the City against a wide variety of claims from civil rights actions to property and personal injury claims.

FY 2016-17 Highlights and Significant Changes, continued

City Recorder Division

The City Recorder is Clerk of the City Council, Urban Renewal Agency, and Housing Authority, the City's Records Manager and Archivist, and City Elections Official. The City Recorder manages the retention and destruction of all City records; prepares City Council agendas and packets; attends and takes minutes of all meetings of the City Council, Urban Renewal Agency, and Housing Authority; provides legal notice of public hearings; files and records City documents; codifies and distributes amendments to the Salem Revised Code; manages responses to public records requests; and serves as the City's elections official.

The City Recorder is using new technology to streamline the City Council meeting agenda process and a codification service that will more quickly and efficiently update the Salem Revised Code to provide more timely and accurate access for the public and City staff. The City Recorder has been providing more enhanced records management training for City departments to assist them in more efficiently managing the voluminous records held by the City. Finally, the City Recorder has undertaken a comprehensive conversion of records maintained by the City Recorder's office from paper to a digital format. Over time, this conversion will allow the public and City departments easy online access to ordinances, resolutions, deeds, easements, and many permanent records maintained by the Recorder.



Legal Department

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Misdemeanor Cases Received</p> <p>Why It's Important - Provides the number of new cases the prosecution unit receives on an annual basis and is one indicator of work load. This number does not account for older cases that have not yet been adjudicated.</p>	1,767	1,756	1,732
Basis for Measure - Best Practice			
<p>Measure - Failure to Appear - Misdemeanor Cases</p> <p>Why It's Important - Provides the frequency in which defendants fail to appear for court annually. Many defendants fail to appear multiple times on the same case.</p>	1,575	1,710	1,853
Basis for Measure - Best Practice			
<p>Measure - Misdemeanor Cases with Guilty Plea / Verdict</p> <p>Why It's Important - Provides the number of cases adjudicated.</p>	854	861	871
Basis for Measure - Best Practice			
<p>Measure - Liability Defense and Civil Litigation Claims Filed</p> <p>Why It's Important - Provides the number of cases the litigation unit receives on an annual basis and is one indicator of work load.</p>	16	12	9
Basis for Measure - Best Practice			
<p>Measure - Liability Defense and Civil Litigation Claims Defeated</p> <p>Why It's Important - Provides the number of claims that were successfully defeated. Total claims for 2015 - \$1,554,626. Total paid out for 2015 - \$0.</p>	11	3	6
Basis for Measure - Best Practice			
<p>Measure - Liability Defense and Civil Litigation Claims Settled</p> <p>Why It's Important - Provides the number of claims that were successfully settled. Total claims for 2015 - \$590,795. Total paid out for 2015 - \$195,499.</p>	2	4	6
Basis for Measure - Best Practice			
<p>Measure - Number of Resolutions Drafted</p> <p>Why It's Important - Provides the number of resolutions prepared for City Council, URA Board, and SHA Commission and is one indicator of work load.</p>	109	98	60
Basis for Measure - Best Practice			
<p>Measure - Number of Ordinances Drafted</p> <p>Why It's Important - Provides the number of legislative changes to Salem Revised Code (SRC).</p>	31	29	27
Basis for Measure - Best Practice			



Legal Department

What We Do

PROGRAMS

City Attorney

Administration and Management	Staff	Cost
Provides management and policy direction for Legal Department services; develops annual operating budget; provides technical administration and maintenance of specific internal business applications; represents department on cross departmental matters; provides oversight of department's budgetary, fiscal, and purchasing practices; provides administrative support to the City Attorney; and provides direct supervision and training of staff.	1.20	\$ 152,830

Criminal Prosecution	Staff	Cost
Prosecutes a variety of state and city offenses such as DUII, trespass, traffic, reckless driving, vagrancy, and other misdemeanor crimes. Misdemeanor crimes are the quality of life crimes that significantly relate to City Council goals of providing a vibrant economy, and a livable and safe community.	4.50	\$ 581,300

Civil Litigation	Staff	Cost
Initiates actions on the City's behalf related to acquisition of property for City public improvements, contract disputes, and negligence claims. Also represents the City in bankruptcy, foreclosure and collection actions. Defends City against claims in state and federal courts; collaborates with risk management; provides legal advice to Salem Police and other City departments concerning conformance of City practices to evolving standards of liability.	2.00	\$ 252,860

General Counsel	Staff	Cost
Provides legal advice and counsel to the City Council, City Manager, City staff, and City boards and commissions. Represents and advises the City concerning labor negotiations. Prepares and reviews legal documents including contracts, ordinances, resolutions, and City Council orders. Prepares formal written opinions regarding significant interpretations of federal and state laws, the City Charter, ordinances, and other documents. Represents the City before administrative boards such as the Employment Relations Board and Land Use Board of Appeals.	5.30	\$ 905,170

Total City Attorney Division 13.00 1,892,160

Staff Cost

Recorder	Staff	Cost
Serves as the clerk of the City Council, Urban Renewal Agency, and Housing Authority. The City Recorder also has primary responsibility for City records management, public access to records, and City elections.	2.00	\$ 254,840

Total City Recorder Division 2.00 \$ 254,840

Staff Cost

TOTAL LEGAL DEPARTMENT 15.00 2,147,000

Note: A 1.0 FTE staff assistant position is budgeted in the recorder's division and shared with the attorney division of this department.

**LEGAL
ATTORNEY and RECORDER
(101-19-20 and 30)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
ATTORNEY	JustWare conference (2)	\$ 2,000
ATTORNEY	Minimum continuing legal education / staff development (12)	9,700
ATTORNEY	Staff development (1)	600
RECORDER	Emerging Local Government Leaders annual conference (1)	80
RECORDER	Oregon Association of Municipal Recorders annual academy (1)	150
RECORDER	Oregon Association of Municipal Recorders annual conference (1)	600
RECORDER	Staff development classes (1)	250
		\$ 13,380
52815	CONTROLLED EQUIPMENT	
ATTORNEY	Desktop computer and video card (new ,1)	\$ 1,000
ATTORNEY	Tablet (new ,1)	1,000
RECORDER	Desktop computer (replacement, 1)	800
RECORDER	Monitor, 22-inch (replacement ,1)	200
		\$ 3,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,147,000

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Legal
Cost Center: Attorney, Recorder
Cost Center No: 19-20, 30**

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 944,405	\$ 1,069,764	\$ 1,197,060	\$ 1,287,810	\$ 1,287,810	\$ 1,287,810	\$ 90,750	7.6%
51020	SEASONAL AND RELIEF	17,620	21,762	31,590	19,070	19,070	19,070	(12,520)	-39.6%
51030	OVERTIME	1,355	518	3,900	3,900	3,900	3,900	-	-
51100	INCENTIVES	2,592	5,055	6,980	7,590	7,590	7,590	610	8.7%
51120	LEAVE PAYOFF	2,210	12,677	-	-	-	-	-	-
51130	CAR ALLOWANCE	794	1,144	1,140	1,140	1,140	1,140	-	-
51150	DEPT HEAD ANNUITY	4,183	6,431	6,520	7,420	7,420	7,420	900	13.8%
51195	OTHER PAY/BENEFITS	-	-	14,670	2,860	2,860	2,860	(11,810)	-80.5%
51210	FICA AND MEDICARE	73,412	83,169	91,570	99,120	99,120	99,120	7,550	8.2%
51221	WORKERS' COMP PREMIUM	1,890	2,080	11,970	13,160	13,160	13,160	1,190	9.9%
51222	WORKERS' COMP STATE ASSMT	381	439	450	450	450	450	-	-
51240	EMPLR - RETIREMENT PERS	112,932	124,787	196,490	155,300	155,300	155,300	(41,190)	-21.0%
51243	PERS UNFUNDED LIABILITY	54,570	59,360	67,750	71,020	71,020	71,020	3,270	4.8%
51245	EMPLR - PERS PICKUP	56,060	61,403	71,850	78,470	78,470	78,470	6,620	9.2%
51250	INSURANCE - MEDICAL	180,883	208,994	250,280	227,100	227,100	227,100	(23,180)	-9.3%
51255	INSURANCE - VISION	4,980	6,247	7,360	6,990	6,990	6,990	(370)	-5.0%
51260	INSURANCE - DENTAL	18,144	19,663	22,150	20,240	20,240	20,240	(1,910)	-8.6%
51265	INSURANCE - LIFE	1,680	2,040	2,190	1,540	1,540	1,540	(650)	-29.7%
51270	INSURANCE - DISABILITY	2,263	2,844	3,180	3,320	3,320	3,320	140	4.4%
Total Personal Services		\$ 1,480,355	\$ 1,688,378	\$ 1,987,100	\$ 2,006,500	\$ 2,006,500	\$ 2,006,500	\$ 19,400	1.0%
NUMBER OF POSITIONS		15.00	15.00	15.00	15.00	15.00	15.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 23,657	\$ 12,430	\$ 14,000	\$ 19,300	\$ 19,300	\$ 19,300	\$ 5,300	37.9%
52120	MAIL	1,406	2,079	2,700	2,400	2,400	2,400	(300)	-11.1%
52130	SUPPLIES	10,320	5,994	10,000	8,500	8,500	8,500	(1,500)	-15.0%
52150	RECORDING FEES	-	-	100	-	-	-	(100)	-100.0%
52340	EMPLOYEE RECOGNITION	-	50	-	100	100	100	100	-
52360	RECRUITMENT FEES	200	1,000	1,000	-	-	-	(1,000)	-100.0%
52405	TELEPHONE - OFFICE	5,106	5,110	5,110	3,760	3,760	3,760	(1,350)	-26.4%
52510	TRAINING	5,856	8,262	14,970	13,380	13,380	13,380	(1,590)	-10.6%
52540	MEALS	-	32	-	-	-	-	-	-
52550	MILEAGE	-	-	-	300	300	300	300	-
52650	LEGAL/COURT SERVICES	10,166	2,972	600	3,600	3,600	3,600	3,000	500.0%
52660	TEMP EMPLOYMENT SERVICES	5,192	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	111	-	-	-	-	-	-
52710	MEMBERSHIP DUES	3,892	960	1,230	1,180	1,180	1,180	(50)	-4.1%
52720	LICENSES/CERTIFICATIONS	107	4,949	4,800	5,010	5,010	5,010	210	4.4%
52815	CONTROLLED EQUIPMENT	1,081	2,708	13,900	3,000	3,000	3,000	(10,900)	-78.4%
52830	COMPUTER SOFTWARE, LICENSES	25,646	48,808	117,560	22,610	22,610	37,260	(80,300)	-68.3%
53210	INSURANCE	-	-	-	6,560	6,560	6,560	6,560	-
53320	EQUIPMENT MAINTENANCE	-	664	-	-	-	-	-	-
53510	BUILDING RENTAL	2,268	2,400	2,520	2,650	2,650	2,650	130	5.2%
53812	INTRA CITY - DIRECT CHARGE LABOR	-	-	1,000	-	-	-	(1,000)	-100.0%
53851	COPY	7,510	7,559	8,500	7,500	7,500	7,500	(1,000)	-11.8%
53854	PHOTOCOPIES	3,439	3,498	4,000	4,000	4,000	4,000	-	-
53860	BUILDING SERVICES	-	-	11,200	22,000	22,000	22,000	10,800	96.4%
Total Materials and Services		\$ 105,845	\$ 109,584	\$ 213,190	\$ 125,850	\$ 125,850	\$ 140,500	\$ (72,690)	-34.1%
Total Requirements		\$ 1,586,200	\$ 1,797,962	\$ 2,200,290	\$ 2,132,350	\$ 2,132,350	\$ 2,147,000	\$ (53,290)	-2.4%



Community Development

DIVISIONS

Administration

Building and Safety

Library

Neighborhood Enhancement

Planning

This section includes the divisions in bold text.



Salem Public Library

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Salem Public Library by Category represents three years of historical expenditures the adopted FY 2015-16 and FY 2016-17 budgets for divisions within the department. The expense categories include Personal Services, Materials / Services, and Capital Outlay. The table shows the department's total budget, the percent change in total budget, and the total full-time equivalent (FTE) position count for each year. The Salem Public Library is a division of the Community Development Department.

Salem Public Library Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services	\$ 3,460,853	\$ 3,659,474	\$ 3,628,749	\$ 4,146,620	\$ 4,099,510
Materials / Services	748,988	641,545	675,123	670,930	729,400
Capital Outlay	16,907	-	-	-	-
Total	\$ 4,226,748	\$ 4,301,019	\$ 4,303,872	\$ 4,817,550	\$ 4,828,910
% Change		1.76%	0.07%	11.94%	0.24%
FTE	45.40	45.05	45.05	44.70	44.70

FY 2016-17

Highlights and Significant Changes

In the summer of 2015 Salem Public Library began a partnership with the Willamette Valley Genealogical Society. The Society relocated its print collection to the Central Library and began providing genealogical research assistance at a dedicated service desk.

Work has begun on a donation-funded conversion of a storage area on the library's main floor. This area is being transformed into a comfortable, welcoming reading area with shelving for current magazine issues. Library staff will continue to partner with the Salem Library Advisory Board, Salem Public Library Foundation, and Friends of the Salem Public Library to accomplish this project and to improve the user experience at every age.

The library created greater efficiencies in the Technical Services Division after conducting a thorough review of materials processing practices, and in the Circulation Services Division through a staff work area shelving conversion project.

New ADA compliant room markers and way finding signs have been added throughout the building making the facility more accessible to a larger portion of the city's population.

Beginning August 1, 2016 the West Salem Branch Library will be expanding service hours from 16 hours a week to 31 hours.



Salem Public Library

PERFORMANCE

	RESULTS		
	FY 13-14	FY 14-15	FY 15-16
<p>Measure - Customers of the Physical and Virtual Libraries</p> <p>Why It's Important - One of Salem Public Library's strategic initiatives is to provide welcoming and useful physical and virtual destinations. This comparison includes both the gate count at the library's two physical locations and use statistics for the "virtual branch," which represent visits to the library website.</p>	893,957	729,466	708,643
	<p>Basis for Measure - Library Strategic Initiatives 1, 4 and 5 (This statistic does not include use of the shared library catalog, as it is not yet possible to segregate Salem's use from the other libraries in CCRLS.)</p>		
<p>Measure - Ratio of Active Library Cardholders and Salem Population</p> <p>Why It's Important - An essential measurement of the library's effectiveness at providing welcoming spaces with vibrant collections and interesting and entertaining programming is the number of active library cardholders. This statistic measures active Salem resident cardholders as compared to city population. (A lower ratio translates to a larger number of residents who are library users.)</p>	1:2.5	1:2.8	1:1.8
	<p>Basis for Measure - Library Strategic Initiatives 1, 4 and 5</p>		
<p>Measure - Ratio of Physical Collection Size and Circulation</p> <p>Why It's Important - A physical collection that is appealing, effective and informative can be measured by comparing the ratio of the number of items in the collection versus the number of checkouts. The collection usage continues to climb as older titles are removed from the collection. (A higher ratio indicates more checkouts per item.)</p>	1:3.3	1:2.9	1:3.6
	<p>Basis for Measure - Library Strategic Initiative 1 and 2</p>		
<p>Measure - Ratio of Virtual Collection Size and Circulation</p> <p>Why It's Important - The demand for the Library's virtual collection -- which includes downloadable eBooks, audiobooks, and music -- is increasing. This statistic measures Salem cardholders' use of downloadable content, including that which is licensed statewide by the Oregon Digital Library Consortium (ODLC) as well as content licensed by CCRLS* and Salem Public Library. Customer demand far exceeds availability, resulting in a lower ratio for FY 15-16. The library will begin offering enhanced access to virtual materials in FY 16-17. (A higher ratio indicates more checkouts per item.)</p>	1:1.6	1:1.8	1:1.5
	<p>Basis for Measure - Library Strategic Initiatives 1, 2 and 3</p>		

Note: Library statistics are provided on a fiscal year basis to align with state and federal library reporting requirements.

* Chemeketa Cooperative Regional Library Service



Salem Public Library

What We Do

PROGRAMS

Library

Administration & Board Support	Staff	Cost
Provides supervision, policy direction, and long range planning for library services. Works with the Library Advisory Board, the Friends of the Library, the Salem Public Library Foundation, and other support groups. Oversees internal operations including facility management, coordination of meeting room use, financial administration, and security services. Provides information as requested for the City Manager's Office and City Council and markets library services through presentations to local businesses, service clubs, and social service agencies.	7.00	\$ 756,980

Adult Services	Staff	Cost
Provides research and reader's advisory services for the public and City staff at the information desk and by telephone or email. Provides customer service in the Computer Center and computer lab. Offers classes and individual instruction in the use of computers, databases, software, and new technology for library patrons and City staff. Develops and maintains informational and recreational material collections for adults in print and electronically. Provides educational and cultural programs for adults and outreach services to homebound patrons. Delivers content and material unavailable through local libraries via interlibrary loan.	10.25	\$ 1,317,900

Youth Services	Staff	Cost
Provides research, information, and reader's advisory services at the children's and teen reference desks. Develops and conducts educational and cultural programs, including early literacy story times in Spanish and English and summer reading programs for children and teens. Instructs children and teens in the use of computers, databases, software, and new technology. Provides literacy training for parents and other caregivers and outreach services to local schools and other literacy partners. Selects, maintains and renews all print and non-print materials for the main library and West Salem branch library children and teen collections. Develops and provides rotating hands-on educational exhibits for the Discovery Room.	8.00	\$ 916,230



Salem Public Library

What We Do

PROGRAMS

Circulation Services	Staff	Cost
Assists the public at the central circulation desk in the main library. Provides staffing coverage for the West Salem branch library. Circulates over 1.17 million books, periodicals, audio-visual materials, and other library items per year. Registers patrons for library cards in-person, online, and during outreach events and maintains patron records. Shelves over 2 million items utilizing work study students and volunteers, and fills over 100,000 hold requests. Handles fines, fees, and cash transactions, and works with a collection agency to retrieve lost materials. Provides coordination of volunteer program for over 360 volunteers.	11.95	\$ 1,018,530

Technical Services	Staff	Cost
Orders, receives, prepares, and catalogs all new materials and processes all withdrawn materials. Manages all print, periodical, and electronic content subscriptions. Maintains the library's catalog database. Oversees all donations, gifts, and memorials to enhance the library collection.	7.50	\$ 666,350

West Salem Branch Library	Staff	Cost
Provides 31 hour per week operation at the West Salem branch library to allow patrons access to the collection, circulation assistance, and public use computers during each week, including Monday when the main library is closed.	-	\$ 152,920

Total Library Division	44.70	\$ 4,828,910
	Staff	Cost

**COMMUNITY DEVELOPMENT DEPARTMENT
LIBRARY OPERATIONS
(101-33-00-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Department of Public Safety Standards and Training for security officer (1)	\$ 300
	Oregon Library Association (2)	600
	Oregon Library Association Children's Workshops (8)	220
	Oregon Library Association conference (14)	2,350
	Oregon Young Adult Network meetings (1)	100
	Technology training (10)	960
	Webinars / trainings (2)	300
		\$ 4,830
52670	OTHER PROFESSIONAL SERVICES	
	Chemeketa Cooperative	\$ 4,500
	Document shredding service	150
	Grounds maintenance at West Salem branch library	1,500
	Online computer library center fees	8,100
	Orbis Cascade Alliance courier service	1,400
	Performers for Summer Reading Club, Ready to Read Grant (reappropriation)	3,750
		\$ 19,400
52815	CONTROLLED EQUIPMENT	
	Barcode scanners (replacement, 2)	\$ 240
	Desktop computers (replacement, 3)	2,370
	Desktop computers for public use (replacement, 4)	3,160
	Label printers (replacement, 2)	750
	Laptop computers for public use (replacement, 2)	2,220
	Monitor, 21-inch (replacement, 2)	350
	Receipt printer (replacement, 2)	640
	Staff computers (replacement, 6) and monitor (replacement, 1)	4,910
	Unanticipated equipment	2,900
		\$ 17,540

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 4,828,910

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Community Development
Cost Center: Library
Cost Center No.: 33-00-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 2,182,553	\$ 2,128,244	\$ 2,290,170	\$ 2,320,910	\$ 2,320,910	\$ 2,320,910	\$ 30,740	1.3%
51020	SEASONAL AND RELIEF	160,136	156,244	198,090	172,850	242,350	245,740	47,650	24.1%
51030	OVERTIME	180	445	-	-	-	-	-	-
51090	DIFFERENTIAL	6,831	7,446	8,450	9,580	9,580	9,580	1,130	13.4%
51100	INCENTIVES	8,285	9,051	11,420	12,300	12,300	12,300	880	7.7%
51120	LEAVE PAYOFF	32,600	41,765	66,370	35,000	35,000	35,000	(31,370)	-47.3%
51195	OTHER PAY/BENEFITS	-	686	-	5,700	5,700	5,940	5,940	-
51210	FICA AND MEDICARE	177,796	174,378	175,170	195,130	200,450	200,710	25,540	14.6%
51221	WORKERS' COMP PREMIUM	10,030	16,720	49,020	32,200	32,200	32,200	(16,820)	-34.3%
51222	WORKERS' COMP STATE ASSMT	1,498	1,422	1,500	1,340	1,520	1,520	20	1.3%
51240	EMPLR - RETIREMENT PERS	295,546	288,131	399,810	282,730	282,730	282,730	(117,080)	-29.3%
51243	PERS UNFUNDED LIABILITY	115,060	126,460	132,590	135,430	135,430	135,430	2,840	2.1%
51245	EMPLR - PERS PICKUP	136,289	134,475	137,460	142,660	142,660	142,660	5,200	3.8%
51250	INSURANCE - MEDICAL	469,859	477,760	597,130	595,290	595,290	595,290	(1,840)	-0.3%
51255	INSURANCE - VISION	10,925	12,843	16,690	17,200	17,200	17,200	510	3.1%
51260	INSURANCE - DENTAL	48,708	47,439	55,850	56,680	56,680	56,680	830	1.5%
51265	INSURANCE - LIFE	2,085	4,088	5,540	4,250	4,250	4,250	(1,290)	-23.3%
51270	INSURANCE - DISABILITY	1,092	1,152	1,360	1,370	1,370	1,370	10	0.7%
	Total Personal Services	\$ 3,659,474	\$ 3,628,749	\$ 4,146,620	\$ 4,020,620	\$ 4,095,620	\$ 4,099,510	\$ (47,110)	-1.1%
	NUMBER OF POSITIONS	45.05	45.05	44.70	44.70	44.70	44.70	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 435,299	\$ 421,891	\$ 436,700	\$ 434,300	\$ 434,300	\$ 489,300	\$ 52,600	12.0%
52120	MAIL	3,271	3,134	3,750	3,720	3,720	5,550	1,800	48.0%
52130	SUPPLIES	57,724	54,794	66,630	59,200	59,200	66,840	210	0.3%
52320	ADVERTISING	416	1,377	420	-	-	-	(420)	-100.0%
52340	EMPLOYEE RECOGNITION	-	100	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	-	500	500	500	500	-	-
52405	TELEPHONE - OFFICE	18,029	17,948	17,460	12,750	12,750	12,750	(4,710)	-27.0%
52410	TELEPHONE - CELLULAR	259	239	240	240	240	240	-	-
52460	COMMUNICATION - OTHER	2,419	3,058	3,080	3,560	3,560	3,560	480	15.6%
52510	TRAINING	2,564	2,495	5,010	4,830	4,830	4,830	(180)	-3.6%
52530	LODGING	-	120	-	-	-	-	-	-
52550	MILEAGE	526	793	950	750	750	890	(60)	-6.3%
52660	TEMP EMPLOYMENT SERVICES	691	-	1,500	1,500	1,500	1,500	-	-
52670	OTHER PROFESSIONAL SERVICES	15,535	18,042	22,340	15,650	15,650	19,400	(2,940)	-13.2%
52710	MEMBERSHIP DUES	393	420	290	600	600	600	310	106.9%
52815	CONTROLLED EQUIPMENT	22,979	27,575	17,540	17,540	17,540	17,540	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	672	13,829	-	-	-	-	-	-
52830	COMPUTER SOFTWARE, LICENSES	5,313	37,712	12,130	7,730	7,730	7,730	(4,400)	-36.3%
52910	DIESEL FUEL	408	503	550	430	430	430	(120)	-21.8%
52930	GASOLINE	147	97	100	100	100	100	-	-
52950	LUBRICANTS	9	-	-	-	-	-	-	-
53210	INSURANCE	-	-	-	11,680	11,680	11,680	11,680	-
53310	VEHICLE MAINTENANCE	-	556	700	720	720	720	20	2.9%
53320	EQUIPMENT MAINTENANCE	25,942	25,379	25,890	25,950	25,950	25,950	60	0.2%
53340	FACILITIES MAINTENANCE	3,672	-	4,000	4,000	4,000	4,000	-	-
53520	LAND RENTAL	1,000	1,000	1,000	1,000	1,000	1,000	-	-
53610	GAS	31,605	30,675	33,000	33,000	33,000	33,000	-	-
53620	ELECTRIC	5,143	4,142	5,600	6,200	6,200	6,200	600	10.7%
53720	TAXES AND ASSESSMENTS	-	200	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	-	233	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	141	50	300	300	300	300	-	-
53767	BANKING AND INVESTMENT FEES	2,449	2,501	2,840	2,880	2,880	2,880	40	1.4%
53840	MOTOR POOL RENTAL	2,487	5,729	2,550	4,530	4,530	4,530	1,980	77.6%
53851	COPY	2,432	529	2,770	3,980	3,980	3,980	1,210	43.7%
53853	PRINTING	-	-	1,090	-	-	-	(1,090)	-100.0%
53860	BUILDING SERVICES	20	-	2,000	3,400	3,400	3,400	1,400	70.0%
	Total Materials and Services	\$ 641,545	\$ 675,123	\$ 670,930	\$ 661,040	\$ 661,040	\$ 729,400	\$ 58,470	8.7%
	Total Requirements	\$ 4,301,019	\$ 4,303,872	\$ 4,817,550	\$ 4,681,660	\$ 4,756,660	\$ 4,828,910	\$ 11,360	0.2%



Mayor and Council

DIVISIONS

Administration, Audits, and Hearings

This section includes the divisions in bold text.



Mayor and Council
Summaries and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Mayor and Council Budget by Category shows three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The table shows the department's total budget as well as the percent change in total budget for each year.

Mayor and Council Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Materials / Services	\$ 117,369	\$ 157,706	\$ 181,319	\$ 228,270	\$ 225,990
Total	\$ 117,369	\$ 157,706	\$ 181,319	\$ 228,270	\$ 225,990
% Change		34.37%	14.97%	25.89%	-1.00%

FY 2016-17 Highlights and Significant Changes

Over a six-month period, City Council led a nationwide search that concluded with the hiring of a new City Manager in November 2015.

In December 2015, the City Council approved creation of the Mid-Willamette Homeless Initiative Task Force to identify and implement strategies to reduce homelessness in Salem and the surrounding area. Until its conclusion in February 2017, the taskforce will discuss and problem solve topics like affordable housing, reducing chronic homelessness, and contributing factors to homelessness.

City Council continued work on a proposed new public safety facility. During FY 2015-16, an expert in police facility design was hired and presented multiple options for consideration. A final site was selected and public opinion polling occurred in advance of a decision by City Council to place a bond measure on the November 2016 ballot.

**MAYOR AND COUNCIL
(101-10-00-00)
FY 2016-17**

Acct		
No.	Description	Adopted
52510	TRAINING	
	League of Oregon Cities conference (9)	\$ 3,600
	National League of Cities conference (3)	9,960
	Oregon Mayor's Association summer conference (1)	1,000
		<u>\$ 14,560</u>
52610	AUDIT SERVICES	
	Fee paid to professional accounting firm to audit City's FY 2015-16 financial records	\$ 67,000
52670	OTHER PROFESSIONAL SERVICES	
	Hearings officer and other consultant services	\$ 23,000
	Intergovernmental relations consultant	60,000
	League of Oregon Cities event	1,500
	Mayor's International Council guest speaker	200
	State of the City event	3,750
	Volunteer recognition event	1,600
		<u>\$ 90,050</u>
52815	CONTROLLED EQUIPMENT	
	Laptop computers (replacements, 2)	\$ 2,220
54850	OTHER SPECIAL PAYMENTS	
	Economic development activities	\$ 1,750
	Latino Business Alliance sponsorship	200
	Opportunity grants awarded by City Council	1,500
	Salem Capitol Connections sponsorship	300
		<u>\$ 3,750</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET	\$ 225,990
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**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Mayor and Council
Cost Center: Mayor and Council
Cost Center No: 10-00-00-00

Acct Code	Account Name	Expenditures Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
52120	MAIL	\$ 323	\$ 1,844	\$ 1,350	\$ 1,700	\$ 1,700	\$ 1,700	\$ 350	25.9%	
52130	SUPPLIES	99	529	2,950	4,200	4,200	4,200	1,250	42.4%	
52140	PRINTING AND DUPLICATION	-	-	200	100	100	100	(100)	-50.0%	
52150	RECORDING FEES	989	400	1,200	1,150	1,150	1,150	(50)	-4.2%	
52320	ADVERTISING	765	-	750	750	750	750	-	-	
52405	TELEPHONE - OFFICE	3,297	3,296	3,960	2,600	2,600	2,600	(1,360)	-34.3%	
52510	TRAINING	5,967	5,289	14,960	14,560	14,560	14,560	(400)	-2.7%	
52520	TRAVEL	50	10	15,000	4,000	4,000	4,000	(11,000)	-73.3%	
52530	LODGING	519	-	-	-	-	-	-	-	
52540	MEALS	5,386	8,529	11,750	16,120	16,120	16,120	4,370	37.2%	
52550	MILEAGE	1,071	258	1,000	1,000	1,000	1,000	-	-	
52610	AUDIT SERVICES	60,495	61,815	63,410	67,000	67,000	67,000	3,590	5.7%	
52670	OTHER PROFESSIONAL SERVICES	27,732	69,798	88,250	90,050	90,050	90,050	1,800	2.0%	
52710	MEMBERSHIP DUES	5,844	544	2,840	2,840	2,840	2,840	-	-	
52815	CONTROLLED EQUIPMENT	-	3,709	4,440	2,220	2,220	2,220	(2,220)	-50.0%	
52830	COMPUTER SOFTWARE, LICENSES	-	3,959	1,460	1,000	1,000	1,000	(460)	-31.5%	
52865	OTHER TECHNICAL SUPPLIES	1,145	1,028	-	1,500	1,500	1,500	1,500	-	
53320	EQUIPMENT MAINTENANCE	217	-	-	-	-	-	-	-	
53380	OTHER MAINTENANCE AND REPAIRS	171	-	-	-	-	-	-	-	
53851	COPY	9,115	8,729	11,000	11,450	11,450	11,450	450	4.1%	
53854	PHOTOCOPIES	62	1	-	-	-	-	-	-	
54850	OTHER SPECIAL PAYMENTS	34,459	11,581	3,750	3,750	3,750	3,750	-	-	
	Total Materials and Services	\$ 157,706	\$ 181,319	\$ 228,270	\$ 225,990	\$ 225,990	\$ 225,990	\$ (2,280)	-1.0%	
	Total Requirements	\$ 157,706	\$ 181,319	\$ 228,270	\$ 225,990	\$ 225,990	\$ 225,990	\$ (2,280)	-1.0%	





City Manager's Office

DIVISIONS

City Manager's Office

Budget Office

Human Rights and Relations

Finance and Procurement

Municipal Court

This section includes the divisions in bold text.



Municipal Court

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Municipal Court Division Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets within the division. Expense categories include Personal Services and Materials / Services. The table shows the division's total budget, percent change in total budget, and total full-time equivalent (FTE) position count for each year. The Municipal Court is a division of the City Manager's Office.

Work Force Changes

The FY 2016-17 budget includes restoration of a .50 FTE position returning the Municipal Court's position count to 14 and providing additional resources for collection efforts.

Municipal Court Division Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 1,071,470	\$ 1,106,833	\$ 1,208,521	\$ 1,320,560	\$ 1,389,950
Materials / Services	376,522	445,632	506,147	509,500	508,100
Total	\$ 1,447,992	\$ 1,552,464	\$ 1,714,669	\$ 1,830,060	\$ 1,898,050
% Change		7.21%	10.45%	6.73%	3.72%
FTE	13.00	14.00	14.00	13.50	14.00

FY 2016-17

Highlights and Significant Changes

Municipal Court

The Municipal Court implemented a new court schedule to expand violation arraignments from three days to five days each week. The expanded service resulted in a reduction to:

- the number of defendants waiting in line for court check in each day;
- the amount of time required for case file creation per defendant; and
- the amount of time in the courtroom each defendant waits for a case to be adjudicated.

During FY 2016-17, Municipal Court staff will continue efforts to convert manual court activities to automated processes utilizing technology to improve efficiency.



Municipal Court

PERFORMANCE

	RESULTS		
	2013	2014	2015
Measure - Court Filings By Type <div style="text-align: right;"> Violations Misdemeanors Parking Citations Total </div>	18,078 1,336 24,963 44,377	21,517 1,723 21,754 44,994	19,861 1,639 27,051 48,551
Why It's Important - Changes in case filing counts help to identify trends in workload to ensure needed staffing levels are met. Parking citations were not handled by the Municipal Court prior to January 2013.	Basis for Measure - Best Practice (calendar year data)		
Measure - Percent of Cases Disposed to Cases Filed	97%	99%	98%
Why It's Important - The percent of cases dealt with by adjudication or dismissal (disposed) as compared to cases filed demonstrates the timely disposal of cases so as not to further accrue a back log. (A rate in excess of 100 percent indicates continued work on case back log.)	Basis for Measure - Best Practice (calendar year data)		
Measure - Fines Collected to Fines Assessed	86%	78%	79%
Why It's Important - This measure demonstrates the effectiveness of collection efforts.	Basis for Measure - Best Practice		



Municipal Court

What We Do

PROGRAMS

Municipal Court

Municipal Court Administration	Staff	Cost
The role of Salem Municipal Court is to provide a neutral forum for the resolution of legal disputes within the scope of limited jurisdiction and adjudicate matters filed by the City's Legal Department, Salem Police Department, Code Enforcement, and Parking Services. Municipal Court Administration staff includes the court operations division manager, administrative analyst, and records specialist. The work encompasses managing the business operations of the Municipal Court, oversight, operation, and maintenance of specialized software applications, reports and statistical information, collection of fines, fees, and assessments, monitor payment arrangements, maintain the integrity of court files and documents from intake, adjudication, compliance, archiving, and destruction, responding to inquiries from the public (including records requests from individuals), law enforcement agencies, and defense attorneys requesting discovery documents.	2.75	\$ 810,100

Judicial Resources	Staff	Cost
There is one elected full-time judge and seven pro tempore judges who serve on a rotational basis in the judge's absence and additionally preside over prescheduled court dockets. Pro tempore judges are considered seasonal staff. Judges adjudicate parking and traffic violations, and misdemeanor charges filed with the court including cases for driving under the influence and quality of life offenses.	1.00	\$ 295,530

Violations Bureau	Staff	Cost
The Violations Bureau staff is granted judicial authority by the elected judge to adjudicate certain violations and parking citations filed with the Municipal Court. Staff interact with defendants in-person, by telephone, and by mail. During the 2015 calendar year, 27,051 parking citations and 19,860 violations were filed with the Municipal Court. Of the combined citations, totaling 46,911 charges, 6,645 matters were adjudicated through the Violations Bureau, which did not require a trial or hearing before the judge.	6.75	\$ 508,660

Criminal Program	Staff	Cost
The Criminal Program dockets include cases with misdemeanors A through D charges filed with the court. These charges range from alcohol in public, driving under the influence, trespass, and vagrancy. This program includes conducting jury and bench trials, probation, and compliance monitoring. In 2015, there were a total of 1,668 new criminal misdemeanors filed for 1,392 cases. Cases can have multiple charges per defendant.	3.50	\$ 283,760

Total Municipal Court Division	14.00	1,898,050
	Staff	Cost

**CITY MANAGER'S OFFICE
MUNICIPAL COURT
(101-11-10-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Certification courses (1)	\$ 900
	Oregon Association of Court Administrators conference (2)	1,400
	Oregon Association of Court Administrators training (1)	500
	Oregon Department of Transportation fall conference (1)	300
	Oregon Municipal Judges Association annual conference (1)	500
		<u>3,600</u>
		\$ 3,600
52670	OTHER PROFESSIONAL SERVICES	
	Document shredding services	\$ 1,060
	Jury pool data transfer from the Oregon Department of Transportation	210
		<u>1,270</u>
		\$ 1,270
52815	CONTROLLED EQUIPMENT	
	Desktop computers (replacements, 3)	\$ 2,610

TOTAL FY 2016-17 EXPENDITURES BUDGET

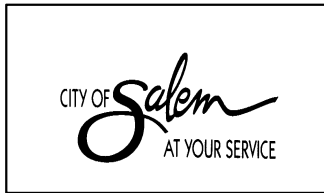
\$ 1,898,050

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: City Manager's Office
Cost Center: Municipal Court
Cost Center No: 11-10-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 642,494	\$ 700,795	\$ 728,420	\$ 776,020	\$ 776,020	\$ 776,020	\$ 47,600	6.5%
51020	SEASONAL AND RELIEF	68,083	76,371	99,120	111,300	111,300	111,300	12,180	12.3%
51030	OVERTIME	2,664	75	8,340	8,340	8,340	8,340	-	-
51100	INCENTIVES	2,128	2,193	4,520	4,330	4,330	4,330	(190)	-4.2%
51120	LEAVE PAYOFF	2,393	2,903	-	2,000	2,000	2,000	2,000	-
51130	CAR ALLOWANCE	76	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	5,306	5,496	5,600	5,860	5,860	5,860	260	4.6%
51195	OTHER PAY/BENEFITS	-	-	-	2,700	2,700	2,700	2,700	-
51210	FICA AND MEDICARE	54,119	58,852	55,690	69,160	69,160	69,160	13,470	24.2%
51221	WORKERS' COMP PREMIUM	-	-	8,140	9,130	9,130	9,130	990	12.2%
51222	WORKERS' COMP STATE ASSMT	393	405	420	410	410	410	(10)	-2.4%
51240	EMPLR - RETIREMENT PERS	72,755	77,785	112,970	89,160	89,160	89,160	(23,810)	-21.1%
51243	PERS UNFUNDED LIABILITY	37,110	40,390	41,660	43,570	43,570	43,570	1,910	4.6%
51245	EMPLR - PERS PICKUP	38,931	40,594	43,720	47,800	47,800	47,800	4,080	9.3%
51250	INSURANCE - MEDICAL	158,895	178,229	187,010	193,760	193,760	193,760	6,750	3.6%
51255	INSURANCE - VISION	3,793	5,035	5,620	5,800	5,800	5,800	180	3.2%
51260	INSURANCE - DENTAL	16,875	17,586	17,070	18,720	18,720	18,720	1,650	9.7%
51265	INSURANCE - LIFE	513	1,255	1,680	1,300	1,300	1,300	(380)	-22.6%
51270	INSURANCE - DISABILITY	306	559	580	590	590	590	10	1.7%
	Total Personal Services	\$ 1,106,833	\$ 1,208,521	\$ 1,320,560	\$ 1,389,950	\$ 1,389,950	\$ 1,389,950	\$ 69,390	5.3%
	NUMBER OF POSITIONS	14.00	14.00	13.50	14.00	14.00	14.00	0.50	3.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 779	\$ 223	\$ 1,390	\$ 1,390	\$ 1,390	\$ 1,390	\$ -	-
52120	MAIL	8,695	8,423	12,230	12,230	12,230	12,230	-	-
52130	SUPPLIES	6,013	5,882	7,200	6,500	6,500	6,500	(700)	-9.7%
52360	RECRUITMENT FEES	973	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	5,204	4,604	4,860	4,860	4,860	4,860	-	-
52510	TRAINING	5,218	7,560	3,400	3,600	3,600	3,600	200	5.9%
52530	LODGING	-	339	-	-	-	-	-	-
52550	MILEAGE	-	305	-	-	-	-	-	-
52650	LEGAL/COURT SERVICES	345,327	409,722	366,250	380,000	380,000	380,000	13,750	3.8%
52670	OTHER PROFESSIONAL SERVICES	794	808	1,270	1,270	1,270	1,270	-	-
52710	MEMBERSHIP DUES	1,092	1,367	1,160	1,210	1,210	1,210	50	4.3%
52815	CONTROLLED EQUIPMENT	1,975	1,033	790	2,610	2,610	2,610	1,820	230.4%
52820	SMALL EQUIPMENT AND SUPPLIES	-	91	1,160	2,160	2,160	11,300	10,140	874.1%
52830	COMPUTER SOFTWARE, LICENSES	40,026	39,758	43,310	39,650	39,650	54,050	10,740	24.8%
53210	INSURANCE	-	-	-	4,270	4,270	4,270	4,270	-
53320	EQUIPMENT MAINTENANCE	5,958	997	1,000	1,000	1,000	1,000	-	-
53510	BUILDING RENTAL	2,241	2,298	2,330	2,550	2,550	2,550	220	9.4%
53650	REFUSE DISPOSAL	-	615	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	293	-	900	-	-	-	(900)	-100.0%
53740	CLOTHING - CLEANING CHARGES	32	16	130	-	-	-	(130)	-100.0%
53767	BANKING AND INVESTMENT FEES	-	37	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	130	-	1,500	-	-	-	(1,500)	-100.0%
53851	COPY	11,229	11,291	8,000	12,000	12,000	12,000	4,000	50.0%
53854	PHOTOCOPIES	6,347	9,897	9,260	9,260	9,260	9,260	-	-
53860	BUILDING SERVICES	3,301	580	43,360	-	-	-	(43,360)	-100.0%
54850	OTHER SPECIAL PAYMENTS	7	301	-	-	-	-	-	-
	Total Materials and Services	\$ 445,632	\$ 506,147	\$ 509,500	\$ 484,560	\$ 484,560	\$ 508,100	\$ (1,400)	-0.3%
	Total Requirements	\$ 1,552,464	\$ 1,714,669	\$ 1,830,060	\$ 1,874,510	\$ 1,874,510	\$ 1,898,050	\$ 67,990	3.7%





Non-Departmental

DIVISIONS

Cultural and Tourism Fund

General Fund Non-Departmental

Public Art Fund

This section includes the divisions in bold text.



Non-Departmental

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Non-Departmental expenses benefit all departments or cannot be easily allocated to a particular department. As a result, Non-Departmental expenses are not presented in the program format as they serve a broad base of departments within the City.

The table below provides actual and budget information by category for Non-Departmental expenses. Contingency does not show expenditures for the three years with actual data as funds are not spent directly from this category. Funds are either transferred to an operating account within the General Fund, or any remaining funds at the end of the fiscal year are returned to working capital.

The year-to-year decrease in the Non-Departmental budget represents the absence of short-term loans (\$5.07 million in FY 2015-16) for the Urban Renewal Agency. The short-term or du jour loans will no longer be funded by the General Fund as it creates confusion in the comparison of actual fund operating expenditures. The decrease in the FY 2016-17 budget also reflects progress on the Capitol Mall parking meter project. A total of \$647,600 from the original project budget of \$1.5 million (in account 52620 / construction contracts) has been carried over in the budget to complete this implementation.

The FY 2016-17 Non Departmental budget provides an appropriation of \$100,000 for architect services to aid with City facilities planning, \$100,000 for a compensation and classification study, \$45,000 for citizen surveying, and \$145,000 for strategic planning and operational / efficiency auditing.

The budget includes \$280,000 for debt service to the Utility Fund for the \$1.5 million loan supporting the Capitol Mall parking meter technology improvement.

In the transfer category, a total of \$445,760 is provided to the capital improvements budget for asset management projects focusing on library and information technology enhancements. The General Fund continues to provide \$90,250 for the Salem Parks Improvement Fund (SPIF). The \$400,000 transfer to the Transportation Services Fund to support street maintenance is continued in FY 2016-17 in response to City Council direction.

Contingency in the General Fund is increased to \$3 million in FY 2016-17 to provide additional appropriation authority for unanticipated expenses.

Non-Departmental Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 161,907	\$ 37,072	\$ 72,282	\$ 185,000	\$ 120,000
Materials/Services	10,123,119	11,486,755	13,159,779	9,023,440	2,630,000
Capital Outlay	-	-	204,114	652,000	-
Debt Services	493,181	-	-	162,400	280,000
Contingencies	-	-	-	2,428,000	3,000,000
Transfers	887,500	847,300	676,000	866,760	936,010
Total	\$ 11,665,707	\$ 12,371,128	\$ 14,112,175	\$ 13,317,600	\$ 6,966,010
% Change		6.05%	14.07%	-5.63%	-47.69%

**NON-DEPARTMENTAL
(101-60-96-10)
FY 2016-17**

Acct No.	Description	Adopted
51230	UNEMPLOYMENT	
	Benefit payment for General Fund departments	\$ 120,000
52670	OTHER PROFESSIONAL SERVICES	
	Architect services for facility planning	\$ 100,000
	Budget software continued enhancements (rebudgeted, reappropriation)	42,000
	Citizen surveying	45,000
	Citywide compensation and classification study	100,000
	Government Ethics Commission assessment	1,000
	Strategic communication plan (reappropriation)	22,000
	Strategic planning, operational and efficiency auditing	145,000
		<u>\$ 455,000</u>
52710	MEMBERSHIP DUES	
	Council of Governments	\$ 31,460
	Council of Governments Economic Development	10,770
	League of Oregon Cities	90,270
	National League of Cities	11,220
	Salem Area Chamber of Commerce	630
		<u>\$ 144,350</u>
52720	LICENSES	
	Music license agreements (ASCAP, SESAC, BMI)	\$ 4,730
52830	COMPUTER SOFTWARE AND LICENSES	
	Everbridge Reverse 9-1-1	\$ 34,300
	Social media archive	5,000
		<u>\$ 39,300</u>
53813	INTRA CITY - DIRECT CHARGE LABOR	
	Police facility planning project management (310-58211000)	25,000
53813	INTRA CITY - BUDGETED TRANSFERS	
	Microfilming and messenger services (355-59201000)	\$ 263,250
	Permit process coordinator for building / development projects (185-25500000)	21,880
	Public Works engineer for City Council economic development projects (310-58103500)	75,000
		<u>\$ 360,130</u>
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	
	Alley maintenance, illegal dumping / litter pick-up (155-58304515, 20)	\$ 181,530
	City parks and parking structures striping / marking / pavement (155-58304515)	24,200
	Mowing City property (155-58304515)	7,790
		<u>\$ 213,520</u>
54850	OTHER SPECIAL PAYMENTS	
	Cable television public access channel	\$ 670,810
	Fourth of July fireworks	10,000
		<u>\$ 680,810</u>

**NON-DEPARTMENTAL
(101-60-96-10)
FY 2016-17**

Acct No.	Description	Adopted
60120	PRINCIPAL	
	Second year of loan repayment for new Capitol Mall parking meter system	\$ 269,850
60130	INTEREST	
	Second year of loan repayment for new Capitol Mall parking meter system	\$ 10,150
61110	CONTINGENCIES	
	Contingency	\$ 3,000,000
62110	TRANSFERS TO OTHER FUNDS	
	Children's Library elevator modernization capital improvement project (255-60901000)	\$ 210,000
	Information Technology capital improvement plan projects (255-60909959)	235,760
	Salem Park Improvement (SPIF) grants (255-58909505)	90,250
	Solid waste franchise fee revenue to Transportation Services to support street maintenance (155-58304520)	400,000
		<u>936,010</u>
		\$ 936,010

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 6,966,010

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Non-Departmental
Cost Center: Non-Departmental
Cost Center No: 60-96-10-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51230	UNEMPLOYMENT	\$ 37,072	\$ 72,282	\$ 185,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ (65,000)	-35.1%
	Total Personal Services	\$ 37,072	\$ 72,282	\$ 185,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ (65,000)	-35.1%
	NUMBER OF POSITIONS	-	-	-	-	-	-	-	-
52120	MAIL	\$ 106	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	-
52320	ADVERTISING	474	1,646	2,000	2,000	2,000	2,000	-	-
52405	TELEPHONE - OFFICE	2,209	2,319	2,220	2,220	2,220	2,220	-	-
52510	TRAINING	-	2,092	3,000	-	-	-	(3,000)	-100.0%
52520	TRAVEL	-	2,375	2,500	-	-	-	(2,500)	-100.0%
52620	CONSTRUCTION CONTRACTS	-	-	1,100,000	-	-	647,600	(452,400)	-41.1%
52640	ENGINEERING/ARCHITECT SERVICES	17,605	-	20,000	-	-	20,000	-	-
52670	OTHER PROFESSIONAL SERVICES	8,929	4,726	238,500	419,000	419,000	455,000	216,500	90.8%
52710	MEMBERSHIP DUES	128,190	132,791	141,520	144,350	144,350	144,350	2,830	2.0%
52720	LICENSES/CERTIFICATIONS	3,590	3,047	-	4,730	4,730	4,730	4,730	-
52740	PERMITS	1,199	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	12,493	4,730	-	-	-	(4,730)	-100.0%
52830	COMPUTER SOFTWARE, LICENSES	-	62,553	49,300	39,300	39,300	39,300	(10,000)	-20.3%
53210	INSURANCE	1,280,150	1,280,150	1,031,230	-	-	-	(1,031,230)	-100.0%
53767	BANKING AND INVESTMENT FEES	69,776	36,727	73,270	23,520	23,520	23,520	(49,750)	-67.9%
53799	OTHER EXPENSES	-	680	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	6,740	8,797	3,000	-	-	25,000	22,000	733.3%
53813	INTRA CITY - BUDGETED TRANSFER	366,300	152,556	360,240	360,130	360,130	360,130	(110)	-0.03%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	4,493,808	4,421,200	216,420	213,520	213,520	213,520	(2,900)	-1.3%
53830	RADIO	1,920	2,120	1,700	1,820	1,820	1,820	120	7.1%
53851	COPY	39,645	25,794	10,000	10,000	10,000	10,000	-	-
53860	BUILDING SERVICES	70,625	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	4,995,490	7,007,628	5,763,810	680,810	680,810	680,810	(5,083,000)	-88.2%
	Total Materials and Services	\$ 11,486,755	\$ 13,159,779	\$ 9,023,440	\$ 1,901,400	\$ 1,901,400	\$ 2,630,000	\$ (6,393,440)	-70.9%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ 204,114	\$ 652,000	\$ -	\$ -	\$ -	\$ (652,000)	-100.0%
	Total Equipment and Machinery	\$ -	\$ 204,114	\$ 652,000	\$ -	\$ -	\$ -	\$ (652,000)	-100.0%
60120	PRINCIPAL	\$ -	\$ -	\$ 152,700	\$ 269,850	\$ 269,850	\$ 269,850	\$ 117,150	76.7%
60130	INTEREST	-	-	9,700	10,150	10,150	10,150	450	4.6%
	Total Debt Service	\$ -	\$ -	\$ 162,400	\$ 280,000	\$ 280,000	\$ 280,000	\$ 117,600	72.4%
61110	CONTINGENCIES	\$ -	\$ -	\$ 2,428,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 572,000	23.6%
	Total Contingencies	\$ -	\$ -	\$ 2,428,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 572,000	23.6%
62110	TRANSFERS TO OTHER FUNDS	\$ 847,300	\$ 676,000	\$ 866,760	\$ 905,760	\$ 936,010	\$ 936,010	\$ 69,250	8.0%
	Total Transfers	\$ 847,300	\$ 676,000	\$ 866,760	\$ 905,760	\$ 936,010	\$ 936,010	\$ 69,250	8.0%
	Total Requirements	\$ 12,371,128	\$ 14,112,175	\$ 13,317,600	\$ 6,207,160	\$ 6,237,410	\$ 6,966,010	\$ (6,351,590)	-47.7%



Public Works Department

DIVISIONS

Administration

Engineering

Operations

Parks Operations

Recreation Services

Streetlight

Transportation Services

Wastewater Treatment

This section includes the divisions in bold text.



Parks Operations

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

The Public Works Department budget is divided among the Transportation Services Fund (Fund 155, previously named Public Works Fund), the Streetlight Fund (Fund 156), the Utility Fund (Fund 310, previously named Water and Sewer Fund), the General Fund (Fund 101), and the City Services Fund (Fund 355). Each is shown separately in the fiscal budget document.

The Transportation Services Fund includes only those programs associated with maintenance and operation of the City's street system. The Streetlight Fund provides for the revenues and expenditures required for the operation, maintenance, modernization, and expansion of the streetlight system. The Utility Fund includes budgets for the Administration, Planning and Development, Engineering, Operations, and Wastewater Treatment divisions, as well as the Non-Divisional component of the department's budget. The General Fund contains budgets for the City's Parks and Recreation programs, including Recreation, Center 50+, and Parks Operations. The City Services Fund includes the budget for Warehouse Services, which is now being managed by the Public Works Department.

The **Parks Operations Budget by Category** table below represents three years of historical expenditures with the adopted FY 2015-16 and FY 2016-17 budgets by category, the percent change in total budget, and the full-time equivalent (FTE) position count. The budget information for FY 2012-13 through FY 2014-15 is provided here for reference and comparison as Parks Operations was part of the Transportation Services Fund prior to FY 2015-16. With the FY 2015-16 budget, the division was moved to the General Fund to align with its most significant funding source.

Parks Operations Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 2,942,506	\$ 3,051,273	\$ 3,138,141	\$ 3,616,970	\$ 3,754,440
Materials / Services	1,794,839	2,159,389	1,916,089	2,595,940	2,589,280
Capital Outlay	-	47,500	-	-	-
Transfers	335,200	204,400	217,440	-	550,000
Total	\$ 5,072,545	\$ 5,462,561	\$ 5,271,670	\$ 6,212,910	\$ 6,893,720
% Change		7.69%	-3.49%	17.85%	10.96%
FTE	28.00	28.00	28.00	32.00	38.50

Work Force Changes

The increase of 6.50 FTE positions in the FY 2016-17 budget reflects the following changes:

Two additions are the result of conversion of seasonal hours to full-time positions. This type of conversion to full-time positions has been made over the past two years in response to the provisions of the Affordable Care Act.

The Utility's stormwater work unit will share two positions with Parks Operations resulting in a reduction in seasonal hours for both Parks Operations and Stormwater Services.

Two positions, funded with State Highway Revenue, will be dedicated to tree trimming and supporting inmate crews in right-of-way maintenance.

A .50 FTE park ranger position was added by the Budget Committee to enhance monitoring and enforcement activities at all City parks with particular focus on Minto-Brown Island, Riverfront, Wallace Marine, River Road, and Cascade Gateway parks.

Parks Operations**Tree City USA**

In April 2016, Salem received recognition for 40 years of being a Tree City USA. This Arbor Day Foundation program encourages and supports cities and towns across the country to care for their trees. Salem is one of the founding tree cities and the only founding city on the West Coast. In addition, over the years, Salem has received 10 Tree City Growth Awards, which are awarded to jurisdictions that work above and beyond the minimum requirements for tree care.

Smoke Free City Parks

The ordinance creating smoke-free parks became effective in August 2015. In addition to parks, the ordinance also contained a provision that allows adjacent property owners to declare city-owned sidewalks and landscape strips smoke-free under specific conditions. Salem Hospital and Willamette University have been approved to have smoke-free sidewalks and landscape strips.

Capital Improvements

FY 2016-17 represents the second year of a multi-year project to widen and repave asphalt trails at Minto-Brown Island Park and Wallace Marine Park. This effort is in preparation for City and community-sponsored runs and walks on trails that connect a total of 1,383 acres in Minto-Brown Island Park, Riverfront Park, and Wallace Marine Park. Additional improvements planned include repairs to the tennis courts at Woodmansee Park and replacement lighting and asphalt crack seal at the Wallace Marine Softball Complex. Funding for these projects is provided through transient occupancy tax (TOT) revenue.

Invasive Plant Control

The Parks Operations budget contains \$20,000 for a pilot project to specifically address invasive vegetation control. City staff will coordinate with the Salem No Ivy Coalition to choose a park site for the pilot project, engage the surrounding community through outreach, and maximize the effectiveness of the invasive plant removal efforts through the controlled use of herbicides. This will prevent regrowth of the invasive vegetation after it has been removed.

Increased Funding to Salem Park Improvement Fund Program

The Salem Parks Improvement Fund (SPIF) contains an additional \$30,250 in funding over the previous fiscal year. The additional funding is for a potential grant match for bocce court construction in a city park and to make additional grant match funding available for projects throughout the City.



Parks Operations

PERFORMANCE

	RESULTS		
	2013	2014	2015
Measure - Cost Per Acre to Maintain Neighborhood Parks Why It's Important - Demonstrates the average cost per acre for maintaining a consistent level of service in neighborhood parks.	\$5,050	\$5,292	\$5,220
Basis for Measure - Strategic Plan			
Measure - Cost Per Acre to Maintain Community Parks Why It's Important - Demonstrates the average cost per acre for maintaining a consistent level of service in community parks.	\$4,492	\$4,708	\$4,000
Basis for Measure - Strategic Plan			
Measure - Cost Per Acre to Maintain Large Urban Parks Why It's Important - Demonstrates the average cost per acre for maintaining a consistent level of service in large urban parks.	\$3,941	\$4,130	\$4,395
Basis for Measure - Strategic Plan			
Measure - Cost Per Acre to Maintain Riverfront Park Why It's Important - Demonstrates escalating average costs for maintaining consistent level of service at Riverfront Park.	\$12,331	\$12,923	\$13,768
Basis for Measure - Strategic Plan			
Measure - Cost to Maintain Each Restroom in a Park Why It's Important - Demonstrates average costs for maintaining restrooms at a consistent level of service in City parks.	\$7,943	\$8,324	\$8,125
Basis for Measure - Strategic Plan			
Measure - Acres of Right-of-Way (ROW) Landscaped Areas* Why It's Important - There has been a significant investment in landscaping. Maintaining these areas positively impacts the City's attractiveness and helps with economic development.	64	64	65
Basis for Measure - Strategic Plan			
Measure - Cost to Maintain ROW Landscaped Areas* Why It's Important - Demonstrates per square foot cost to maintain ROW landscaped areas at a consistent level of service.	\$0.18	\$0.19	\$0.20
Basis for Measure - Strategic Plan			

* Funded with State Highway Revenue (gas tax) from Transportation Services Fund.



Parks Operations

What We Do

PROGRAMS

Parks Operations

Parks Volunteer Services	Staff	Cost
Coordinates the volunteer and supplemental labor programs representing over 181,000 hours or the equivalent of 87 full-time employees.	1.00	\$ 117,640

Parks Planning, Operations and Maintenance	Staff	Cost
Maintains the Salem park system comprised of 2,235 acres of land; over 34,900 park trees; 91 miles of irrigation mainlines; 37 miles of turf edging; 39 miles of park walkways, trails, and sidewalks; 223 pieces of playground equipment; 84 acres of plant beds; 21 tennis or multi-purpose courts; and 16 restroom sites. Maintains 54 miles of landscape and 125,000 street trees in the City's right-of-way areas. Provides landscape maintenance at 12 tourist attractions, including nine historic sites, funded by the City's transient occupancy tax (TOT) revenue. Seeks and administers grants for eligible projects. Provides set-up and clean-up services for special events and reservations seven days a week.	37.50	\$ 6,776,080

Total Parks Operations Division	38.50	\$ 6,893,720
	Staff	Cost

**PUBLIC WORKS
PARKS OPERATIONS
(101-21-50-10)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Backflow training and certification (1)	\$ 180
	Certified playground safety (4)	800
	Community Tree Management Institute (1)	1,250
	Confined space safety (1)	180
	Continuing education for certifications and licenses (1)	3,200
	First aid (10)	450
	Flagger certification (4)	250
	Irrigation system training (5)	1,260
	Oregon Recreation and Parks Association conference (5)	3,000
	Pesticide application (11)	1,320
	Tree top rescue (4)	1,600
	Turf maintenance (2)	200
	Volunteer management (1)	250
		\$ 13,940
52670	OTHER PROFESSIONAL SERVICES	
	Alarm service	\$ 2,000
	Aphid control in street trees	5,000
	Cemetery management and maintenance services	25,000
	Chemical toilet servicing	18,000
	Electrical / mechanical repairs	9,000
	Facility repairs	7,500
	Integrated pest management	6,500
	Marion County Corrections Department	12,000
	Playground Americans with Disabilities Act / safety material upgrades	60,400
	Polk County juvenile work program	5,000
	Sign / fence construction	2,500
	State of Oregon Department of Corrections - inmate crews	490,200
		\$ 643,100
52815	CONTROLLED EQUIPMENT	
	Park security camera (new, 1)	\$ 3,500
53813	INTRA CITY - BUDGETED TRANSFERS	
	Division administration (155-58301000)	\$ 29,800
	Planning and development (310-58103500)	42,880
	Support services (310-58102500)	232,460
		\$ 305,140
62110	INTERFUND TRANSFERS	
	Parks project transfer to the Parks' cost center in the Capital Improvements Fund (255-58909505, reappropriation)	\$ 550,000
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 6,893,720

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 155
PUBLIC WORKS**

Department: Public Works
Cost Center: Parks Operations
Cost Center No: 21-50-10-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 1,405,923	\$ 1,434,203	\$ 1,669,910	\$ 1,950,510	\$ 1,982,210	\$ 1,982,210	\$ 312,300	18.7%
51020	SEASONAL AND RELIEF	550,535	511,712	586,720	315,070	329,620	329,620	(257,100)	-43.8%
51025	HOLIDAY - REGULAR	281	861	-	-	-	-	-	-
51030	OVERTIME	20,833	18,396	21,560	16,660	16,660	16,660	(4,900)	-22.7%
51080	STANDBY	350	307	4,040	2,870	2,870	2,870	(1,170)	-29.0%
51090	DIFFERENTIAL	180	7	2,140	1,270	1,270	1,270	(870)	-40.7%
51100	INCENTIVES	11,001	10,655	-	-	-	-	-	-
51120	LEAVE PAYOFF	9,362	14,509	22,300	-	-	-	(22,300)	-100.0%
51130	CAR ALLOWANCE	662	662	660	660	660	660	-	-
51195	OTHER PAY/BENEFITS	343	343	-	-	-	-	-	-
51210	FICA AND MEDICARE	151,408	150,431	127,770	170,120	173,650	173,650	45,880	35.9%
51221	WORKERS' COMP PREMIUM	44,280	57,450	68,150	72,620	72,620	72,620	4,470	6.6%
51222	WORKERS' COMP STATE ASSMT	1,371	1,317	960	960	770	770	(190)	-19.79%
51230	UNEMPLOYMENT	40,636	73,428	69,000	-	-	-	(69,000)	-100.0%
51240	EMPLR - RETIREMENT PERS	225,075	233,491	298,720	287,070	289,800	289,800	(8,920)	-3.0%
51243	PERS UNFUNDED LIABILITY	84,430	83,730	86,750	100,030	100,030	100,030	13,280	15.3%
51245	EMPLR - PERS PICKUP	104,896	108,099	100,230	137,220	139,120	139,120	38,890	38.8%
51250	INSURANCE - MEDICAL	351,333	385,903	493,520	560,080	570,490	570,490	76,970	15.6%
51255	INSURANCE - VISION	9,823	11,499	14,460	16,630	16,930	16,930	2,470	17.1%
51260	INSURANCE - DENTAL	36,276	37,505	44,990	52,250	53,230	53,230	8,240	18.3%
51265	INSURANCE - LIFE	1,378	2,610	3,990	3,290	3,380	3,380	(610)	-15.3%
51270	INSURANCE - DISABILITY	897	1,023	1,100	1,130	1,130	1,130	30	2.7%
	Total Personal Services	\$ 3,051,273	\$ 3,138,141	\$ 3,616,970	\$ 3,688,440	\$ 3,754,440	\$ 3,754,440	\$ 137,470	3.8%
	NUMBER OF POSITIONS	28.00	28.00	32.00	38.00	38.00	38.50	6.50	20.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 693	\$ 528	\$ 450	\$ 450	\$ 450	\$ 450	\$ -	-
52120	MAIL	1,559	1,631	2,030	2,320	2,320	2,320	290	14.3%
52130	SUPPLIES	67,013	70,144	54,500	58,500	60,100	60,100	5,600	10.3%
52140	PRINTING AND DUPLICATION	622	1,513	-	-	-	-	-	-
52320	ADVERTISING	2,843	622	4,800	3,200	3,200	3,200	(1,600)	-33.3%
52360	RECRUITMENT FEES	478	250	550	500	500	500	(50)	-9.1%
52405	TELEPHONE - OFFICE	10,376	10,771	10,630	8,780	8,780	8,780	(1,850)	-17.4%
52410	TELEPHONE - CELLULAR	14,618	17,130	17,320	17,320	17,320	17,320	-	-
52460	COMMUNICATION - OTHER	773	884	880	880	880	880	-	-
52510	TRAINING	12,746	11,584	13,940	13,940	13,940	13,940	-	-
52520	TRAVEL	62	-	-	-	-	-	-	-
52540	MEALS	6	-	-	-	-	-	-	-
52550	MILEAGE	3,140	2,933	2,800	3,000	3,000	3,000	200	7.1%
52620	CONSTRUCTION CONTRACTS	31,384	140	60,000	60,000	60,000	60,000	-	-
52640	ENGINEERING/ARCHITECT SERVICES	71	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	700,732	610,618	692,550	643,100	643,100	643,100	(49,450)	-7.1%
52710	MEMBERSHIP DUES	2,090	90	2,030	2,140	2,140	2,140	110	5.4%
52720	LICENSES/CERTIFICATIONS	1,986	1,406	1,860	1,860	1,860	1,860	-	-
52740	PERMITS	1,621	2,437	1,600	1,850	1,850	1,850	250	15.6%
52810	SMALL TOOLS	11,121	8,737	14,420	13,000	13,000	13,000	(1,420)	-9.8%
52815	CONTROLLED EQUIPMENT	13,406	-	7,000	3,500	3,500	3,500	(3,500)	-50.0%
52820	SMALL EQUIPMENT AND SUPPLIES	23,933	20,862	29,050	29,300	29,300	29,300	250	0.9%
52830	COMPUTER SOFTWARE, LICENSES	11,743	4,515	10,640	7,400	7,400	7,400	(3,240)	-30.5%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 155
PUBLIC WORKS**

Department: Public Works
Cost Center: Parks Operations
Cost Center No: 21-50-10-00

Acct Code	Account Name	Expenditures Budget							% Chg
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
52910	DIESEL FUEL	37,034	37,756	36,730	35,520	35,520	35,520	(1,210)	-3.3%
52930	GASOLINE	90,518	89,782	90,380	86,320	86,320	86,320	(4,060)	-4.5%
52950	LUBRICANTS	191	212	240	340	340	340	100	41.7%
53210	INSURANCE	-	-	-	88,550	88,550	88,550	88,550	-
53310	VEHICLE MAINTENANCE	46,903	87,135	92,050	76,180	76,180	76,180	(15,870)	-17.2%
53320	EQUIPMENT MAINTENANCE	50,309	980	62,320	41,750	41,750	41,750	(20,570)	-33.0%
53375	CHEMICALS	43,898	42,440	42,850	43,800	48,300	48,300	5,450	12.7%
53380	OTHER MAINTENANCE AND REPAIRS	294,565	239,150	276,750	245,550	245,550	245,550	(31,200)	-11.3%
53530	OUTSIDE RENTAL	8,883	9,994	15,150	15,600	15,600	15,600	450	3.0%
53610	GAS	11,775	9,092	12,000	11,400	11,400	11,400	(600)	-5.0%
53620	ELECTRIC	104,833	105,794	107,630	110,860	110,860	110,860	3,230	3.0%
53650	REFUSE DISPOSAL	36,257	38,363	41,250	41,250	41,250	41,250	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	3,264	2,238	11,350	8,120	8,320	8,320	(3,030)	-26.7%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	34	77	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	31,424	27,209	26,700	26,850	27,050	27,050	350	1.3%
53740	CLOTHING - CLEANING CHARGES	1,112	92	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	33	8	-	1,000	1,000	1,000	1,000	-
53770	BAD DEBT - WRITE OFF	6,443	1,301	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	42,960	22,578	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	7,500	7,500	265,550	305,140	305,140	305,140	39,590	14.9%
53830	RADIO	27,210	25,200	26,390	26,960	26,960	26,960	570	2.2%
53840	MOTOR POOL RENTAL	204,279	194,381	264,470	255,020	255,020	255,020	(9,450)	-3.6%
53841	EQUIPMENT REPLACEMENT CHG	190,108	199,212	285,140	272,800	272,800	272,800	(12,340)	-4.3%
53851	COPY	825	2,781	-	-	-	-	-	-
53853	PRINTING	-	-	1,800	4,800	4,800	4,800	3,000	166.7%
53854	PHOTOCOPIES	4,341	4,225	-	-	-	-	-	-
53855	SHOPS FACILITIES MAINTENANCE	-	-	10,140	13,930	13,930	13,930	3,790	37.4%
53860	BUILDING SERVICES	1,670	1,044	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	750	-	-	-	-	-	-
	Total Materials and Services	\$ 2,159,389	\$ 1,916,089	\$ 2,595,940	\$ 2,582,780	\$ 2,589,280	\$ 2,589,280	\$ (6,660)	-0.3%
55130	EQUIPMENT AND MACHINERY	\$ 47,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 47,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 204,400	\$ 217,440	\$ -	\$ -	\$ -	\$ 550,000	\$ -	-
	Total Interfund Transfer	\$ 204,400	\$ 217,440	\$ -	\$ -	\$ -	\$ 550,000	\$ -	-
	Total Requirements	\$ 5,462,561	\$ 5,271,670	\$ 6,212,910	\$ 6,271,220	\$ 6,343,720	\$ 6,893,720	\$ 130,810	11.0%

Parks Operations Division was moved from the Transportation Services Fund to the General Fund in FY 2015-16. Accounting totals for FY 2013-14 and FY 2014-15 are maintained with the Transportation Services Fund budget in volume 2 of the budget publication. The italicized information on this page is provided for comparison purposes.

CITY OF *Salem*
AT YOUR SERVICE



Recreation Services

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

The Public Works Department budget is divided among the Transportation Services Fund (Fund 155, previously named Public Works Fund), the Streetlight Fund (Fund 156), the Utility Fund (Fund 310, previously named Water and Sewer Fund), the General Fund (Fund 101), and the City Services Fund (Fund 355). Each is shown separately in the fiscal budget document.

The Transportation Services Fund includes only those programs associated with maintenance and operation of the City's street system. The Streetlight Fund provides for the revenues and expenditures required for the operation, maintenance, modernization, and expansion of the streetlight system. The Utility Fund includes budgets for the Administration, Planning and Development, Engineering, Operations, and Wastewater Treatment divisions, as well as the Non-Divisional component of the department's budget. The General Fund contains budgets for the City's Parks and Recreation programs, including Recreation, Center 50+, and Parks Operations. The City Services Fund includes the budget for Warehouse Services, which is now being managed by the Public Works Department.

Recreation Services Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Recreation \$	875,266	\$ 926,911	\$ 1,004,849	\$ 1,188,000	\$ 1,122,570
Center 50+	1,002,263	993,839	929,550	971,560	985,050
Total \$	1,877,529	\$ 1,920,750	\$ 1,934,399	\$ 2,159,560	\$ 2,107,620
% Change		2.30%	0.71%	11.64%	-2.41%

The **Recreation Services Budget by Division** table above shows the total budget for Recreation Services and Center 50+ and the percent change in total budget. The **Recreation Services Budget by Category** table below represents two years of historical expenditures with the adopted FY 2015-16 and FY 2016-17 budgets by category for Recreation Services and Center 50+, the percent change in total budget, and the full-time equivalent (FTE) position count.

Recreation Services Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services \$	1,068,710	\$ 1,103,049	\$ 1,202,170	\$ 1,266,570	\$ 1,269,090
Materials/Services	682,886	670,894	571,739	882,990	826,530
Transfers	125,934	146,806	160,490	10,000	12,000
Total \$	1,877,529	\$ 1,920,750	\$ 1,934,399	\$ 2,159,560	\$ 2,107,620
% Change		2.30%	0.71%	11.64%	-2.41%
FTE	9.70	9.70	9.70	9.70	10.70

Work Force Changes

One recreation specialist position is added at Center 50+ expanding a current part-time exempt position to one FTE through a reduction in seasonal hours. The position will continue to focus on programming and the expanded use of MySeniorCenter software for online registrations.



Recreation Services**Youth Recreation**

The Summer Parks Program, youth sports camps, all-comer track and field meets, and *COUNTRY Kids Relays* all continue in FY 2016-17. In addition, youth access grants are offered to support local non-profit organizations that provide recreation opportunities for youth to participate in soccer, basketball, and other sports.

Softball and Adult Sports Programs

The City's softball program includes spring, summer, and fall adult league play as well as district, regional, and national tournaments. The City will offer an adult kickball league at the Wallace Marine Softball Complex. In 2017 Salem will host two national tournaments -- Women's ASA / USA 18A Fast Pitch National and the ASA Men's West Open Fast Pitch National.

City Coordinated Community Events

The City will sponsor five STRIDE 5K runs / walks monthly from May through September with a 10K planned for October. Events take place at Riverfront Park, Wallace Marine Park, Minto-Brown Island Park, and Bush's Pasture Park.

Five *Movies in the Park* are planned at Riverfront Park during the summer of 2016.

The 2016 Independence Day Celebration will take place at Riverfront Park. Entertainment will include fireworks and live music.

The first Friday in December, the City will host the annual tree lighting ceremony at Riverfront Park.

Center 50+**Outreach to Homebound Seniors**

Center 50+ continues the expanded service to homebound seniors with mobility, health, or physical issues. Volunteers make weekly visits and daily phone calls providing socialization and connection to the community. Trainers, funded through Northwest Senior and Disability Services and supervised by occupational and physical therapists, encourage physical exercise to improve mobility and reduce the risk of falls.

Respite Care

Center 50+ provides 2,400 caregivers and their loved ones with dementia respite services and caregiver support through the Among Friends day program which is funded through the General Fund, private donations, business sponsors, contract funds from Northwest Senior and Disability Services, and client program fees.

Meals on Wheels

Marion-Polk Food Share partners with Center 50+ using volunteers to serve 350 hot meals a day to seniors in their homes and at the center.



Recreation Services

PERFORMANCE

	RESULTS		
	2013	2014	2015
Measure - Recreation Facilities Revenue Why It's Important - Indicative of use of facilities and economic opportunities for the community.	\$231,808	\$237,928	\$261,206
Basis for Measure - Strategic Plan			
Measure - Recreation Participant Registrations (includes youth recreation programs and softball and kickball league participation) Why It's Important - Participation in neighborhood recreation programs and softball leagues support child and youth public involvement efforts in a non-school associated environment.	4,605	5,649	6,710
Basis for Measure - Strategic Plan			
Measure - Special Activity Permits Issued (includes park reservations, special events, and softball field rentals) Why It's Important - Permit issuance is indicative of use of parks, streets, and City-associated facilities for special activities.	893	963	1,174
Basis for Measure - Strategic Plan			
Measure - Recreation Facilities Hours Used (includes scheduling ballfields, gyms, tennis courts, cross country meets, soap box derby, and softball complex) Why It's Important - Facilities use requests are indicative of the need for parks and City-associated facilities to support recreation and softball programs and public events.	55,148	55,719	59,324
Basis for Measure - Strategic Plan			
Measure - Youth Recreation Fee Waivers Why It's Important - Demonstrates continued financial need of participants in youth recreation programs.	79%	66%	57%
Basis for Measure - Strategic Plan			



Recreation Services

PERFORMANCE

		RESULTS		
		2013	2014	2015
Measure - Softball Program				
	Softball Tournaments in Salem	26	26	27
	Softball Games Hosted in Salem	2,850	2,850	3,025
	Softball Teams in Salem League	178	178	190
	Players in the Salem Softball League	2,670	3,000	3,425
<p>Why It's Important - Increased tournament and game activity provides additional economic opportunities for the community, showcases the City's softball complex, and provides for overall growth in the program. Increased team and player participation in Salem's league supports sustainability of the program.</p>		<p>Basis for Measure - Strategic Plan</p>		
Measure - Center 50+ Attendance				
	Total Attendance	215,400	232,934	239,680
	Average Daily Attendance of Older Adults	742	803	856
<p>Why It's Important - Check-in system provides data for resource distribution, room use efficiency, and best time of day to offer particular subjects.</p>		<p>Basis for Measure - Strategic Plan</p>		
Measure - Patrons Report Satisfaction with Services		93%	98%	96%
<p>Why It's Important - Evaluation worksheets and customer survey / feedback forms evaluate customer satisfaction in all areas from registration, meals, speaker content and delivery, facilities, organization of event, publicity, and cost at Center 50+.</p>		<p>Basis for Measure - Strategic Plan</p>		



Recreation Services

What We Do

PROGRAMS

Recreation Services

Recreation Administration and Community Events	Staff	Cost
Manages private use of parks, streets and open spaces for over 300 annual community events. Coordinates multiple department services to efficiently allocate City resources to local organizations and businesses providing events in Salem. Manages the park use and facility reservation system.	1.00	\$ 331,530

Softball	Staff	Cost
Coordinates facility maintenance, programming, scheduling, and overall operations of Salem's softball programs at the Wallace Marine Park Softball Complex.	2.00	\$ 559,960

Neighborhood Recreation and Sports	Staff	Cost
Administers the cooperative use agreement with Salem-Keizer School District to maximize the community benefit of indoor and outdoor school facilities. Coordinates the youth sports program.	1.00	\$ 231,080

Total Recreation Services Division	4.00	\$ 1,122,570
	Staff	Cost

Center 50+

Center 50+	Staff	Cost
Center 50+ is a nationally accredited senior center that provides programs and services to more than 856 individuals daily. It is a collaborative operational model in which every dollar of City General Fund is matched with nearly three dollars in program fees, in-kind contributions, and financial support from partners, businesses, and local citizens.	6.70	\$ 985,050

Total Center 50+ Division	6.70	\$ 985,050
	Staff	Cost

TOTAL RECREATION SERVICES 10.70 \$ 2,107,620

**PUBLIC WORKS
RECREATION SERVICES
RECREATION and CENTER 50+
(101-21-10, 90)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
REC	Oregon Recreation and Parks Association annual conference (2)	\$ 2,000
REC	Oregon Recreation and Parks Association section meetings (3)	1,500
CENTER 50+	Oregon Recreation and Parks Association annual conference (1)	1,000
CENTER 50+	Revenue development training (1)	2,600
		<u>7,100</u>
		\$ 7,100
52670	OTHER PROFESSIONAL SERVICES	
REC	Association team registration fees	\$ 7,000
REC	Canopy rental for special events	1,500
REC	Chemical toilet rentals	7,900
REC	Interpretive services	7,110
REC	Movies in the Park audio and video	10,250
REC	Movies in the Park closed captioning	1,750
REC	Movies in the Park screen and blower	6,200
REC	Softball and kickball umpires	100,560
REC	Softball tournament support	53,920
REC	Sports camp contract classes	3,600
REC	Unanticipated expenses	3,470
CENTER 50+	Armored truck transport	1,200
CENTER 50+	Computer lab internet access	1,100
CENTER 50+	Co-sponsorship agreements / instructors	55,000
CENTER 50+	Marketing and public outreach	5,000
CENTER 50+	Northwest Senior and Boomer news	15,000
CENTER 50+	Site security	360
		<u>280,920</u>
		\$ 280,920
52815	CONTROLLED EQUIPMENT	
REC	Laptop computers (replacement, 2)	\$ 1,500
CENTER 50+	Desktop computers (replacement, 2)	1,590
CENTER 50+	Projectors (replacement, 6)	600
		<u>3,690</u>
		\$ 3,690
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
REC	Fire inspection services for public events (101-37301000)	\$ 150
53813	INTRA CITY - BUDGETED TRANSFERS	
REC	Division administration (155-58301000)	\$ 11,920
REC	Support services (310-58102500)	143,450
CENTER 50+	Division administration (155-58301000)	16,120
		<u>171,490</u>
		\$ 171,490
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	
REC	Signs or sweeping services for public events (155-58304515)	\$ 13,400

**PUBLIC WORKS
RECREATION SERVICES
RECREATION and CENTER 50+
(101-21-10, 90)
FY 2016-17**

Acct No.	Description	Adopted
54850	OTHER SPECIAL PAYMENTS	
REC	Softball tournament bid fees	\$ 14,000
REC	Sports and ball field rental payments to school district	8,000
REC	Youth recreation access grant payments	20,000
CENTER 50+	Reserve payment of five percent of various fees (440-21983500)	15,040
		<u>\$ 57,040</u>
62110	INTERFUND TRANSFERS	
CENTER 50+	Building maintenance transfer to Center 50+ reserve (440-21983500)	\$ 12,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,107,620

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Public Works
Cost Center: Recreation, Center 50+
Cost Center No: 21-10, 90**

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
51010	SALARIES AND WAGES	\$ 532,638	\$ 544,845	\$ 555,800	\$ 618,720	\$ 618,720	\$ 618,720	\$ 62,920	11.3%
51020	SEASONAL AND RELIEF	222,890	294,333	338,540	225,150	225,150	225,150	(113,390)	-33.5%
51030	OVERTIME	-	-	2,330	-	-	-	(2,330)	-100.0%
51100	INCENTIVES	1,517	1,536	2,110	1,610	1,610	1,610	(500)	-23.7%
51120	LEAVE PAYOFF	3,717	4,300	5,570	2,980	2,980	2,980	(2,590)	-46.5%
51210	FICA AND MEDICARE	58,199	64,462	42,520	64,900	64,900	64,900	22,380	52.6%
51221	WORKERS' COMP PREMIUM	11,440	5,060	8,010	8,200	8,200	8,200	190	2.4%
51222	WORKERS' COMP STATE ASSMT	571	623	300	290	290	290	(10)	-3.3%
51240	EMPLR - RETIREMENT PERS	77,246	78,575	96,470	90,720	90,720	90,720	(5,750)	-6.0%
51243	PERS UNFUNDED LIABILITY	27,320	30,640	31,870	33,010	33,010	33,010	1,140	3.6%
51245	EMPLR - PERS PICKUP	37,750	38,513	33,330	43,310	43,310	43,310	9,980	29.9%
51250	INSURANCE - MEDICAL	113,559	121,935	131,760	158,650	158,650	158,650	26,890	20.4%
51255	INSURANCE - VISION	2,953	3,315	3,490	4,290	4,290	4,290	800	22.9%
51260	INSURANCE - DENTAL	11,338	11,760	12,010	14,900	14,900	14,900	2,890	24.1%
51265	INSURANCE - LIFE	986	1,230	1,350	1,080	1,080	1,080	(270)	-20.0%
51270	INSURANCE - DISABILITY	924	1,042	1,110	1,280	1,280	1,280	170	15.3%
	Total Personal Services	\$ 1,103,049	\$ 1,202,170	\$ 1,266,570	\$ 1,269,090	\$ 1,269,090	\$ 1,269,090	\$ 2,520	0.2%
	NUMBER OF POSITIONS	9.70	9.70	9.70	10.70	10.70	10.70	1.00	10.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 232	\$ 353	\$ 250	\$ 360	\$ 360	\$ 360	\$ 110	44.0%
52120	MAIL	18,552	22,331	22,070	8,100	8,100	8,100	(13,970)	-63.3%
52130	SUPPLIES	40,888	32,322	51,600	53,550	53,550	53,550	1,950	3.8%
52140	PRINTING AND DUPLICATION	5,090	10,835	-	-	-	-	-	-
52320	ADVERTISING	5,798	9,064	12,800	12,600	12,600	12,600	(200)	-1.6%
52360	RECRUITMENT FEES	522	380	1,200	1,200	1,200	1,200	-	-
52405	TELEPHONE - OFFICE	13,061	12,794	5,030	6,670	6,670	6,670	1,640	32.6%
52410	TELEPHONE - CELLULAR	2,154	2,909	2,560	3,240	3,240	3,240	680	26.6%
52510	TRAINING	7,385	4,320	5,900	7,100	7,100	7,100	1,200	20.3%
52520	TRAVEL	1,651	1,928	11,500	6,500	6,500	6,500	(5,000)	-43.5%
52540	MEALS	-	-	400	360	360	360	(40)	-10.0%
52550	MILEAGE	3,462	5,101	4,910	7,550	7,550	7,550	2,640	53.8%
52670	OTHER PROFESSIONAL SERVICES	264,591	277,427	287,730	280,920	280,920	280,920	(6,810)	-2.4%
52710	MEMBERSHIP DUES	520	345	950	950	950	950	-	-
52815	CONTROLLED EQUIPMENT	773	1,826	1,900	3,690	3,690	3,690	1,790	94.2%
52820	SMALL EQUIPMENT AND SUPPLIES	55,623	32,875	53,300	46,550	46,550	46,550	(6,750)	-12.7%
52830	COMPUTER SOFTWARE, LICENSES	4,670	1,354	4,960	3,500	3,500	3,500	(1,460)	-29.4%
52930	GASOLINE	-	-	-	500	500	500	500	-
53210	INSURANCE	-	-	-	6,090	6,090	6,090	6,090	-
53340	FACILITIES MAINTENANCE	-	154	1,650	1,650	1,650	1,650	-	-
53380	OTHER MAINTENANCE AND REPAIRS	3,929	3,433	13,000	13,000	13,000	13,000	-	-
53610	GAS	8,128	8,172	9,090	8,630	8,630	8,630	(460)	-5.1%
53620	ELECTRIC	66,175	68,055	70,650	70,100	70,100	70,100	(550)	-0.8%
53650	REFUSE DISPOSAL	2,697	2,736	3,980	2,400	2,400	2,400	(1,580)	-39.7%
53731	CLOTHING - UNIFORMS (TAXABLE)	1,639	1,269	2,450	2,450	2,450	2,450	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	1,058	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	1	300	300	300	300	-	-
53767	BANKING AND INVESTMENT FEES	3,479	3,990	3,210	6,280	6,280	6,280	3,070	95.6%
53770	BAD DEBT - WRITE OFF	9,114	836	-	-	-	-	-	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Public Works
Cost Center: Recreation, Center 50+
Cost Center No: 21-10, 90**

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
53812	INTRA CITY - DIRECT CHARGE LABOR	23,343	8,386	13,150	150	150	150	(13,000)	-98.9%
53813	INTRA CITY - BUDGETED TRANSFER	-	-	167,650	171,490	171,490	171,490	3,840	2.3%
53815	INTRA CITY - INTERDEPART. BILLINGS	17,393	15,269	15,600	13,400	13,400	13,400	(2,200)	-14.1%
53840	MOTOR POOL RENTAL	262	98	-	-	-	-	-	-
53851	COPY	17,877	12,348	26,790	22,710	22,710	22,710	(4,080)	-15.2%
53854	PHOTOCOPIES	7,299	6,983	7,500	7,500	7,500	7,500	-	-
54850	OTHER SPECIAL PAYMENTS	83,531	23,845	80,910	57,040	57,040	57,040	(23,870)	-29.5%
	Total Materials and Services	\$ 670,894	\$ 571,739	\$ 882,990	\$ 826,530	\$ 826,530	\$ 826,530	\$ (56,460)	-6.4%
62110	TRANSFERS TO OTHER FUNDS	\$ 146,806	\$ 160,490	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 2,000	20.0%
	Total Interfund Transfer	\$ 146,806	\$ 160,490	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 2,000	20.0%
	Total Requirements	\$ 1,920,750	\$ 1,934,399	\$ 2,159,560	\$ 2,107,620	\$ 2,107,620	\$ 2,107,620	\$ (51,940)	-2.4%



Police Department

DIVISIONS

Administration

Investigations

Patrol

Police Records Incident Offense Reporting System

Radio Communications

Support

Willamette Valley Communications Center

This section includes the divisions in bold text.



Police Department

Summaries, Programs, and Budgets

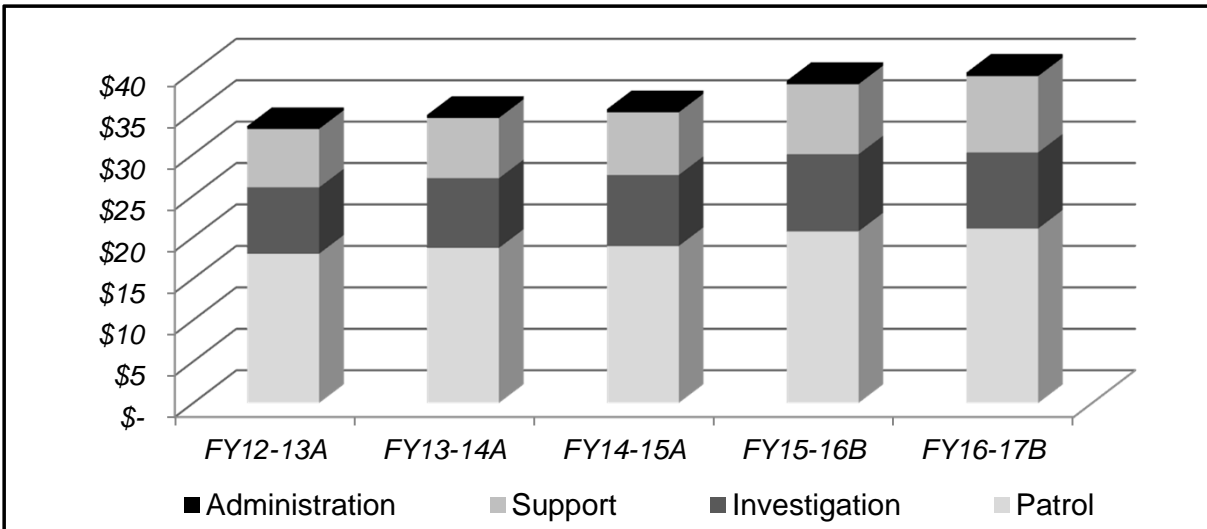
FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Police Budget by Division represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by division within the department.

Police Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Administration	\$ 342,937	\$ 359,380	\$ 373,584	\$ 397,010	\$ 414,360
Support	5,424,718	7,279,154	7,554,553	8,455,720	9,216,640
Investigation	8,002,511	8,414,120	8,579,582	9,313,380	9,186,180
Patrol	17,988,308	18,686,670	18,914,092	20,680,320	21,033,710
Records¹	1,641,200	-	-	-	-
Total	\$ 33,399,674	\$ 34,739,323	\$ 35,421,812	\$ 38,846,430	\$ 39,850,890
% Change		4.01%	1.96%	9.67%	2.59%

¹Management of the Records section moved to the Support Division from the Communications Division in FY 2013-14. The section budget is incorporated in the Support Division in the above table beginning in FY 2013-14 and for all years in the chart below.





Police Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, Capital Outlay, and Transfers. The table shows the department's total General Fund budget, the percent change in total budget, and the full-time equivalent (FTE) positions supported in the General Fund for each year.

Police Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 27,381,611	\$ 28,680,470	\$ 29,176,766	\$ 32,228,780	\$ 32,260,810
Materials/Services	5,931,892	5,993,978	6,082,117	6,565,790	7,300,080
Capital Outlay	86,171	64,876	162,930	51,860	90,000
Transfers	-	-	-	-	200,000
Total	\$ 33,399,674	\$ 34,739,323	\$ 35,421,812	\$ 38,846,430	\$ 39,850,890
% Change		4.01%	1.96%	9.67%	2.59%
FTE	226.75	228.00	228.00	228.00	230.00

Work Force Changes

Two police officer positions are added in the FY 2016-17 budget to bring the total FTE count to 230 for the General Fund portion of the department.

FY 2016-17 Highlights and Significant Changes

At the direction of the City Manager, the department has taken steps to hire to full staffing. The Personnel and Training Unit has reassembled a recruiting team and the recruiting process is in full swing. It is anticipated the department will be close to full staffing by the beginning of FY 2016-17 and maintaining full staffing throughout the year.

The FY 2016-17 budget is a hold-the-line budget for the Police Department except for the addition of two sworn officer positions. The new positions will be assigned to the Downtown Team so that patrol can be expanded to cover weekends.

Reported crime rates decreased slightly in 2015. Part I Crimes decreased 3.6 percent, while Part II Crimes increased .08 percent. The most significant decreases were in Residential Burglaries (-36, from 504 to 468) and Theft from a Motor Vehicle (-340, from 1,807 to 1,467) while increases were noted in Motor Vehicle Theft (+61, from 663 to 724) and Robbery (+13, from 105 to 128).



Police Department

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Average Time to Answer a 9-1-1 Call</p> <p>Why It's Important - Answering 9-1-1 calls is the first step in providing emergency services to our citizens. Our goal is to answer 9-1-1 calls within 12 seconds (2 rings or less).</p>	12.9 seconds	18.1 seconds	15.2 seconds
	Basis for Measure - Best Practice		
<p>Measure - Average Response Time to Emergency Calls for Service</p> <p>Why It's Important - This performance standard gauges response from call receipt to arrival on scene. This measure is a good indicator of our ability to respond to in-progress or just occurred priority calls for service. It is impacted by several things that include the number of available officers on shift and the distance the officer needs to travel to the location of the call.</p>	7 minutes & 37 seconds	7 minutes & 30 seconds	8 minutes
	Basis for Measure - Best Practice		
<p>Measure - Injury Traffic Accidents</p> <p>Why It's Important - The number of injury traffic accidents is an indicator of safe driving in our community.</p>	493	532	524
	Basis for Measure - Best Practice		
<p>Measure - Graffiti Removal</p> <p>Why It's Important - Research supports the "broken window" theory that when graffiti is left unattended for more than 72 hours, it doubles the likelihood of additional graffiti and criminal activity. This measure indicates the percentage of removal within five city business days.</p>	99.1%	97.0%	97.2%
	Basis for Measure - Salem Revised Code 95.600		
<p>Measure - Felony Sex Crimes Reported and Cleared</p> <p><i>Stats reflect the number of victims reported and cases cleared each year. Because of this, some crimes reported in one year may not be cleared until the next.</i></p> <p>Why It's Important - The measure of crime is an indication of the overall quality of life that exists in a community, and felony sex crimes are among the worst type of crime. Our department has dedicated three detectives to the investigation of these crimes to ensure the investigation and apprehension of suspects in the most timely manner.</p>	148 reported & 112 cleared	151 reported & 152 cleared	131 reported & 152 cleared
	Basis for Measure - Best Practice		



Police Department

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Implement New Strategies to Address Increases in Property Crimes</p> <p>Why It's Important - This measure represents the number of reported property crimes. As a result of increasing crime rates over the past several years, the department implemented new strategies to combat property crime including a regional pawn database and DNA collection on felony property crime investigations. Since its inception in the spring of 2013, the program has identified 389 suspects resulting in the clearance of 380 cases.</p> <p>Note: Results presented are reported property crimes for each year. Historical numbers may differ from previously published amounts if additional crimes have been reported for that period since the publish date.</p>	6,991	7,191	6,879
<p>Basis for Measure - Best Practice</p>			



Police Department

What We Do

PROGRAMS

Administration

Office of the Chief	Staff	Cost
Police Department Administration encompasses the Office of the Chief of the Police. The Chief ensures the effective and efficient administration of law enforcement activities throughout the city, providing a sense of safety and security through the delivery of law enforcement services and effective community partnerships that protect and improve the social well being and security of citizens. It is the Chief's duty to deliver a timely, well thought out response to patterns of crime and disorder that threaten the peace and safety of our community.	3.00	\$ 414,360

Total Administration Division	3.00	\$ 414,360
	Staff	Cost

Support

Support Division Administration	Staff	Cost
Commanded by a deputy chief, the Support Division provides essential resources, systems, and administrative functions to the department, ensuring good stewardship of public resources by applying sound hiring and training practices, ensuring the ethics and integrity of the department, being responsive to citizen complaints, returning property and evidence to victims, maintaining accreditation standards, and appropriately disposing of surplus and forfeited property. The Support Division commander is also the primary department representative in the Citywide Emergency Operations Center.	2.00	\$ 260,560

Management Resources	Staff	Cost
Commanded by a lieutenant, and assisted by a sergeant, this section is responsible for providing many of the administrative and management needs of the department, and serves as liaison with other City departments and outside government agencies including legal, court, human resources, human rights, legislative, and City Council. The section is responsible for a variety of administrative duties including towing contracts; accreditation projects; revisions to the department's policy and procedure manuals; and supervision of the department's fleet and accreditation officer, transport service officers, and the personnel / training and evidence / property units. This section also ensures the efficient management of a fleet of 127 vehicles and associated technology needs, and assists the management resources lieutenant with maintaining the department's accreditation and the annual updating of 152 policies and procedures, and provides quartermaster services to the department.	4.00	\$ 613,840



Police Department

What We Do

PROGRAMS

Personnel and Training	Staff	Cost
Supervised by a sergeant, this unit coordinates all functions related to the recruitment, selection, hiring, and training of sworn and non-sworn employees. The unit also serves as liaison to City human resources, payroll, and risk management, and the State of Oregon's Department of Public Safety Standards and Training. During 2015, the unit processed recruitments for 13 police officers, and 14 civilian employees. The unit also coordinated over 18,000 hours of training.	3.00	\$ 508,300
Evidence and Property	Staff	Cost
The property control unit is staffed by civilian personnel who maintain and preserve evidence in civil and criminal investigations, and store and track abandoned property, processing over 25,000 items a year.	3.00	\$ 356,120
Custody and Transport	Staff	Cost
Transport officers are part-time sworn officers who provide transportation and security of prisoners between the Municipal Court and jail facilities, reducing the use of full-time sworn officers. (Staffed by part-time positions which are paid through seasonal dollars and are not included in authorized position counts.)	-	\$ 41,650
Records	Staff	Cost
This section provides for the effective delivery of records management services through timely data entry, review, and dissemination of information (e.g., police reports and citations), and entry and retrieval of data into local, regional, and national law enforcement data systems. The section responds to requests for public records and provides front counter reception and customer service for the department 24 hours a day. This section processed nearly 15,000 public information requests in 2015.	19.00	\$ 2,021,020
Internal Affairs	Staff	Cost
Staffed by a sergeant, internal affairs ensures the timely management and resolution of citizen complaints against agency personnel by assuring compliance with state, federal, and departmental policies and procedures.	1.00	\$ 180,030

Planning and Research	Staff	Cost
Headed by a civilian, this section manages the department's budget in accordance with law, City policy, and department policy; provides financial and crime analysis information as needed to support law enforcement activities; performs grant administration; and supervises the crime analysis unit. Crime analysis provides timely analysis and dissemination of crime patterns and trends to assist officers in identifying areas for concentrated law enforcement efforts. Crime analysis also provides information for neighborhood associations, news media, and others.	2.00	\$ 226,020

Non-Divisional	Staff	Cost
Expenses in non-divisional benefit all Police Department divisions or are not easily allocated to a particular division. Costs include 9-1-1 dispatch and radio communications, training facilities, uniforms, off-site storage, telephones, ammunition, and photo red light program contracted services.	-	\$ 5,009,100

Total Support Division	34.00	\$ 9,216,640
	Staff	Cost

Investigations

Investigations Division Administration	Staff	Cost
Commanded by a deputy chief, the investigations division delivers timely high quality investigative services for felony crimes, gang related incidents, drug investigations, and incidents involving schools and juveniles.	1.00	\$ 197,980

Criminal Investigations Section	Staff	Cost
Commanded by a lieutenant, this section is comprised of the person crimes unit, property crimes unit, the crime lab, and the gang team.	2.00	\$ 259,430

Person Crimes Unit	Staff	Cost
Supervised by a sergeant, this unit conducts follow-up investigations pertaining to violent persons crimes that include homicide, robbery, sex crimes, and assaults. Detectives partner with different groups to improve the livability in Salem and regularly work with the Department of Human Services, Head Start Program, and the Salem-Keizer School District on mandatory reporting and child safety training. Four detectives investigate robberies, homicides, assaults, and missing persons cases. Three detectives are assigned to investigate sex offenses with over 30 cases every month. The department's polygrapher is also assigned to this unit. The polygraph examiner averages 200 examinations per year.	11.00	\$ 1,772,550



Police Department

What We Do

PROGRAMS

Property Crimes Unit	Staff	Cost
Supervised by a sergeant, this unit conducts follow-up investigations pertaining to property-related felonies such as burglary, theft, auto theft, identity theft, fraud, and arson. Three detectives are assigned to investigate burglary cases. Two of the burglary detectives also investigate arson cases. In 2015, there were 750 burglaries and 26 arsons reported. One detective is assigned to motor vehicle thefts and runs the bait car program. In 2015, there were 724 motor vehicle thefts reported in Salem. One detective is assigned to elder abuse investigations, three to fraud and financial crimes, with one of those detectives assigned to computer forensics.	9.00	\$ 1,463,490

Crime Lab Unit	Staff	Cost
Staffed by civilian personnel, this unit is responsible for the examination and processing of items of evidence. The unit is staffed by two full-time employees and one part-time seasonal employee. Lab technicians also provide forensic fingerprint services to the Dallas Police Department by intergovernmental agreement.	2.00	\$ 354,270

Special Operations Section	Staff	Cost
Commanded by a lieutenant, special operations is comprised of the Drug Enforcement Administration task force, street crimes unit, and the civil investigations team.	2.00	\$ 243,690

Street Crimes Unit	Staff	Cost
Supervised by a sergeant, this team addresses drug-related crime and street level drug and vice activity, and human trafficking through targeted investigations that focus on nuisance and drug properties that impact neighborhood livability. These investigations improve the strength and vibrancy of neighborhoods. The team is also utilized by other units within the Police Department to assist in capturing criminals, conducting surveillance, and other covert operations. Created in 1987 to address crime issues in downtown and the Portland Road area, this unit is responsive to neighborhood issues and is designed to have an immediate impact on crime trends affecting safety and livability in our community. Two detectives are dedicated to investigating drug activity complaints with priority response given to reports involving the presence of children who are in danger due to poor living conditions, neglect, and exposure to harmful drugs and chemicals. These detectives use a highly successful “knock and talk” approach, partner with foster programs, the Department of Human Services, Family Building Blocks, and others, and provide numerous community education presentations on prescription and illegal drug abuse throughout the year.	8.00	\$ 1,331,380



Police Department

What We Do

PROGRAMS

Gang Enforcement Team	Staff	Cost
Supervised by a sergeant, the gang enforcement team proactively seeks to reduce street gang activity in Salem by recognizing gang activity and identifying gang members, associates, and gang sets. The team continues to provide services to at-risk youth and their families by conducting home visits and assisting in the apprehension of juvenile probationers. The team also provides assistance to patrol and detectives in identifying gang involved or related cases. The City has the only active gang unit in Marion and Polk counties.	3.00	\$ 494,310

Drug Enforcement / DEA Task Force	Staff	Cost
Supervised by a sergeant, this team seeks to interrupt the interstate trafficking of illegal drugs by conducting mid and upper level drug trafficking investigations. They are part of a multi-agency team of city, county, state, and federal law enforcement officers. Investigations within our jurisdiction continue to be more technical and can span across the United States and into other countries. The focus of this team's investigations is subjects who are in command of and control drug trafficking organizations that bring methamphetamine, heroin, and other drugs into our community.	3.00	\$ 627,160

Community Response Section	Staff	Cost
Commanded by a lieutenant, this section is comprised of the crime prevention unit, volunteer unit, graffiti abatement team, and the youth services and cadets unit.	1.00	\$ 182,100

Crime Prevention Unit	Staff	Cost
Supervised by a sergeant, with a mix of sworn and civilian staff, this unit's focus is community education, engagement, and enhancement through crime prevention and communication strategies. The unit facilitates a variety of programs such as Neighborhood Watch, National Night Out, and security surveys, that emphasize neighborhood safety. Other programs, such as the annual landlord training, top ten most wanted, trespass letter of consent, and nuisance abatement, address livability issues through education and problem-solving approaches. The Crime Prevention Unit has worked diligently to improve communications with the citizens we serve through the use of Twitter, Facebook, and YouTube.	4.00	\$ 583,000



Police Department

What We Do

PROGRAMS

Volunteer Unit	Staff	Cost
<p>This unit enhances community safety and involvement by training and supporting volunteers to supplement police services and free officers to be on the street as opposed to performing administrative and support duties. The unit supports 90 volunteers who contributed over 10,500 hours in 2015 through programs such as radar reader board, citizen patrol disabled parking enforcement, pawn slip processing, squad car maintenance, and other tasks. These same volunteers support community outreach programs including Neighborhood Watch, National Night Out, Citizen Police Academy, and the annual Christmas toy drive.</p>	1.00	\$ 116,130

Graffiti Abatement	Staff	Cost
<p>This program is staffed by one full-time civilian employee with assistance from two part-time employees and volunteer personnel. This program enhances safety and livability through public education and the removal of graffiti. The team took 2,179 graffiti reports in 2015 with an overall compliance rate of 97.2 percent.</p>	1.00	\$ 122,470

Youth Services and Cadets	Staff	Cost
<p>Supervised by a sergeant, the youth services unit (YSU) is a partnership with the Salem-Keizer School District to provide a law enforcement presence in the schools to prevent and investigate school-related crimes. This provides a better sense of safety within the schools. The officers participate in youth service teams, which identify at-risk youth and families needing early intervention. YSU officers investigate crimes that occur at the schools or involve school children as victims or suspects. YSU officers enforce the City's daytime curfew law, follow up on runaway cases, and conduct all types of investigations. One officer provides DARE training in the elementary schools. YSU officers are used to support patrol staffing over school holidays and summer vacations. The cadet unit works closely with both the volunteer unit and youth services to provide additional services to our community as well as providing the opportunity for youth to learn more about law enforcement and take an active role in our department.</p>	10.00	\$ 1,438,220

Total Investigations Division	58.00	\$ 9,186,180
	Staff	Cost

Patrol

Patrol Division Administration	Staff	Cost
Commanded by a deputy chief and four lieutenants, the Patrol Division provides primary law enforcement activities to preserve public peace, prevent crime, and protect life and property as first responders to calls for service and through proactive community policing activities. Reduction of crime rates is a major influence on the vibrancy of neighborhoods. One staff assistant serves the entire division with scheduling, correspondence, court appearance coordination, and telephone reception.	6.00	\$ 1,016,960

Field Operations	Staff	Cost
Field operations provides primary law enforcement services and emergency response to the City 24 hours a day, 7 days a week, 365 days a year. Patrol officers are first responders to emergency and non-emergency calls for service, and conduct preliminary investigations, provide deterrence to crime in our neighborhoods, enforce both criminal and traffic laws, and attend monthly neighborhood association meetings. Officers engage in proactive community policing activities with the goal of preventing crime and addressing long-term solutions to neighborhood crime concerns.	111.00	\$ 16,908,280

Downtown Team	Staff	Cost
This team provides a sense of safety and security through patrols (both on foot and bicycle) that deter criminal activity in and around the downtown core area including Riverfront Park, Wallace Marine Park, and the transit facility. This is done through presence, education, enforcement, and exclusion. The team focuses on crimes that impact the quality of life in this diverse commercial and residential area and is partially funded by the Salem-Keizer Transit District. The downtown team makes a positive difference in the safety of this area.	7.00	\$ 971,250

Domestic Violence Response Program	Staff	Cost
This program features one paid coordinator, a part-time assistant, and 15-20 volunteer advocates, who respond to the scene of domestic violence calls to provide immediate information, referrals, and support to victims of domestic violence. During 2015, advocates responded to 91.2 percent of all in-custody, mandatory arrest domestic violence calls, and provided 560 hours of service to 511 victims. A team of officers within the Patrol Division also receive specialized training in the investigation of domestic violence, working closely with the prosecutors and community partners. By providing this level of support, the team endeavors to stop the escalation of domestic violence assaults into more serious crimes. The district attorney is filing charges on 79 percent of all domestic violence cases referred for prosecution. The program is partially funded by a grant.	1.00	\$ 127,750



Police Department

What We Do

PROGRAMS

Telephone Reporting Office	Staff	Cost
Staffed by civilian personnel, the telephone reporting office handles a large volume of crime reports taken over the telephone and at the front counter, freeing officers to stay in the field for higher priority calls. Light duty officers augment civilian staff until they are able to return to full duty.	3.00	\$ 227,490

Police Service Dog Team	Staff	Cost
The service dog team consists of six officers and their K9 partners. The highly trained dogs conduct searches for suspects and missing persons. They assist in apprehending violent and resistive suspects. Sworn personnel perform these activities in conjunction with a primary assignment, and 60 percent of the program costs are related to motor pool services.	-	\$ 99,820

Traffic Control Unit	Staff	Cost
Supervised by a sergeant, this unit is responsible for specialized traffic enforcement and education activities, investigation of injury and fatal accidents, and traffic control at major special events. Officers respond to community complaints of specific traffic problem areas and provide for safer neighborhood streets through enforcement of traffic laws and reduction of traffic accidents. Prevention efforts include driver improvement courses and presentations. This unit also manages the photo red light program, which is currently installed at three intersections. Since the beginning of the program, there has been an improvement in driver behavior with a decrease in the occurrence of red light violations and related accidents. This program allows for efficiencies in the utilization of officers while having a positive impact on motorist safety. In 2015 the department cited drivers on 21,891 offenses and investigated 2,708 motor vehicle accidents (including hit and run investigations.)	7.00	\$ 1,270,590

Emergency Operations Group	Staff	Cost
There are four teams that make up this section: Special Weapons and Tactics (SWAT), Tactical Negotiations Team, Bomb Squad, and Mobile Response Team (for civil unrest situations). Officers have primary assignments elsewhere in the organization, and serve on these teams as a collateral duty. As a result, when an incident occurs, overtime expense is frequently incurred. The teams utilize specialized vehicles, equipment, and tactics when responding to high risk, dangerous situations. Teams receive enhanced ongoing training to ensure safety for the public and the officers.	-	\$ 411,570

Total Patrol Division	135.00	\$ 21,033,710
	Staff	Cost

TOTAL POLICE DEPARTMENT 230.00 \$ 39,850,890

**POLICE DEPARTMENT
ADMINISTRATION, SUPPORT, INVESTIGATIONS, AND PATROL
(101-35-10, 20, 25, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
ADMIN	International Association Chief's of Police annual meeting (1)	\$ 2,000
ADMIN	Office management training (2)	500
ADMIN	Oregon Association Chief's of Police annual conference (1)	1,000
ADMIN	Oregon Association Chief's of Police general membership meeting (1)	100
SUPPORT	Confrontational simulation instructor development (2)	2,500
SUPPORT	CPR / First Aid instructor update courses (8)	280
SUPPORT	Deputy Chief executive development (1)	750
SUPPORT	Emergency Vehicle Operations Course instructor training (10)	500
SUPPORT	Emergency Vehicle Operations fleet management (1)	2,000
SUPPORT	FBI Academy (1)	1,500
SUPPORT	Internal affairs investigations (1)	1,500
SUPPORT	Law Enforcement accreditation (2)	2,150
SUPPORT	Law Enforcement Data System conference (2)	1,000
SUPPORT	Leadership Salem (1)	1,200
SUPPORT	New supervisor development (1)	1,500
SUPPORT	Northwest Crime Analysts conference (1)	500
SUPPORT	Police records management systems training (1)	1,000
SUPPORT	Professional development (2)	800
SUPPORT	Property room management (2)	1,000
SUPPORT	Recertification course for AR15 armorers (2)	950
SUPPORT	Recertification course for glock handgun armorers (5)	980
SUPPORT	Rifle instructor training (2)	2,000
SUPPORT	Taser instructor advanced training (4)	420
SUPPORT	Taser instructor semi annual recertification training (10)	1,580
SUPPORT	Taser technician course (1)	270
INVESTIG	American Association of Police Polygraphers conference (1)	1,500
INVESTIG	Association of Threat Assessment Professionals conference (1)	800
INVESTIG	Bait car training (1)	2,000
INVESTIG	Cadet registration (10)	500
INVESTIG	Child physical / sexual abuse investigations (4)	2,800
INVESTIG	Crime scene investigations training (2)	2,000
INVESTIG	Detective and new investigator training (1)	1,500
INVESTIG	Detective and new investigator training (2)	3,000
INVESTIG	FBI National Academy Associates (1)	620
INVESTIG	FBI National Academy Associates leadership training (1)	600
INVESTIG	Gang investigations training (3)	2,000
INVESTIG	Gang orientation (1)	200
INVESTIG	Graffiti Trends (3)	300
INVESTIG	Grant writing workshop (1)	500

**POLICE DEPARTMENT
ADMINISTRATION, SUPPORT, INVESTIGATIONS, AND PATROL
(101-35-10, 20, 25, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING, continued	
INVESTIG	Homicide investigations (2)	\$ 3,000
INVESTIG	International Association of Arson Investigators conference (2)	2,000
INVESTIG	International Association of Identification course (2)	2,500
INVESTIG	International Chiefs of Police leadership training (1)	2,000
INVESTIG	Interview School (2)	1,500
INVESTIG	Leadership training (2)	1,700
INVESTIG	Managing the Volunteer Unit and training volunteers (1)	250
INVESTIG	National Technical Investigators Association conference (1)	3,500
INVESTIG	National Volunteer Management training (1)	1,000
INVESTIG	Northwest Polygraph Examiners Association conference (1)	500
INVESTIG	NW Gang Investigators conference (3)	3,500
INVESTIG	Officer registration (3)	350
INVESTIG	Oregon Association of Chiefs of Police conference (1)	500
INVESTIG	Oregon Crime Prevention Association conference (4)	2,500
INVESTIG	Oregon Narcotics Enforcement Association (9, reappropriation)	10,180
INVESTIG	Oregon Narcotics Enforcement Officer's Association conference (3)	4,300
INVESTIG	Oregon School Resource Officers Association conference (3, reappropriation)	3,160
INVESTIG	Pacific NW Identification Association course (2)	1,500
INVESTIG	School Resource Officer training (2)	750
INVESTIG	Southern Oregon Commercial Crimes conference (2)	1,000
INVESTIG	Undercover officer / street crimes training (1)	2,000
INVESTIG	Verbal judo (2)	400
PATROL	Advanced hostage negotiator training (2)	2,000
PATROL	Advanced leadership (2)	600
PATROL	Advanced photography (2)	600
PATROL	Advanced traffic crash reconstruction (1)	2,400
PATROL	Annual SWAT / TNT training (24)	15,500
PATROL	Bicycle mechanic training (1)	1,000
PATROL	Canine Liability 360 / Canines in the Courtroom (2, reappropriation)	1,770
PATROL	Crash investigations (3)	2,600
PATROL	Crime Victims' Assistance Network (1)	250
PATROL	Drug Recognition Expert training (7)	1,400
PATROL	Executive development (2)	2,500
PATROL	Executive leadership (1)	740
PATROL	Explosive breaching training (2)	500
PATROL	FBI National Academy Retrainer (1)	600
PATROL	FBI Regional training (5)	500
PATROL	International Association Chief's of Police conference (1)	2,000
PATROL	International Public Safety Leadership and Ethics Institute program (1)	500

**POLICE DEPARTMENT
ADMINISTRATION, SUPPORT, INVESTIGATIONS, AND PATROL
(101-35-10, 20, 25, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING, continued	
PATROL	Investigative reports training (1)	300
PATROL	Law Enforcement Bicycle Officers Association certification training (1)	350
PATROL	Lines 4 Life (40-50)	3,000
PATROL	Munitions instructor certification training (2)	1,000
PATROL	Office of Emergency Management for Bomb Team (reappropriation)	8,890
PATROL	Officer survival (2)	1,500
PATROL	Oregon Associations Chiefs of Police conference (1)	500
PATROL	Oregon Executive Development Institute (1)	1,350
PATROL	Oregon Police Canine Association fall training conference (6)	2,650
PATROL	Oregon Police Canine Association spring training conference (6)	3,300
PATROL	Oregon State Victim Assistance Academy (1)	150
PATROL	Oregon Tactical Officers Association annual conference (4-6)	2,000
PATROL	Oregon Tactical Officers Association SWAT school (5)	2,000
PATROL	Pacific NW Hostage Negotiator conference (15)	1,000
PATROL	Patrol Investigations (2)	1,600
PATROL	Problem Oriented Policing conference (1)	350
PATROL	Sergeant's Academy (5)	1,100
PATROL	Sniper training (2)	1,000
PATROL	Western States Hostage Negotiator conference (2-4)	1,000
		\$ 162,890
52670	OTHER PROFESSIONAL SERVICES	
SUPPORT	Accreditation fee	\$ 2,500
SUPPORT	Blood draws	1,000
SUPPORT	Confidential document destruction	4,000
SUPPORT	Dictation and translation services	7,500
SUPPORT	Electrical services	1,000
SUPPORT	Electronic squad files	4,500
SUPPORT	Investigative systems	1,680
SUPPORT	Laundry services	2,000
SUPPORT	Lock & key services	500
SUPPORT	Outside services related to background investigations	10,000
SUPPORT	Photo red light system	173,520
SUPPORT	Physician prescription services	5,000
SUPPORT	Psychological services	3,000
SUPPORT	Regional Automated Information Network services	34,000
SUPPORT	Rekey evidence lockers	500
SUPPORT	Towing fees	8,000

**POLICE DEPARTMENT
ADMINISTRATION, SUPPORT, INVESTIGATIONS, AND PATROL
(101-35-10, 20, 25, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES, continued	
	Evidentiary Funds:	
INVESTIG	DEA Task Force	41,000
INVESTIG	Gang Investigations	3,000
INVESTIG	Person Crimes	14,000
INVESTIG	Property Crimes	5,070
INVESTIG	Street Crimes	24,650
INVESTIG	Landlord training instructor	2,000
PATROL	Outside services for crash investigations	1,000
PATROL	Patrol scheduling software	4,050
PATROL	Psychological consultations during critical incidents	300
PATROL	Psychological services (officer involved shootings)	10,000
PATROL	Veterinary services	19,740
		19,740
		\$ 383,510
52815	CONTROLLED EQUIPMENT	
SUPPORT	Desktop computers (replacement, 23)	\$ 18,400
SUPPORT	Desktop scanner (replacement, 2)	2,000
SUPPORT	Digital cameras (replacement, 16)	2,500
SUPPORT	Firearms (replacement, 14)	5,000
SUPPORT	Laptop computers and tablets (new and replacement, 4, reappropriation)	6,080
SUPPORT	Monitors (replacement, 14)	2,800
SUPPORT	Office printers (replacement, 4)	3,900
SUPPORT	Printer replacement (1)	500
SUPPORT	Tasers (replacement, 12)	15,000
INVESTIG	Digital camera (replacement ,1)	2,000
INVESTIG	Investigative equipment	2,000
INVESTIG	Safes - for School Resource Officers (new, 3)	500
INVESTIG	Tablets (new ,3)	10,400
INVESTIG	Technical equipment for Street Crimes Detectives	2,000
INVESTIG	Video camera (replacement ,1)	1,200
INVESTIG	Video editing hardware and monitors	2,000
INVESTIG	Voice recorders (replacement, 10)	2,400
PATROL	Bicycle (new and replacement, 2)	2,400
PATROL	High performance desktop computer for accident and crime scene reconstruction (new, 1, reappropriation)	4,000
PATROL	Lidar units (replacement, 2)	7,000
PATROL	Mobile Response Team launcher (replacement, 1)	4,500
PATROL	Motorcycle upfitting (replacement, 1, reappropriation)	6,410
PATROL	Precision rifle (replacement, 1)	5,000
PATROL	Radar (replacement, 2)	3,500
PATROL	Radar units (replacement, 2)	3,600
PATROL	Special weapons and tactics carbine rifle barrels and bolt assembly (replacement,3)	4,000
PATROL	Special weapons and tactics launcher systems (replacement, 2)	3,000



**POLICE DEPARTMENT
ADMINISTRATION, SUPPORT, INVESTIGATIONS, AND PATROL
(101-35-10, 20, 25, and 35)
FY 2016-17**

Acct No.	Description	Adopted
52815	CONTROLLED EQUIPMENT, continued	
PATROL	Special weapons and tactics optic systems (replacement, 4)	2,000
PATROL	Tablets to replace handheld ticket writers (replacement, 2, reappropriation)	4,070
PATROL	Tactical single and four shot launchers (replacement, 4, reappropriation)	5,000
		\$ 133,160
53813	INTRA CITY BUDGETED TRANSFERS	
SUPPORT	Dispatch services from Willamette Valley Communications Center (330-35503000)	\$ 2,744,620
SUPPORT	Police Regional Records for system support (335-35520000)	208,290
		\$ 2,952,910
54850	OTHER SPECIAL PAYMENTS	
PATROL	Baseline testing and annual medical testing for Bomb Team members	\$ 1,500
55130	EQUIPMENT AND MACHINERY	
SUPPORT	3-D scanner for accident and crime scene reconstruction (new, 1, reappropriation)	\$ 90,000
62110	INTERFUND TRANSFERS	
PATROL	Reserve for mobile command vehicle (388-88103510, reappropriation)	\$ 200,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 39,850,890

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

**Department: Police
Cost Center: Admin, Support, Investigations, Patrol
Cost Center No: 35-10, 20, 25, 35**

Acct Code	Account Name	Expenditures Budget							Difference from 15-16	% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17			
51010	SALARIES AND WAGES	\$ 15,222,728	\$ 15,138,930	\$ 16,259,030	\$ 16,880,550	\$ 16,880,550	\$ 16,880,550	\$ 621,520	3.8%	
51020	SEASONAL AND RELIEF	288,610	351,048	320,930	366,980	366,980	366,980	46,050	14.3%	
51025	HOLIDAY - REGULAR	100,677	104,984	112,530	117,780	117,780	117,780	5,250	4.7%	
51030	OVERTIME	994,295	1,071,083	906,710	1,023,830	1,023,830	1,023,830	117,120	12.9%	
51080	STANDBY	-	48	-	-	-	-	-	-	
51090	DIFFERENTIAL	7,108	8,727	7,700	17,000	17,000	17,000	9,300	120.8%	
51100	INCENTIVES	1,201,176	1,229,207	1,280,030	1,271,890	1,271,890	1,271,890	(8,140)	-0.6%	
51120	LEAVE PAYOFF	363,847	438,909	392,320	367,980	367,980	367,980	(24,340)	-6.2%	
51140	CLOTHING ALLOWANCE	23,481	22,980	24,080	23,580	23,580	23,580	(500)	-2.1%	
51150	DEPT HEAD ANNUITY	6,507	6,670	6,800	7,320	7,320	7,320	520	7.6%	
51195	OTHER PAY/BENEFITS	(51,260)	(27,623)	-	-	-	-	-	-	
51210	FICA AND MEDICARE	1,376,734	1,388,506	1,459,670	1,531,280	1,531,280	1,531,280	71,610	4.9%	
51221	WORKERS' COMP PREMIUM	598,740	608,780	589,460	658,020	658,020	658,020	68,560	11.6%	
51222	WORKERS' COMP STATE ASSMT	7,215	7,146	7,220	6,900	6,900	6,900	(320)	-4.4%	
51240	EMPLR - RETIREMENT PERS	2,486,910	2,459,963	3,674,260	2,815,280	2,815,280	2,815,280	(858,980)	-23.4%	
51243	PERS UNFUNDED LIABILITY	894,480	945,180	1,008,290	1,015,110	1,015,110	1,015,110	6,820	0.7%	
51245	EMPLR - PERS PICKUP	1,069,271	1,058,962	1,135,800	1,196,700	1,196,700	1,196,700	60,900	5.4%	
51250	INSURANCE - MEDICAL	3,454,155	3,643,742	4,160,050	4,067,660	4,067,660	4,067,660	(92,390)	-2.2%	
51255	INSURANCE - VISION	89,212	103,962	121,570	120,480	120,480	120,480	(1,090)	-0.9%	
51260	INSURANCE - DENTAL	342,969	351,779	387,340	398,630	398,630	398,630	11,290	2.9%	
51265	INSURANCE - LIFE	24,505	26,325	28,710	20,250	20,250	20,250	(8,460)	-29.5%	
51270	INSURANCE - DISABILITY	113,755	123,537	132,140	132,550	132,550	132,550	410	0.3%	
51275	OTHER HEALTH BENEFITS	65,353	113,923	214,140	221,040	221,040	221,040	6,900	3.2%	
Total Personal Services		\$ 28,680,470	\$ 29,176,766	\$ 32,228,780	\$ 32,260,810	\$ 32,260,810	\$ 32,260,810	\$ 32,030	0.1%	
NUMBER OF POSITIONS		228.00	228.00	228.00	230.00	230.00	230.00	2.00	0.9%	
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,017	\$ 828	\$ 3,280	\$ 2,140	\$ 2,140	\$ 2,140	\$ (1,140)	-34.8%	
52120	MAIL	18,988	22,272	16,250	21,050	21,050	21,050	4,800	29.5%	
52130	SUPPLIES	257,865	297,671	347,780	377,230	377,230	377,230	29,450	8.5%	
52140	PRINTING AND DUPLICATION	3,002	517	7,530	4,200	4,200	4,200	(3,330)	-44.2%	
52320	ADVERTISING	1,763	1,385	4,300	3,800	3,800	3,800	(500)	-11.6%	
52340	EMPLOYEE RECOGNITION	1,719	1,543	4,050	3,500	3,500	3,500	(550)	-13.6%	
52360	RECRUITMENT FEES	1,093	1,706	3,000	6,000	6,000	6,000	3,000	100.0%	
52405	TELEPHONE - OFFICE	56,741	56,599	58,000	58,000	58,000	58,000	-	-	
52410	TELEPHONE - CELLULAR	98,596	109,230	106,000	103,400	103,400	103,400	(2,600)	-2.5%	
52430	PAGERS	1,066	1,019	1,000	1,100	1,100	1,100	100	10.0%	
52460	COMMUNICATION - OTHER	59,692	56,392	58,020	61,000	61,000	61,000	2,980	5.1%	
52510	TRAINING	109,648	100,286	140,340	147,390	147,390	162,890	22,550	16.1%	
52520	TRAVEL	25	-	-	-	-	-	-	-	
52540	MEALS	814	1,392	740	1,300	1,300	1,300	560	75.7%	
52550	MILEAGE	709	636	1,000	1,100	1,100	1,100	100	10.0%	
52650	LEGAL/COURT SERVICES	62,544	1,098	-	-	-	-	-	-	
52670	OTHER PROFESSIONAL SERVICES	350,250	329,069	352,920	383,510	383,510	383,510	30,590	8.7%	
52710	MEMBERSHIP DUES	7,159	6,565	6,350	5,010	5,010	5,010	(1,340)	-21.1%	
52720	LICENSES/CERTIFICATIONS	797	775	360	310	310	310	(50)	-13.9%	
52740	PERMITS	315	-	600	600	600	600	-	-	
52815	CONTROLLED EQUIPMENT	25,349	75,212	59,350	109,100	109,100	133,160	73,810	124.4%	
52820	SMALL EQUIPMENT AND SUPPLIES	15,249	13,977	26,600	26,070	26,070	26,070	(530)	-2.0%	
52830	COMPUTER SOFTWARE, LICENSES	57,511	103,780	205,500	127,480	127,480	144,140	(61,360)	-29.9%	
52865	OTHER TECHNICAL SUPPLIES	1,199	864	3,000	3,000	3,000	3,000	-	-	
52910	DIESEL FUEL	5,385	3,498	3,700	3,140	3,140	3,140	(560)	-15.1%	
52930	GASOLINE	447,803	420,184	351,620	347,550	347,550	347,550	(4,070)	-1.2%	
52940	LP/CNG GAS	113	44	30	150	150	150	120	400.0%	
52950	LUBRICANTS	9	10	-	-	-	-	-	-	
53210	INSURANCE	-	-	-	576,600	576,600	576,600	576,600	-	

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Police
Cost Center: Admin, Support, Investigations, Patrol
Cost Center No: 35-10, 20, 25, 35

Acct Code	Account Name	Expenditures Budget							Difference from 15-16	% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17			
53310	VEHICLE MAINTENANCE	120,237	192,123	239,600	251,570	251,570	251,570	11,970	5.0%	
53320	EQUIPMENT MAINTENANCE	116,680	25,920	67,220	56,500	56,500	56,500	(10,720)	-15.9%	
53380	OTHER MAINTENANCE AND REPAIRS	4,186	7,182	6,500	7,000	7,000	7,000	500	7.7%	
53510	BUILDING RENTAL	35,316	32,239	40,000	34,500	34,500	34,500	(5,500)	-13.8%	
53530	OUTSIDE RENTAL	16,044	17,777	27,740	27,740	27,740	27,740	-	-	
53610	GAS	548	545	500	600	600	600	100	20.0%	
53620	ELECTRIC	797	728	1,200	1,200	1,200	1,200	-	-	
53650	REFUSE DISPOSAL	-	-	-	1,000	1,000	1,000	1,000	-	
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	54,353	56,084	65,250	67,800	67,800	67,800	2,550	3.9%	
53734	SAFETY CLOTHING AND EQUIPMENT	52,942	72,310	64,780	77,950	77,950	77,950	13,170	20.3%	
53740	CLOTHING - CLEANING CHARGES	168	90	2,500	1,260	1,260	1,260	(1,240)	-49.6%	
53760	LABORATORY - SUPPLIES	1,651	2,818	3,590	4,000	4,000	4,000	410	11.4%	
53767	BANKING AND INVESTMENT FEES	543	775	750	1,770	1,770	1,770	1,020	136.0%	
53799	OTHER EXPENSES	9,600	54	-	-	-	-	-	-	
53812	INTRA CITY - DIRECT CHARGE LABOR	49,473	31,110	71,630	-	-	-	(71,630)	-100.0%	
53813	INTRA CITY - BUDGETED TRANSFER	2,478,330	2,572,240	2,938,840	2,952,910	2,952,910	2,952,910	14,070	0.5%	
53830	RADIO	255,200	326,600	407,370	473,770	473,770	473,770	66,400	16.3%	
53832	MOBILE DATA COMM SYSTEM	290,460	253,300	205,220	207,940	207,940	207,940	2,720	1.3%	
53840	MOTOR POOL RENTAL	331,277	287,895	257,670	262,160	262,160	262,160	4,490	1.7%	
53841	EQUIPMENT REPLACEMENT CHG	507,606	511,362	315,280	376,000	376,000	376,000	60,720	19.3%	
53851	COPY	22,324	27,378	22,200	22,600	22,600	22,600	400	1.8%	
53854	PHOTOCOPIES	45,914	37,890	42,620	39,500	39,500	39,500	(3,120)	-7.3%	
53855	SHOPS FACILITIES MAINTENANCE	790	860	630	860	860	860	230	36.5%	
54850	OTHER SPECIAL PAYMENTS	13,117	18,287	23,380	1,500	1,500	1,500	(21,880)	-93.6%	
	Total Materials and Services	\$ 5,993,978	\$ 6,082,117	\$ 6,565,790	\$ 7,243,860	\$ 7,243,860	\$ 7,300,080	\$ 734,290	11.2%	
55130	EQUIPMENT AND MACHINERY	\$ 62,788	\$ 162,930	\$ 51,860	\$ -	\$ -	\$ 90,000	\$ 38,140	73.5%	
55150	FLEET REPLACEMENT	2,088	-	-	-	-	-	-	-	
	Total Capital Outlay	\$ 64,876	\$ 162,930	\$ 51,860	\$ -	\$ -	\$ 90,000	\$ 38,140	73.5%	
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-	
	Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-	
	Total Requirements	\$ 34,739,323	\$ 35,421,812	\$ 38,846,430	\$ 39,504,670	\$ 39,504,670	\$ 39,850,890	\$ 1,004,460	2.6%	





Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Urban Development

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Urban Development Budget by Division represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for divisions within the department.

Urban Development Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Urban Development Services	\$ 3,208,163	\$ 2,982,798	\$ 2,965,533	\$ 3,631,740	\$ 3,540,870
Parking Services	884,905	965,055	1,019,644	1,554,420	1,545,910
Total	\$ 4,093,068	\$ 3,947,853	\$ 3,985,177	\$ 5,186,160	\$ 5,086,780
% Change		-3.55%	0.95%	30.14%	-1.92%

Urban Development Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, and Transfers. The table shows the department's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for the General Fund divisions of the department for each year.

Urban Development Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Personal Services	\$ 2,971,769	\$ 2,903,305	\$ 2,915,969	\$ 3,476,700	\$ 3,401,400
Materials / Services	1,121,299	1,044,548	1,069,209	1,673,570	1,546,130
Transfers	-	-	-	35,890	139,250
Total	\$ 4,093,068	\$ 3,947,853	\$ 3,985,177	\$ 5,186,160	\$ 5,086,780
% Change		-3.55%	0.95%	30.14%	-1.92%
FTE	32.00	29.50	28.50	32.50	32.50

FY 2016-17

Highlights and Significant Changes

In addition to the ongoing responsibilities and areas of focus for the Urban Development Department described in the program descriptions, the FY 2016-17 budget supports the following highlighted activities.

Business Retention / Recruitment and Workforce Development

- Increase efforts to support business retention and expansion and grow emerging and minority owned businesses with targeted outreach efforts and align resources to meet their needs. Launch a targeted small business outreach program in **North Gateway Urban Renewal Area** (URA) and citywide, with support from local partners. Invest in matching grants or loans for new construction, building improvements, and business expansion in the West Salem URA, North Gateway URA, Riverfront Downtown URA and Fairview Industrial Park URA. Implement updates to grant and loan program guidelines to incent significant development and redevelopment in North Gateway as recommended by the **Portland Road Corridor Strategic Action Plan**.



Developable Land Supply

- Aggressively market the **Mill Creek Corporate Center** through Oregon Department of Administrative Services (DAS), SEDCOR, and commercial brokers, to site a range of traded sector businesses. Work collaboratively to identify and solicit developers to construct buildings on site on a speculative basis that can be leased / finished to suit business needs. Continue to track sale price and development fees to ensure they remain competitive with other industrial sites in the region. Prepare for the next phase of transportation, sewer, and water infrastructure improvements to increase the number of acres that are development ready.
- Revisit the overall marketing strategy for the **Salem Renewable Energy and Technology Center** to attract development on this City-owned property. Seek City Council approval of a \$2.2 million loan contract with Business Oregon to maximize flexibility and ensure remaining needed infrastructure can be constructed to meet development requirements.
- Allocate \$4.0 million in **Riverfront Downtown URA** funding to engage in targeted property acquisition or public / private partnership to support development at catalyst opportunity sites.

Downtown Revitalization

- Fund **streetscape amenities**, including support for art installations, that will serve to attract shoppers, visitors, and residents to downtown.
- Pursue recommendations identified in the **Downtown Strategic Action Plan** including implementation of short term priorities in the North Downtown Housing Investment Strategy. Identify and remove barriers to encourage redevelopment of the area; pursue acquisition of key development sites; conduct outreach to identify development partners.

Infrastructure Expansion and Public Improvements

- Construct improvements within the Riverfront Downtown URA and identified in the **Central Salem Mobility Study**, including curb extensions, a new traffic signal and median island, from the Union Street Railroad Bridge to Winter Street; pursue grant funding for additional Mobility Study improvements.
- Complete construction of the **Peter Courtney Minto Island Pedestrian Bridge** linking Riverfront Park to Minto-Brown Island Park.
- Continue implementation of **new parking meter technology** and management strategies in the Capitol Mall area.
- Begin design and implementation of short term recommendations identified in the **Portland Road Corridor Action Plan** within the North Gateway URA, including opportunities that maximize private investment, job creation, livability, and economic vitality.
- Complete additional feasibility analysis and cost estimating of transportation recommendations identified in the **West Salem Business District Action Plan**, including between Glen Creek Road and a proposed under-crossing of Wallace Road. Conduct outreach and coordination, including with an advisory committee and ODOT, to obtain feedback on findings. If feasible, pursue funding for additional design and construction.
- Continue working with the Boise site development team to address access, **Pringle Creek pedestrian connectivity**, due diligence activities, and permitting for the Boise development. Leverage other funding, including through the City's Site Reuse and Revitalization Program, to support redevelopment.
- Conduct ongoing coordination with DAS, the Northeast Community Association (NESCA), Public Works, and Community Development to ensure successful redevelopment of the **North Campus of the former Oregon State Hospital**.

Promote Environmental Best Practices

- Partner with property owners and community partners to raise awareness of the City's **Site Reuse and Revitalization Program** and available United States Environmental Protection Agency funding for assessment and reuse planning of brownfield sites citywide. Issue assessment grants and other supporting actions with input from a stakeholder advisory committee.

Affordable Housing

- Provide HOME funds for the rehabilitation of **75 multi-family senior housing units** and CDBG funds to rehabilitate **2 multi-family units**. Provide CDBG funds for the rehabilitation of **12 homeless transitional housing units**.



Urban Development

PERFORMANCE

	RESULTS		
	2013	2014	2015
<p>Measure - Acres of Shovel-Ready Industrial Land Supply</p> <p>Why It's Important - Having a supply of shovel ready land makes Salem more competitive in recruiting new business to locate, or existing businesses to expand, in Salem -- leading to job creation and additional tax revenue.</p>	166.50	176	233
	Basis for Measure - Council Goals		
<p>Measure - Total new manufacturing jobs created by companies receiving Salem Enterprise Zone incentives as reported to the Oregon Department of Revenue the year those jobs were created.</p> <p>Why It's Important - Job growth is critical to expanding, diversifying and strengthening Salem's economy.</p>	4	61	70
	Basis for Measure - Council Goals		
<p>Measure - Occupancy Rate of City-Owned Property Available for Lease</p> <p>Why It's Important - A high level of occupancy is necessary to support operation of the leased space in the Chemeketa and Liberty parkades. High occupancy contributes to a vibrant downtown, attracting new business and visitors.</p>	89%	100%	97%
	Basis for Measure - Council Goals		
<p>Measure - Downtown Core Commercial Occupancy Rate</p> <p>Why It's Important - High occupancy contributes to a vibrant downtown, attracting new business and visitors, ensuring Salem's downtown remains the region's premier shopping and entertainment destination.</p>	87%	88%	88%
	Basis for Measure - Downtown Strategic Action Plan		
<p>Measure - Rented Housing Units Within the Core Inventory Boundary</p> <p>Why It's Important - A strong residential base is a critical factor to success and helps create a safer and more active "24-hour" environment for retail, entertainment, and cultural activities. This measure represents the rental percentage for the 68 rental units within the core inventory boundary.</p>	98%	98%	98%
	Basis for Measure - Downtown Strategic Action Plan		
<p>Measure - Sold Housing Units Within the Core Inventory Boundary</p> <p>Why It's Important - A strong residential base is a critical factor to success and helps create a safer and more active "24-hour" environment for retail, entertainment, and cultural activities. This measure represents the sale percentage for the 54 housing units within the core inventory boundary.</p>	100%	100%	100%
	Basis for Measure - Strategic Action Plan		



Urban Development

PERFORMANCE

	RESULTS		
	2013	2014	2015
Measure - Downtown Parking District Utilization Why It's Important - The 85 percent rule is an industry measure of parking usage, meeting or exceeding 85 percent occupancy indicates current parking management strategies need to be reviewed and updated. Since the restrictions on time limited parking were removed in October 2013, parking utilization in the downtown core has exceeded 85 percent regularly.	85%	85%	85%
Basis for Measure - Parking Industry Best Practices / Standards			
Measure - Individuals Served by Social Service Programs Why It's Important - Measures how many low income individuals are served when the City's funds are leveraged with those of local non profit organizations.	295,966	290,432	201,950
Basis for Measure - National Objectives (HUD funded activities), SRC 3.010			

Urban Development Services

Director's Office	Staff	Cost
<p>Oversee daily operation of department, including the development, recommendation, and implementation of department goals, objectives, policies, procedures, and annual budget process as well as personnel management. Oversee the department's response to legislative issues. Coordinate the development of staff reports and act as department liaison for City Council, Urban Renewal Agency Board, and Housing Commission; provide support to various advisory boards and executive committees.</p> <p>Create information packages and marketing materials for the department, oversee website content, communicate with the media, prepare talking points and presentation materials, coordinate and produce annual department reports, direct the work of the department's marketing team.</p>	2.00	\$ 486,530

Financial Services	Staff	Cost
<p>Provide budget development, fiscal accounting, and reporting for eleven unique City and URA funds. Coordinate department's CIP data; prepare and present financial information to advisory boards, City Council, and Agency Board. Coordinate and oversee department contracting and procurement. Prepare and submit purchase requisitions and purchase orders, maintain accurate and complete payment records, coordinate submission of department time sheets and review same for accuracy; process draws from federal disbursement system; generate cost reports as requested. Track department loan and grant balances, prepare and submit status reports and seek reimbursement as required.</p> <p>Provide technical support for software systems supporting parking citations, liaison with Municipal Court and Finance on adjudication and payment of parking citations.</p>	3.00	\$ 334,800

Administrative Services	Staff	Cost
<p>Coordinate submission of department staff reports. Record meeting minutes and provide support to six advisory boards and various executive committees. Provide primary administrative support to director and assistant director. Review advisory board minutes to track action items requiring staff attention, maintain central filing system, provide software support to department, provide reception services for department (multiple locations), direct incoming customer calls, assist department staff with a variety of clerical needs.</p>	3.00	\$ 237,320

Economic Development

Increase Developable Land Supply	Staff	Cost
Identify and remove barriers which limit development and redevelopment opportunities. Utilize tax increment funds for infrastructure improvements, key property acquisition, and financial incentives to support redevelopment within urban renewal areas, Coordinate with Planning Division to identify sites, appropriate land use, and zoning for land development including participation in the Salem Economic Opportunity Analysis. Work with Public Works on required infrastructure projects.	0.60	\$ 78,780

Promote and Implement Environmental Best Practices	Staff	Cost
Ensure projects are designed to comply with LEED certification if required, ensure codes and regulations support sustainable development, pursuing funding to assess and clean-up of Brownfield sites. Track national trends, participate in the Salem Sustainability Network and the State's National Brownfield Chapter and annual conference, and seek funding for sustainable projects. Includes grant funding from the Environmental Protection Agency to assess and clean up brownfields sites Citywide.	0.05	\$ 275,140

Business Retention / Recruitment and Workforce Development	Staff	Cost
Provide funding for SEDCOR's traded sector recruitment and retention efforts and day-to-day management of the Salem Enterprise Zone program, develop and maintain the City's business page, market City and Agency owned properties for private development, and provide loan and grant funds to rehabilitate commercial and industrial buildings (non-historic). Promote the retention and expansion of existing businesses. Promote local and regional awareness of economic and community development programs, services and economic incentives to private and public organizations within the City of Salem; develop and maintain relationships with departments, state, federal, local, and private sector organizations to coordinate resources for economic development opportunities. Coordinate City responses to end user requests for proposals (RFP) with internal and external partners.	1.70	\$ 509,690

Infrastructure Expansion and Public Improvements	Staff	Cost
Fund and implement infrastructure improvements within urban renewal areas, work with our community and regional partners to define priorities, renovate existing City assets.	1.40	\$ 181,700

Revitalize Downtown and Preserve Historic Assets	Staff	Cost
Administer all Riverfront Downtown URA programs and projects, including priorities identified in the Downtown Strategic Action Plan; work with our community partners to define priorities; administer the Agency's contracts for management, operation and marketing of the Salem Convention Center; create and maintain a comprehensive core inventory; and improve vehicle, bicycle, and pedestrian circulation and access, including trail and park connections. Fund building improvements through administration of the toolbox loan and grant programs, provide tax increment funding to rehabilitate Salem's historic assets. Support opportunities for more housing downtown.	1.80	\$ 263,670





Urban Development Services

What We Do

PROGRAMS

Parking Management and Policy Administration	Staff	Cost
Management and administration of parking supply and parking policies. Conduct annual evaluation of parking utilization to effectively manage parking resources. Balance customer and business demand for parking. Analyze, recommend and implement parking management strategies.	0.95	\$ 129,280

Real Property Services

Increase Developable Land Supply	Staff	Cost
Dispose of surplus City and Agency owned properties for development and redevelopment.	0.15	\$ 31,720

Infrastructure Expansion and Public Improvements	Staff	Cost
Acquire and dispose of real property to facilitate infrastructure projects for both the City and Agency.	2.35	\$ 268,130

Strategically Manage City and Agency Owned Assets	Staff	Cost
Manage leasehold properties owned by the City, including lease preparation and review, tenant relations, maintenance coordination, and tenant billings. Maintain and surplus City and Agency owned properties.	0.50	\$ 80,190

Housing and Social Services

Preserve and Create Affordable Housing	Staff	Cost
Provide funds and project management for a variety of single and multi family rehabilitation and acquisition programs to create new - and enhance existing - housing options for low to moderate income individuals and families. Provide support to the City's Housing and Community Development Advisory Board.	0.75	\$ 105,860

Community and Neighborhood Revitalization	Staff	Cost
Provide funding to assist with the creation of wealth for low to moderate income individuals and families through microenterprise development, job creation, and public facility improvements.	0.90	\$ 115,090

Support Social Services	Staff	Cost
Provide funding for, and oversight of, social service programs serving low income individuals, including rental assistance, transitional housing, domestic abuse prevention, emergency shelter, and homeless education projects. Provide support to the City's Social Service Advisory Board. <i>Provides \$400,000 of funds directly to social service agencies.</i>	0.35	\$ 442,970

Total Urban Development Services Divisions	19.50	3,540,870
	Staff	Cost

**URBAN DEVELOPMENT
URBAN DEVELOPMENT SERVICES
(101-64-10-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Council of Development Finance Agencies Oregon Financing (1)	\$ 130
	Chemeketa Community College - leadership (1)	100
	Chemeketa Community College - MS Suite (6)	600
	Chemeketa Community College - professional development (4)	400
	Greater Portland, Inc. - economic summit (2)	300
	International Council of Shopping Centers Oregon Alliance (2)	200
	International Right of Way (6)	3,150
	Latino Business Alliance-Expo Negocia (1)	100
	League of Oregon Cities leadership series (3)	800
	Northwest Environmental conference (1)	410
	Oregon Business Plan leadership summit (1)	250
	Oregon Economic Development Association - semi annual (6)	1,500
	Oregon Main Street (1)	140
	Oregon Planning Association - annual conference (1)	250
	Public Relations Society of America (1)	300
	Strategic Economic Development Corporation - monthly economic development forum (12)	410
	University of Oregon - Oregon Economic Forum (1)	700
	Urban Land Institute - Emerging Trends (1)	350
	United States Environmental Protection Agency Brownfields conference (1)	1,550
		<u>\$ 11,640</u>
52670	OTHER PROFESSIONAL SERVICES	
	Economic development activities and services	\$ 75,000
	Environmental Protection Agency brownfield grant (reappropriation)	266,120
	Professional photography (images for web site and publications)	2,500
	Social services contracts	400,000
	Strategic Economic Development Corp (SEDCOR)	200,000
		<u>\$ 943,620</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computers (replacement, 7)	\$ 5,600
	Laptop computer (replacement, 1)	960
		<u>\$ 6,560</u>
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 3,540,870

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Urban Development
Cost Center: Urban Development Services
Cost Center No.: 64-10-00-00

Acct Code	Account Name	Expenditures Budget							% Chg
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
51010	SALARIES AND WAGES	\$ 1,443,985	\$ 1,376,805	\$ 1,508,540	\$ 1,526,580	\$ 1,526,580	\$ 1,526,580	\$ 18,040	1.2%
51020	SEASONAL AND RELIEF	-	34,501	-	10,040	10,040	10,040	10,040	-
51030	OVERTIME	672	754	1,000	1,000	1,000	1,000	-	-
51120	LEAVE PAYOFF	6,635	37,033	25,000	25,000	25,000	25,000	-	-
51130	CAR ALLOWANCE	2,229	2,026	2,220	2,280	2,280	2,280	60	2.7%
51150	DEPT HEAD ANNUITY	5,960	3,279	6,420	5,810	5,810	5,810	(610)	-9.5%
51195	OTHER PAY/BENEFITS	-	-	3,840	490	490	490	(3,350)	-87.2%
51210	FICA & MEDICARE	108,501	107,834	115,400	119,880	119,880	119,880	4,480	3.9%
51221	WORKERS' COMP PREMIUM	18,060	22,740	14,930	15,210	15,210	15,210	280	1.9%
51222	WORKERS' COMP STATE ASSMT	565	528	600	580	580	580	(20)	-3.3%
51240	EMPLR - RETIREMENT PERS	189,596	181,625	267,630	192,960	192,960	192,960	(74,670)	-27.9%
51243	PERS UNFUNDED LIABILITY	79,590	86,640	85,590	89,280	89,280	89,280	3,690	4.3%
51245	EMPLR - PERS PICKUP	90,220	85,169	90,520	93,640	93,640	93,640	3,120	3.4%
51250	INSURANCE - MEDICAL	249,626	247,618	288,720	299,740	299,740	299,740	11,020	3.8%
51255	INSURANCE - VISION	5,570	6,134	7,560	7,870	7,870	7,870	310	4.1%
51260	INSURANCE - DENTAL	25,637	24,175	26,730	28,770	28,770	28,770	2,040	7.6%
51265	INSURANCE - LIFE	2,330	2,409	2,780	1,990	1,990	1,990	(790)	-28.4%
51270	INSURANCE - DISABILITY	2,999	3,110	3,560	3,550	3,550	3,550	(10)	-0.3%
	Total Personal Services	\$ 2,232,175	\$ 2,222,378	\$ 2,451,040	\$ 2,424,670	\$ 2,424,670	\$ 2,424,670	\$ (26,370)	-1.1%
	NUMBER OF POSITIONS	20.50	19.50	19.50	19.50	19.50	19.50	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 666	\$ 537	\$ 1,580	\$ 4,480	\$ 4,480	\$ 4,480	\$ 2,900	183.5%
52120	MAIL	1,051	2,701	1,500	2,000	2,000	2,000	500	33.3%
52130	SUPPLIES	6,480	8,058	8,000	10,000	10,000	10,000	2,000	25.0%
52140	PRINTING AND DUPLICATION	-	-	-	1,300	1,300	1,300	1,300	-
52320	ADVERTISING	1,749	2,123	1,200	750	750	750	(450)	-37.5%
52360	RECRUITMENT FEES	-	-	500	500	500	500	-	-
52405	TELEPHONE - OFFICE	7,767	7,896	7,640	7,390	7,390	7,390	(250)	-3.3%
52460	COMMUNICATION - OTHER	2,370	2,370	4,770	4,770	4,770	4,770	-	-
52510	TRAINING	6,996	4,765	16,290	11,640	11,640	11,640	(4,650)	-28.5%
52540	MEALS	598	1,023	-	-	-	-	-	-
52550	MILEAGE	223	114	450	450	450	450	-	-
52560	REGISTRATION	2,560	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	602,764	610,856	1,028,450	677,500	677,500	943,620	(84,830)	-8.2%
52710	MEMBERSHIP DUES	3,205	2,815	8,290	3,320	3,320	3,320	(4,970)	-60.0%
52815	CONTROLLED EQUIPMENT	3,674	-	4,130	6,560	6,560	6,560	2,430	58.8%
52830	COMPUTER SOFTWARE, LICENSES	3,354	2,355	-	-	-	-	-	-
53210	INSURANCE	-	-	-	22,180	22,180	22,180	22,180	-
53320	EQUIPMENT MAINTENANCE	1,363	1,171	1,160	1,250	1,250	1,250	90	7.8%
53380	OTHER MAINTENANCE AND REPAIRS	463	-	-	-	-	-	-	-
53510	BUILDING RENTAL	78,969	82,600	82,490	82,490	82,490	82,490	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	4,047	769	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	2,236	-	-	-	-	-	-	-
53851	COPY	5,786	2,621	5,750	5,000	5,000	5,000	(750)	-13.0%
53854	PHOTOCOPIES	8,687	8,446	8,500	8,500	8,500	8,500	-	-
54850	OTHER SPECIAL PAYMENTS	5,616	1,936	-	-	-	-	-	-
	Total Materials and Services	\$ 750,623	\$ 743,155	\$ 1,180,700	\$ 850,080	\$ 850,080	\$ 1,116,200	\$ (70,750)	-5.5%
	Total Requirements	\$ 2,982,798	\$ 2,965,533	\$ 3,631,740	\$ 3,274,750	\$ 3,274,750	\$ 3,540,870	\$ (97,120)	-2.5%



Parking Services

What We Do

PROGRAMS

Parking Enforcement	Staff	Cost
Parking enforcement of the City's 1,400-plus metered parking stalls, time limited zones, and prohibited parking zones. Patrol residential permit parking areas, a dozen carpool areas, and Citywide parking enforcement. Patrol over 3,000 parking spaces, monitor 30-minute spaces and loading zones. Provide street level crime prevention as required and maintain a partnership with Salem Police Department. Work with other city, state, and county departments.	10.50	\$ 1,093,620

Parking Meter and Collections	Staff	Cost
Maintain, repair, and replace (as necessary) more than 700 parking meters. Collect, audit, and deposit revenues as required.	1.50	\$ 261,630

Management and Administration	Staff	Cost
Manage, supervise, and administer parking enforcement; perform routine parking utilization surveys outside the Downtown Parking District to inform parking management strategies. <i>Administer monthly employee parking permits in structures and lots plus residential parking permits, construction maintenance permits, and daily permits for use of parking spaces downtown and in surrounding areas (services provided by the Community Development Department's Permit Application Center, costs reflected here).</i> ¹	1.00	\$ 190,660

Total Parking Services Division	13.00	\$ 1,545,910
	Staff	Cost

¹ Services in italics are provided by the Community Development Department's Permit Application Center. The cost of the service is reflected here.

**URBAN DEVELOPMENT
PARKING SERVICES
(101-64-14-15)
FY 2016-17**

Acct Acct No.	Description	Adopted
52510	TRAINING	
	Chemeketa Community College - professional development (1)	\$ 100
	International Parking Institute - conflict resolution (12)	600
	International Parking Institute - customer service (12)	600
	Oregon Main Street conference (1)	140
		<u>\$ 1,440</u>
52670	OTHER PROFESSIONAL SERVICES	
	Armored truck transport	\$ 1,800
	Parking utilization survey, Capitol Mall	29,250
	Towel cleaning service	180
		<u>\$ 31,230</u>
52815	CONTROLLED EQUIPMENT	
	Color printer (new, 1)	\$ 2,580
	Desktop computers (replacement, 7)	5,570
		<u>\$ 8,150</u>
53813	INTRA CITY - BUDGETED TRANSFERS	
	Parking permit administration (185-25500000)	\$ 60,780
53815	INTRA CITY - INTERDEPARTMENTAL REIMBURSEMENTS	
	Striping parking meter stalls / setting meter posts (155-58304515)	\$ 26,790
54850	OTHER SPECIAL PAYMENTS	
	Cash key refunds	\$ 500
62110	INTERFUND TRANSFERS	
	Reserve for parking equipment replacement (388-88641400)	\$ 139,250

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,545,910

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 101
GENERAL**

Department: Urban Development
Cost Center: Parking Services
Cost Center No: 64-14-15-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 362,766	\$ 349,016	\$ 492,500	\$ 525,860	\$ 525,860	\$ 525,860	\$ 33,360	6.8%
51020	SEASONAL AND RELIEF	34,807	49,155	43,250	42,750	42,750	42,750	(500)	-1.2%
51025	HOLIDAY - REGULAR	1,709	1,299	-	-	-	-	-	-
51030	OVERTIME	1,269	1,970	7,500	7,500	7,500	7,500	-	-
51090	DIFFERENTIAL	48	1,207	-	-	-	-	-	-
51120	LEAVE PAYOFF	2,258	19,619	12,500	7,500	7,500	7,500	(5,000)	-40.0%
51210	FICA & MEDICARE	30,600	32,082	37,680	44,650	44,650	44,650	6,970	18.5%
51221	WORKERS' COMP PREMIUM	7,390	9,980	65,640	36,980	36,980	36,980	(28,660)	-43.7%
51222	WORKERS' COMP STATE ASSMT	292	296	390	390	390	390	-	-
51240	EMPLR - RETIREMENT PERS	48,372	47,098	84,130	60,080	60,080	60,080	(24,050)	-28.6%
51243	PERS UNFUNDED LIABILITY	16,010	21,730	22,980	29,570	29,570	29,570	6,590	28.7%
51245	EMPLR - PERS PICKUP	22,358	21,314	29,540	35,010	35,010	35,010	5,470	18.5%
51250	INSURANCE - MEDICAL	126,235	122,406	203,450	164,580	164,580	164,580	(38,870)	-19.1%
51255	INSURANCE - VISION	3,117	3,374	5,920	5,310	5,310	5,310	(610)	-10.3%
51260	INSURANCE - DENTAL	13,367	12,097	18,500	15,260	15,260	15,260	(3,240)	-17.5%
51265	INSURANCE - LIFE	363	750	1,470	1,120	1,120	1,120	(350)	-23.8%
51270	INSURANCE - DISABILITY	169	199	210	170	170	170	(40)	-19.0%
	Total Personal Services	\$ 671,130	\$ 693,590	\$ 1,025,660	\$ 976,730	\$ 976,730	\$ 976,730	\$ (48,930)	-4.8%
	NUMBER OF POSITIONS	9.00	9.00	13.00	13.00	13.00	13.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 376	\$ 77	\$ 750	\$ 620	\$ 620	\$ 620	\$ (130)	-17.3%
52120	MAIL	812	243	840	900	900	900	60	7.1%
52130	SUPPLIES	3,527	5,375	7,180	6,000	6,000	6,000	(1,180)	-16.4%
52360	RECRUITMENT FEES	-	120	250	250	250	250	-	-
52405	TELEPHONE - OFFICE	3,990	3,572	3,580	1,700	1,700	1,700	(1,880)	-52.5%
52410	TELEPHONE - CELLULAR	5,187	5,276	6,000	6,000	6,000	6,000	-	-
52460	COMMUNICATION - OTHER	2,370	2,370	4,770	4,770	4,770	4,770	-	-
52510	TRAINING	258	1,624	4,500	1,440	1,440	1,440	(3,060)	-68.0%
52550	MILEAGE	-	-	100	100	100	100	-	-
52660	TEMP EMPLOYMENT SERVICES	24,203	29,427	33,820	-	-	-	(33,820)	-100.0%
52670	OTHER PROF. SERVICES	23,156	27,050	59,000	31,230	31,230	31,230	(27,770)	-47.1%
52815	CONTROLLED EQUIPMENT	21,201	12,227	12,830	8,150	8,150	8,150	(4,680)	-36.5%
52820	SMALL EQUIPMENT AND SUPPLIES	363	2,282	6,700	2,250	2,250	2,250	(4,450)	-66.4%
52830	COMPUTER SOFTWARE, LICENSES	6,169	19,270	17,380	4,780	4,780	4,780	(12,600)	-72.5%
52930	GASOLINE	4,270	4,721	3,480	4,500	4,500	4,500	1,020	29.3%
53210	INSURANCE	-	-	-	51,760	51,760	51,760	51,760	-
53310	VEHICLE MAINTENANCE	1,986	2,439	3,700	3,950	3,950	3,950	250	6.8%
53320	EQUIPMENT MAINTENANCE	1,245	-	125,000	105,000	105,000	105,000	(20,000)	-16.0%
53380	OTHER MAINTENANCE & REPAIRS	1,434	3,550	5,780	5,930	5,930	5,930	150	2.6%
53510	BUILDING RENTAL	38,621	30,776	31,030	31,020	31,020	31,020	(10)	0.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	393	150	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	5,593	8,979	13,230	17,000	17,000	24,500	11,270	85.2%
53734	SAFETY CLOTHING AND EQUIPMENT	45	106	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	5,678	6,840	6,370	7,680	7,680	7,680	1,310	20.6%
53770	BAD DEBT - WRITE OFF	299	2,603	-	1,000	1,000	1,000	1,000	-
53812	INTRA CITY - DIRECT CHARGE LABOR	-	19,873	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	68,660	60,780	-	60,780	60,780	60,780	60,780	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	20,722	28,834	104,620	26,790	26,790	26,790	(77,830)	-74.4%
53830	RADIO	29,310	25,070	25,690	25,910	25,910	25,910	220	0.9%
53840	MOTOR POOL RENTAL	9,717	10,398	8,770	7,820	7,820	7,820	(950)	-10.8%
53841	EQUIPMENT REPLACEMENT CHG	9,460	9,107	-	-	-	-	-	-
53851	COPY	2,788	1,635	6,500	3,200	3,200	3,200	(3,300)	-50.8%
53854	PHOTOCOPIES	1,580	1,050	500	1,400	1,400	1,400	900	180.0%
54850	OTHER SPECIAL PAYMENTS	513	228	500	500	500	500	-	-
	Total Materials and Services	\$ 293,925	\$ 326,054	\$ 492,870	\$ 422,430	\$ 422,430	\$ 429,930	\$ (62,940)	-12.8%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 35,890	\$ 139,250	139,250	139,250	\$ 103,360	288.0%
	Total Transfers	\$ -	\$ -	\$ 35,890	\$ 139,250	\$ 139,250	\$ 139,250	\$ 103,360	288.0%
	Total Requirements	\$ 965,055	\$ 1,019,644	\$ 1,554,420	\$ 1,538,410	\$ 1,538,410	\$ 1,545,910	\$ (8,510)	-0.5%



Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Airport Operations

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Airport Operations Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category, which include Personal Services, Materials / Services, Contingencies, Transfers, and Debt Service. The table shows the total fund revenue and expenditure budget, the percent change in budget, and the full-time equivalent (FTE) position count for each year. The FY 2016-17 budget maintains current staff levels and operations.

Airport Operations Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 533,673	\$ 565,150	\$ 633,584	\$ 502,830	\$ 889,800
Rent	932,885	1,095,981	1,053,414	1,014,850	1,016,370
Fees	42,493	45,256	35,351	40,000	38,000
Grants	363	-	-	-	-
Other Revenue	20,191	207,669	6,711	98,500	3,800
Total Resources	\$ 1,529,606	\$ 1,914,056	\$ 1,729,059	\$ 1,656,180	\$ 1,947,970
Personal Services	\$ 435,140	\$ 483,220	\$ 486,887	\$ 430,550	\$ 448,200
Materials / Services	529,316	510,853	514,019	684,570	700,730
Contingencies	-	-	-	498,230	756,210
Transfers	-	53,700	-	-	-
Debt Service	-	232,699	42,819	42,830	42,830
Total Expenditures	\$ 964,456	\$ 1,280,472	\$ 1,043,724	\$ 1,656,180	\$ 1,947,970
% Change		32.77%	-18.49%	58.68%	17.62%
FTE	5.00	5.00	5.00	4.00	4.00

FY 2016-17 Highlights and Significant Changes

Airport Administration and Operations

Upgrade existing infrastructure and prepare and market vacant property for economic development expansion.

Promote services offered by local fixed based operators and make the airfield available as an alternative to surrounding airports.

Complete rehabilitation of Taxiway "C" and south aircraft parking apron, which includes asphalt removal and replacement, repair and strengthening and concrete joint and crack repair.

Support electronic communications for airport users, neighborhood associations, and citizens regarding construction projects, aviation activities, noise issues, and operational data.

Maintain positive safety record by mitigating wildlife hazards, conducting required daily inspections, and implementing Federal Aviation Administration (FAA) recommendations.

Develop an updated business plan for the airport to maximize revenue opportunities.





Airport Operations

What We Do

PROGRAMS

Salem Airport

Airport Maintenance and General Management	Staff	Cost
Provide facilities and services for general, commercial, and military aviation, and develop airport property to support aviation services. Specific activities include airport site development, lease / contract negotiation and administration, airport master planning, public relations and community aviation awareness, coordination of airport marketing, project management and coordination of infrastructure projects, air service development, oversight and compliance with airport regulations and grant coordination. Provide FAA required maintenance for runways, taxiways, lighting systems, airport owned buildings, and airport grounds. Perform daily inspections for safety and monitor airport security conditions.	4.00	\$ 1,947,970
Total Airport Division	4.00 Staff	\$ 1,947,970 Cost

AIRPORT FUND RESOURCES
(160-64-13-15)
FY 2016-17

Acct. No.	Description	Adopted
32646	FUEL FEES Proceeds from share of fuel sold at airport	\$ 30,000
32648	TIE DOWN FEES Short term storage for transient aircraft	\$ 1,500
32650	LANDING FEES Landing fees received from private and commercial aircraft	\$ 3,500
34110	LAND / BUILDING RENT Rents received from commercial leases at the airport	\$ 1,001,870
34295	PARKING RENT Vehicle per day rate of \$3.00	\$ 14,500
<hr/> TOTAL FY 2016-17 REVENUES BUDGET		\$ 1,947,970

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 160
AIRPORT**

Department: Urban Development Department
Cost Center: Airport
Cost Center No: 64-13-15-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32495	OTHER CHARGE FOR SERVICE	\$ 240	\$ 240	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ (2,000)	-40.0%
	Total Fees for Services	\$ 240	\$ 240	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ (2,000)	-40.0%
32646	FUEL FEES	\$ 38,374	\$ 29,581	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
32648	TIE DOWN FEES	2,924	1,950	1,500	1,500	1,500	1,500	-	-
32650	LANDING FEES	3,718	3,579	3,500	3,500	3,500	3,500	-	-
	Total Other Fees	\$ 45,016	\$ 35,111	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	-
34110	LAND/BLDG RENT	\$ 1,082,735	\$ 1,034,742	\$ 1,000,850	\$ 1,001,870	\$ 1,001,870	\$ 1,001,870	\$ 1,020	0.1%
34295	PARKING RENT-OTHER	13,246	18,673	14,000	14,500	14,500	14,500	500	3.6%
	Total Rents	\$ 1,095,981	\$ 1,053,414	\$ 1,014,850	\$ 1,016,370	\$ 1,016,370	\$ 1,016,370	\$ 1,520	0.1%
36210	INTEREST	\$ 4,559	\$ 4,769	\$ 3,500	\$ 3,800	\$ 3,800	\$ 3,800	\$ 300	8.6%
	Total Interest on Investments	\$ 4,559	\$ 4,769	\$ 3,500	\$ 3,800	\$ 3,800	\$ 3,800	\$ 300	8.6%
36815	WAGE RECOVERY								
36895	OTHER REVENUE	\$ 130	\$ 1,942	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other	\$ 130	\$ 1,942	\$ -	\$ -	\$ -	\$ -	\$ -	-
39110	INTERFUND TRANSFERS	\$ 202,980	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ (95,000)	-100.0%
	Total Operating Transfers	\$ 202,980	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ (95,000)	-100.0%
39910	BEGINNING WORKING CAPITAL	\$ 565,150	\$ 633,584	\$ 502,830	\$ 889,800	\$ 889,800	\$ 889,800	\$ 386,970	77.0%
	Total Beginning Balances	\$ 565,150	\$ 633,584	\$ 502,830	\$ 889,800	\$ 889,800	\$ 889,800	\$ 386,970	77.0%
	Total Resources	\$ 1,914,056	\$ 1,729,059	\$ 1,656,180	\$ 1,947,970	\$ 1,947,970	\$ 1,947,970	\$ 291,790	17.6%

**URBAN DEVELOPMENT
AIRPORT
(160-64-13-15)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	American Association of Airport Executives certified member program (1)	\$ 3,100
	Federal Aviation Administration annual conference (1)	1,690
	Oregon Airport Manager's Association annual conference (2)	1,000
	Oregon Airport Manager's Association spring conference (2)	400
	Oregon State University chemical handling (3)	1,000
		<u>\$ 7,190</u>
52640	ENGINEERING / ARCHITECT SERVICES	\$ 10,000
52670	OTHER PROFESSIONAL SERVICES	
	Air service consultant	\$ 5,000
	Airfield lights, signs, and ramp lighting	5,000
	Appraisal services	3,000
	Carpet cleaning	1,500
	Electrical contractor	13,000
	Environmental study	15,000
	Equipment rental	2,000
	Janitorial services	7,500
	Landscape services	3,000
	Radio equipment maintenance	1,500
	Stormwater sampling	10,000
	Taxiway striping	20,000
	Wildlife control	40,000
		<u>\$ 126,500</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computer (replacement, 1)	\$ 800
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Clerical support to Airport (101-64100000)	\$ 36,180
	Facilities Services heating, ventilation, air conditioning support (101-22510000)	7,800
	Urban Development lease administration / tenant relations (101-64100000)	33,270
		<u>\$ 77,250</u>
53813	INTRA CITY - BUDGETED TRANSFER	
	Urban Development director and financial and administrative services (101-64110000)	\$ 97,750
53815	INTRA CITY - INTERDEPARTMENTAL REIMBURSEMENTS	
	Striping and signage services - Public Works	\$ 1,000
54850	OTHER SPECIAL PAYMENTS	
	Grant match for Oregon Department of Aviation pavement maintenance program	\$ 100,000

**URBAN DEVELOPMENT
AIRPORT
(160-64-13-15)
FY 2016-17**

Acct No.	Description	Adopted
60120	PRINCIPAL Repayment of an interfund loan used for the airfield electrical improvements and the environmental assessment	\$ 39,290
60130	INTEREST Interest on an interfund loan used for the airfield electrical improvement and the environmental assessment	\$ 3,540

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,947,970

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 160
AIRPORT**

**Department: Urban Development Department
Cost Center: Airport
Cost Center No: 64-13-15-00**

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 303,809	\$ 296,044	\$ 249,640	\$ 258,270	\$ 258,270	\$ 258,270	\$ 8,630	3.5%
51025	HOLIDAY - REGULAR	271	243	-	-	-	-	-	-
51030	OVERTIME	1,016	2,232	2,500	2,500	2,500	2,500	-	-
51080	STANDBY	15,809	12,528	16,000	16,000	16,000	16,000	-	-
51120	LEAVE PAYOFF	-	323	5,000	5,000	5,000	5,000	-	-
51130	CAR ALLOWANCE	2,168	1,919	2,160	1,080	1,080	1,080	(1,080)	-50.0%
51210	FICA AND MEDICARE	24,392	23,671	19,110	21,640	21,640	21,640	2,530	13.2%
51221	WORKERS' COMP PREMIUM	6,590	7,090	3,950	22,970	22,970	22,970	19,020	481.5%
51222	WORKERS' COMP STATE ASSMT	144	137	150	120	120	120	(30)	-20.0%
51240	EMPLR - RETIREMENT PERS	36,322	34,494	34,000	24,380	24,380	24,380	(9,620)	-28.3%
51243	PERS UNFUNDED LIABILITY	14,320	17,700	18,490	14,910	14,910	14,910	(3,580)	-19.4%
51245	EMPLR - PERS PICKUP	19,384	18,865	14,970	16,970	16,970	16,970	2,000	13.4%
51250	INSURANCE - MEDICAL	51,372	62,696	56,920	56,710	56,710	56,710	(210)	-0.4%
51255	INSURANCE - VISION	1,495	1,886	1,660	1,660	1,660	1,660	-	-
51260	INSURANCE - DENTAL	5,338	6,107	5,210	5,350	5,350	5,350	140	2.7%
51265	INSURANCE - LIFE	377	523	510	360	360	360	(150)	-29.4%
51270	INSURANCE - DISABILITY	414	430	280	280	280	280	-	-
	Total Personal Services	\$ 483,220	\$ 486,887	\$ 430,550	\$ 448,200	\$ 448,200	\$ 448,200	\$ 17,650	4.1%
	NUMBER OF POSITIONS	5.00	5.00	4.00	4.00	4.00	4.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ 450	\$ 450	\$ 450	\$ 450	\$ -	-
52120	MAIL	2,149	368	750	750	750	750	-	-
52130	SUPPLIES	4,026	8,658	5,000	6,000	6,000	6,000	1,000	20.0%
52320	ADVERTISING	-	2,343	2,500	2,500	2,500	2,500	-	-
52360	RECRUITMENT FEES	-	-	250	250	250	250	-	-
52405	TELEPHONE - OFFICE	1,689	1,696	1,700	1,170	1,170	1,170	(530)	-31.2%
52410	TELEPHONE - CELLULAR	1,588	1,271	1,500	1,500	1,500	1,500	-	-
52430	PAGERS	181	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	591	800	500	500	500	500	-	-
52510	TRAINING	2,113	3,076	7,680	7,190	7,190	7,190	(490)	-6.4%
52520	TRAVEL	-	212	-	-	-	-	-	-
52540	MEALS	1,306	-	-	-	-	-	-	-
52550	MILEAGE	1	-	1,500	1,500	1,500	1,500	-	-
52620	CONSTRUCTION CONTRACTS	-	-	10,000	25,000	25,000	25,000	15,000	150.0%
52640	ENGINEERING/ARCHITECT SERVICES	4,911	-	10,000	10,000	10,000	10,000	-	-
52670	OTHER PROFESSIONAL SERVICES	75,476	97,664	193,500	126,500	126,500	126,500	(67,000)	-34.6%
52710	MEMBERSHIP DUES	2,760	3,350	900	3,500	3,500	3,500	2,600	288.9%
52720	LICENSES/CERTIFICATIONS	900	925	1,000	1,000	1,000	1,000	-	-
52810	SMALL TOOLS	48	1,822	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	3,803	-	5,220	800	800	800	(4,420)	-84.7%
52820	SMALL EQUIPMENT AND SUPPLIES	5,200	350	5,000	5,000	5,000	5,000	-	-
52830	COMPUTER SOFTWARE, LICENSES	880	1,190	-	680	680	680	680	-
52910	DIESEL FUEL	6,132	3,137	3,710	3,910	3,910	3,910	200	5.4%
52930	GASOLINE	3,709	5,441	5,090	5,000	5,000	5,000	(90)	-1.8%
53210	INSURANCE	7,500	7,500	4,120	5,220	5,220	5,220	1,100	26.7%
53310	VEHICLE MAINTENANCE	4,226	18,751	8,730	14,680	14,680	14,680	5,950	68.2%
53320	EQUIPMENT MAINTENANCE	3,680	424	7,500	5,000	5,000	5,000	(2,500)	-33.3%
53380	OTHER MAINTENANCE AND REPAIRS	9,268	8,847	20,000	20,000	20,000	20,000	-	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 160
AIRPORT**

**Department: Urban Development Department
Cost Center: Airport
Cost Center No: 64-13-15-00**

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
53610	GAS	5,493	3,909	6,000	4,500	4,500	4,500	(1,500)	-25.0%
53620	ELECTRIC	27,753	24,452	30,600	25,430	25,430	25,430	(5,170)	-16.9%
53650	REFUSE DISPOSAL	1,955	1,608	1,500	1,650	1,650	1,650	150	10.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	380	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	500	500	500	500	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	460	488	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	-	-	710	710	710	710	-
53770	BAD DEBT - WRITE OFF	65	-	5,000	5,000	5,000	5,000	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	32,999	29,423	83,700	77,250	77,250	77,250	(6,450)	-7.7%
53813	INTRA CITY - BUDGETED TRANSFER	102,132	103,690	110,920	97,750	97,750	97,750	(13,170)	-11.9%
53815	INTRA CITY - INTERDEPART. BILLINGS	43,308	44,602	1,000	1,000	1,000	1,000	-	-
53840	MOTOR POOL RENTAL	29,839	27,123	28,050	43,540	43,540	43,540	15,490	55.2%
53841	EQUIPMENT REPLACEMENT CHG	16,141	15,622	16,000	-	-	-	(16,000)	-100.0%
53851	COPY	1,253	722	1,500	1,500	1,500	1,500	-	-
53854	PHOTOCOPIES	1,352	1,064	1,500	1,500	1,500	1,500	-	-
53860	BUILDING SERVICES	3,013	330	2,160	1,130	1,130	1,130	(1,030)	-47.7%
53900	COST ALLOCATION PLAN	99,830	92,780	99,540	91,170	91,170	91,170	(8,370)	-8.4%
54850	OTHER SPECIAL PAYMENTS	3,122	-	-	100,000	100,000	100,000	100,000	-
	Total Materials and Services	\$ 510,853	\$ 514,019	\$ 684,570	\$ 700,730	\$ 700,730	\$ 700,730	\$ 16,160	2.4%
60120	PRINCIPAL	\$ 228,726	\$ 37,915	\$ 39,530	\$ 39,290	\$ 39,290	\$ 39,290	\$ (240)	-0.6%
60130	INTEREST	3,973	4,904	3,300	3,540	3,540	3,540	240	7.3%
	Total Debt Service	\$ 232,699	\$ 42,819	\$ 42,830	\$ 42,830	\$ 42,830	\$ 42,830	\$ -	-
61110	CONTINGENCIES	\$ -	\$ -	\$ 498,230	\$ 756,210	\$ 756,210	\$ 756,210	\$ 257,980	51.8%
	Total Contingencies	\$ -	\$ -	\$ 498,230	\$ 756,210	\$ 756,210	\$ 756,210	\$ 257,980	51.8%
62110	TRANSFERS TO OTHER FUNDS	\$ 53,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 53,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Requirements	\$ 1,280,472	\$ 1,043,724	\$ 1,656,180	\$ 1,947,970	\$ 1,947,970	\$ 1,947,970	\$ 291,790	17.6%





Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Community Renewal

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

The table below, **Community Renewal Fund Budget by Division**, represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the fund including the percent change in budget for each year.

Community Renewal Fund Budget by Division					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Beginning Working Capital	\$ -	\$ 35,396	\$ 25,321	\$ -	\$ -
Federal Grants	1,347,033	2,187,665	2,919,669	2,543,740	3,583,470
Loan Principal and Interest	557,080	469,634	690,926	420,000	385,000
Fees	3,750	1,500	1,000	-	-
Internal	320,683	1,010,423	834,567	2,816,000	217,920
Total Resources	\$ 2,228,545	\$ 3,704,618	\$ 4,471,483	\$ 5,779,740	\$ 4,186,390
Community Development Block Grant	\$ 1,725,396	\$ 2,862,940	\$ 2,456,712	\$ 4,399,580	\$ 2,105,900
HOME Investment Partnership	467,753	816,357	1,967,556	1,380,160	2,080,490
Total Expenditures	\$ 2,193,150	\$ 3,679,297	\$ 4,424,267	\$ 5,779,740	\$ 4,186,390
% Change		67.76%	20.25%	30.64%	-27.57%

Community Renewal Fund Budget by Category demonstrates three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the fund. Expense categories include Materials / Services and Debt Services. The table shows the total fund budget and the percent change in total budget for each year.

Community Renewal Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Materials / Services	\$ 1,633,570	\$ 2,461,485	\$ 3,374,267	\$ 2,748,740	\$ 3,793,470
Debt Services	559,579	1,217,813	1,050,000	3,031,000	392,920
Total	\$ 2,193,150	\$ 3,679,297	\$ 4,424,267	\$ 5,779,740	\$ 4,186,390
% Change		67.76%	20.25%	30.64%	-27.57%



The Urban Development Department's Federal Programs Section is committed to assisting the citizens of Salem and Keizer in obtaining clean and safe living conditions, job creation opportunities, and neighborhood revitalization to enhance their lives and provide for overall well-being. Federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds allocated to the City from the U.S. Department of Housing and Urban Development (HUD) are utilized to fund activities that meet the needs of low-income individuals and families in Salem and Keizer.

Federal CDBG funds allocated to the City from HUD are utilized to support economic development, homeless prevention activities or assistance, housing assistance, and community revitalization activities. These activities may include job creation / retention, microenterprise development, support for homeless shelters, rental assistance payments, multi-family rehabilitation, and city infrastructure improvements.

CDBG activities may include:

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

Job creation through a training program for low-moderate income persons interested in a long term career in the welding trade.

Opportunities for microenterprise businesses (no more than five employees) to borrow funds for operating expenses.

Outreach to minority businesses to raise awareness of City programs and services for business expansion.

Funding improvements to local non-profit services.

Federal HOME Investment Partnership (HOME) funds allocated to the City from the U.S. Department of Housing and Urban Development (HUD) are utilized to support activities that improve housing options for the Salem and Keizer communities.

HOME activities may include:

Improving livability for the Salem and Keizer communities by funding rehabilitation of multi-family housing.

Funding rental assistance programs to support households struggling to find or maintain decent housing.

**COMMUNITY RENEWAL FUND RESOURCES
COMMUNITY DEVELOPMENT BLOCK GRANT
(165-64-20-10)
FY 2016-17**

Acct. No.	Description	Adopted
35213	INTRA CITY SERVICES - BUDGETED TRANSFER Loan collections for Section 108 loan payment (265-68902000)	\$ 217,920
35610	BLOCK GRANTS Community Development Block Grant entitlement	\$ 1,712,980
36310	LOAN PRINCIPAL Principal payments on housing loans	\$ 140,000
36315	LOAN INTEREST Interest payments on housing loans	\$ 35,000
<hr/> TOTAL FY 2016-17 RESOURCES BUDGET		\$ 2,105,900

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 165
COMMUNITY RENEWAL**

Department: Urban Development
Cost Center: Community Development Block Grant
Cost Center No: 64-20-10-00

Acct Code	Account Name	Resources Budget							% Chg from 15-16	
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16		
32644	PROCESSING FEE	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
	Total Other Fees	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
35213	INTRA CITY - BUDGETED TRANSFER	\$ 1,010,423	\$ 834,567	\$ 2,816,000	\$ 217,920	\$ 217,920	\$ 217,920	\$ (2,598,080)	-92.3%	-92.3%
	Total Internal	\$ 1,010,423	\$ 834,567	\$ 2,816,000	\$ 217,920	\$ 217,920	\$ 217,920	\$ (2,598,080)	-92.3%	-92.3%
35610	BLOCK GRANTS	\$ 1,645,142	\$ 1,406,712	\$ 1,368,580	\$ 1,712,980	\$ 1,712,980	\$ 1,712,980	\$ 344,400	25.2%	25.2%
	Total Federal Grants	\$ 1,645,142	\$ 1,406,712	\$ 1,368,580	\$ 1,712,980	\$ 1,712,980	\$ 1,712,980	\$ 344,400	25.2%	25.2%
36310	LOAN PRINCIPAL	\$ 201,369	\$ 220,311	\$ 208,550	\$ 140,000	\$ 140,000	\$ 140,000	\$ (68,550)	-32.9%	-32.9%
36315	LOAN INTEREST	6,021	5,722	6,450	35,000	35,000	35,000	28,550	442.6%	442.6%
	Total Loan Collections	\$ 207,390	\$ 226,034	\$ 215,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ (40,000)	-18.6%	-18.6%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
	Total Beginning Balances	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
	Total Resources	\$ 2,862,954	\$ 2,467,827	\$ 4,399,580	\$ 2,105,900	\$ 2,105,900	\$ 2,105,900	\$ (2,293,680)	-52.1%	-52.1%

**COMMUNITY RENEWAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT
ENTITLEMENT FUNDS
(165-64-20-10)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Chemeketa Community College - project development (2)	\$ 530
	Cursor Control - Community Development Manager software (1)	1,580
	HUD - CDBG / Integrated Disbursement and Information System (1)	1,140
	Northwest Association of Community Development Managers conference (1)	1,580
		<u>\$ 4,830</u>
52670	OTHER PROFESSIONAL SERVICES	
	Fair housing program	\$ 12,500
	Social services contracts	201,950
		<u>\$ 214,450</u>
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Program management and administration (101-64100000)	\$ 187,530
	Service delivery for projects (101-64100000)	57,990
	Social services contract administration (101-64100000)	27,070
		<u>\$ 272,590</u>
54850	OTHER SPECIAL PAYMENTS	
	Special housing projects (new)	\$ 728,500
	Special housing projects (re-budgeted)	453,500
		<u>\$ 1,182,000</u>
60120	PRINCIPAL	
	Section 108 loan payment	\$ 379,000
60130	INTEREST	
	Section 108 loan payment	\$ 13,920
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 2,105,900

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 165
COMMUNITY RENEWAL**

Department: Urban Development
Cost Center: Community Development Block Grant
Cost Center No: 64-20-10-00

Acct Code Account Name	Expenditures Budget							
	Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52110 SUBSCRIPTIONS AND BOOKS	\$ 305	\$ 599	\$ 610	\$ 610	\$ 610	\$ 610	\$ -	-
52120 MAIL	110	106	500	300	300	300	(200)	-40.0%
52150 RECORDING FEES	457	188	1,000	500	500	500	(500)	-50.0%
52320 ADVERTISING	585	2,118	3,500	2,500	2,500	2,500	(1,000)	-28.6%
52510 TRAINING	1,210	3,171	5,200	4,830	4,830	4,830	(370)	-7.1%
52550 MILEAGE	142	48	300	300	300	300	-	-
52610 AUDIT SERVICES	6,150	3,765	3,860	3,990	3,990	3,990	130	3.4%
52670 OTHER PROFESSIONAL SERVICES	341,537	532,079	226,500	214,450	214,450	214,450	(12,050)	-5.3%
52710 MEMBERSHIP DUES	175	100	200	300	300	300	100	50.0%
52830 COMPUTER SOFTWARE, LICENSES	4,803	4,595	4,600	4,600	4,600	4,600	-	-
53812 INTRA CITY - DIRECT CHARGE LABOR	170,127	202,471	279,720	272,590	272,590	272,590	(7,130)	-2.5%
53813 INTRA CITY - BUDGETED TRANSFER	41,856	-	-	-	-	-	-	-
53815 INTRA CITY - INTERDEPART. BILLING	1,253	764	-	-	-	-	-	-
53851 COPY	388	544	500	500	500	500	-	-
53854 PHOTOCOPIES	200	293	500	500	500	500	-	-
53900 COST ALLOCATION PLAN	46,380	31,870	21,570	25,010	25,010	25,010	3,440	15.9%
54850 OTHER SPECIAL PAYMENTS	1,029,450	624,000	820,020	1,182,000	1,182,000	1,182,000	361,980	44.1%
Total Materials and Services	\$ 1,645,127	\$ 1,406,712	\$ 1,368,580	\$ 1,712,980	\$ 1,712,980	\$ 1,712,980	\$ 344,400	25.2%
60120 PRINCIPAL	\$ 445,281	\$ 1,050,000	\$ 2,865,170	\$ 379,000	\$ 379,000	\$ 379,000	\$ (2,486,170)	-86.8%
60130 INTEREST	772,532	-	165,830	13,920	13,920	13,920	(151,910)	-91.6%
Total Debt Service	\$ 1,217,813	\$ 1,050,000	\$ 3,031,000	\$ 392,920	\$ 392,920	\$ 392,920	\$ (2,638,080)	-87.0%
Total Requirements	\$ 2,862,940	\$ 2,456,712	\$ 4,399,580	\$ 2,105,900	\$ 2,105,900	\$ 2,105,900	\$ (2,293,680)	-52.1%

**COMMUNITY RENEWAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT
ENTITLEMENT FUNDS
(165-64-20-10)
FY 2016-17**

Department: Urban Development
Cost Center: Community Development Block Grant (CDBG)
Cost Center No: 64-20-10-00

	Adopted FY 15-16	Adopted FY 16-17
RESOURCES		
2016 Entitlement	\$ 1,233,990	\$ 1,209,850
Entitlement and program income from prior years (unallocated)	134,590	49,630
Entitlement from prior years (rebudgeted projects)	-	453,500
Program income from loan repayments	215,000	175,000
Reimbursement - Riverfront Downtown 108 loan payment	2,816,000	217,920
TOTAL RESOURCES	\$ 4,399,580	\$ 2,105,900

EXPENDITURES	Project		
Administration and Program Support			
Social service contract administration (Urban Development)	621004	\$ 27,780	\$ 27,070
Human Rights and Relations Commission / Fair Housing (contracted services)	621005	12,500	12,500
CDBG program administration (Urban Development)	621000	213,250	206,460
Indirect cost allocation plan	621001	21,570	25,010
<i>Total Administration and Program Support</i>		\$ 275,100	\$ 271,040
Social Service Programs			
Center for Hope and Safety	-	\$ -	\$ 87,990
Congregations Helping People - interim housing support	-	60,000	56,480
Mid Valley Women's Crisis Service - prevention of abuse	-	93,000	-
Salem Interfaith Hospitality Network (case management)	-	61,000	57,480
<i>Total Social Service Programs</i>		\$ 214,000	\$ 201,950
New Program Funding			
Affordable Housing set aside	-	\$ -	\$ 31,930
Catholic Community Services - set aside	-	493,030	-
Community Lending Works	-	-	75,000
Garten Services Recovery Facility	-	70,000	-
Grant School Park	-	62,000	-
Interface, Inc. - Latino Microenterprise	-	62,450	65,770
MERIT Job Savers Program	-	35,000	40,000
MERIT Microenterprise Program	-	95,000	108,000
Mid-Willamette Valley Women's Crisis Center - Center for Hope Rehabilitation	-	62,000	-
Salem Housing Authority - Southfair Conversion	-	-	125,790
Shelly's House rehabilitation	-	-	340,000
<i>Total New Programs</i>		\$ 879,480	\$ 786,490
Carryover Projects			
Catholic Community Services set aside	-	\$ -	\$ 453,500
<i>Total Carryover Projects</i>		\$ -	\$ 453,500

**COMMUNITY RENEWAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT
ENTITLEMENT FUNDS
(165-64-20-10)
FY 2016-17**

Department: Urban Development
Cost Center: Community Development Block Grant (CDBG)
Cost Center No: 64-20-10-00

		Adopted FY 15-16	Adopted FY 16-17
<hr/>			
Debt Service			
Section 108 loan payment ⁽¹⁾	621017	\$ 3,031,000	\$ 392,920
<i>Total Debt Service</i>		<u>\$ 3,031,000</u>	<u>\$ 392,920</u>
 TOTAL EXPENDITURES		 <u>\$ 4,399,580</u>	 <u>\$ 2,105,900</u>
 UNAPPROPRIATED BALANCE		 \$ -	 \$ -

⁽¹⁾ The Section 108 loan payment for FY 2016-17 is \$414,570. All CDBG program income and Riverfront Downtown commercial loan repayments received are placed into the 108 Loan Repayment Account in order to ensure payments can be made in years when program income received is less than required to meet the scheduled debt service.

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

**COMMUNITY RENEWAL FUND RESOURCES
HOME PROGRAM
(165-64-20-50)
FY 2016-17**

Acct. No.	Description	Adopted
35610	BLOCK GRANTS	
	HOME Investment Partnership Act entitlement, including entitlement income from prior years	\$ 1,870,490
36310	LOAN PRINCIPAL	
	Principal payments on housing loans	\$ 189,000
36315	LOAN INTEREST	
	Interest payments on housing loans	\$ 21,000

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 2,080,490

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 165
COMMUNITY RENEWAL**

Department: Urban Development
Cost Center: HOME Program
Cost Center No: 64-20-50-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chag from 15-16
32644	PROCESSING FEE	\$ 1,500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Fees	\$ 1,500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-
35610	BLOCK GRANTS	\$ 542,523	\$ 1,512,957	\$ 1,175,160	\$ 1,870,490	\$ 1,870,490	\$ 1,870,490	\$ 695,330	59.2%
	Total Federal Grants	\$ 542,523	\$ 1,512,957	\$ 1,175,160	\$ 1,870,490	\$ 1,870,490	\$ 1,870,490	\$ 695,330	59.2%
36310	LOAN PRINCIPAL	\$ 222,372	\$ 440,754	\$ 172,200	\$ 189,000	\$ 189,000	\$ 189,000	\$ 16,800	9.8%
36315	LOAN INTEREST	39,872	24,138	32,800	21,000	21,000	21,000	(11,800)	-36.0%
	Total Loan Collections	\$ 262,244	\$ 464,893	\$ 205,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 5,000	2.4%
39910	BEGINNING WORKING CAPITAL	\$ 35,396	\$ 25,306	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balances	\$ 35,396	\$ 25,306	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Resources	\$ 841,663	\$ 2,003,656	\$ 1,380,160	\$ 2,080,490	\$ 2,080,490	\$ 2,080,490	\$ 700,330	50.7%

**COMMUNITY RENEWAL FUND
HOME PROGRAM
(165-64-20-50)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Chemeketa Community College - project development (2)	\$ 270
	Cursor Control - Community Development Manager software (1)	820
	Housing and Urban Development (HUD) - HOME / Integrated Disbursement and Information System (1)	590
	Northwest Association of Community Development Managers conference (1)	820
		<u>\$ 2,500</u>
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Program management and administration (101-64100000)	\$ 38,670
	Service delivery for projects (101-64100000)	48,330
		<u>\$ 87,000</u>
54850	OTHER SPECIAL PAYMENTS	
	Special housing projects (new)	\$ 1,068,060
	Special housing projects (rebudgeted)	895,310
		<u>\$ 1,963,370</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,080,490

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 165
COMMUNITY RENEWAL**

Department: Urban Development
Cost Center: HOME Program
Cost Center No: 64-20-50-00

Acct Code	Account Name	Expenditures Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
52110	SUBSCRIPTIONS AND BOOKS	\$ 445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
52120	MAIL	292	20	150	150	150	150	-	-	-
52150	RECORDING FEES	584	454	2,000	1,000	1,000	1,000	(1,000)	-50.0%	-
52320	ADVERTISING	585	769	1,000	1,000	1,000	1,000	-	-	-
52510	TRAINING	1,795	745	2,700	2,500	2,500	2,500	(200)	-7.4%	-
52550	MILEAGE	202	233	200	200	200	200	-	-	-
52610	AUDIT SERVICES	-	2,520	2,580	2,670	2,670	2,670	90	3.5%	-
52670	OTHER PROFESSIONAL SERVICES	241,543	16,197	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE, LICENSES	2,892	2,595	2,600	2,600	2,600	2,600	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	94,612	103,028	89,270	87,000	87,000	87,000	(2,270)	-2.5%	-
53813	INTRA CITY - BUDGETED TRANSFER	6,567	-	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	685	418	-	-	-	-	-	-	-
53851	COPY	319	359	500	500	500	500	-	-	-
53854	PHOTOCOPIES	78	101	500	200	200	200	(300)	-60.0%	-
53900	COST ALLOCATION PLAN	16,370	28,450	21,160	19,300	19,300	19,300	(1,860)	-8.8%	-
54850	OTHER SPECIAL PAYMENTS	449,388	1,811,668	1,257,500	1,963,370	1,963,370	1,963,370	705,870	56.1%	-
	Total Materials and Services	\$ 816,357	\$ 1,967,556	\$ 1,380,160	\$ 2,080,490	\$ 2,080,490	\$ 2,080,490	\$ 700,330	50.7%	-
	Total Requirements	\$ 816,357	\$ 1,967,556	\$ 1,380,160	\$ 2,080,490	\$ 2,080,490	\$ 2,080,490	\$ 700,330	50.7%	-

**COMMUNITY RENEWAL FUND
HOME PROGRAM
(165-64-20-50)
FY 2016-17**

Department: Community Development
Cost Center: HOME Program
Cost Center No: 64-20-50-00

	Adopted FY 15-16	Adopted FY 16-17
RESOURCES		
2017 Entitlement	\$ 586,150	\$ 614,970
Entitlement from prior years (unallocated)	145,000	360,210
Entitlement from prior years (rebudgeted projects)	444,010	895,310
Anticipated program income	205,000	210,000
TOTAL RESOURCES	\$ 1,380,160	\$ 2,080,490

EXPENDITURES	Project		
Administration and Program Support			
HOME program administration	625000	\$ 51,920	\$ 49,490
Indirect cost allocation plan	625000	21,160	19,300
<i>Total Administration and Program Support</i>		\$ 73,080	\$ 68,790
New Program Funding			
Affordable housing set aside	-	\$ 33,360	\$ 308,230
Catholic Community Services - operating funds	-	30,000	30,000
Catholic Community Services - Salem Keizer CDC Property Rehabilitation	-	210,300	-
Community housing development organization set aside	-	-	137,450
Jason Lee Manor rehabilitation	-	-	440,710
Oregon Health Authority - rental assistance	-	79,800	-
Polk CDC - single family rehabilitation	-	249,610	-
Salem Housing Authority security deposit program	-	60,000	-
Salem Interfaith Housing Network - tenant-based rental assistance	-	200,000	200,000
<i>Total New Program Funding</i>		\$ 863,070	\$ 1,116,390
Carryover Projects			
Catholic Community Services - Salem Keizer CDC property rehabilitation	625261	\$ -	\$ 201,300
Polk Community Development Corporation - single family home rehabilitation	-	-	150,000
Salem Interfaith Hospitality Network - tenant-based rental assistance	-	-	100,000
United Methodist - Wilson House	-	444,010	444,010
<i>Total Carryover Projects</i>		\$ 444,010	\$ 895,310
TOTAL EXPENDITURES		\$ 1,380,160	\$ 2,080,490
UNAPPROPRIATED BALANCE		\$ -	\$ -

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



Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Downtown Parking

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Downtown Parking Fund Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Materials / Services, Contingencies, and Transfers. The table shows total fund expenditures and the percent change in budget for each year.

Downtown Parking Fund Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Cash Balance	\$ 515,713	\$ 326,058	\$ 376,263	\$ 479,730	\$ 754,720
Monthly Parking Rent	533,120	568,823	653,087	606,440	636,670
Assessments	390,331	483,547	437,202	455,110	476,580
Internal	691,519	599,396	217,826	-	-
Permits	8,537	10,170	11,213	10,000	10,000
Intergovernmental	-	-	646,032	544,410	297,000
Interest	3,059	2,174	3,346	2,500	3,000
Other Revenue	28,260	31,431	20,364	5,000	5,000
Total Resources	\$ 2,170,540	\$ 2,021,600	\$ 2,365,333	\$ 2,103,190	\$ 2,182,970
Materials / Services	\$ 1,844,481	\$ 1,645,337	\$ 1,743,832	\$ 1,823,620	\$ 1,315,150
Contingencies	-	-	-	279,570	250,000
Transfers	-	-	-	-	617,820
Total Expenditures	\$ 1,844,481	\$ 1,645,337	\$ 1,743,832	\$ 2,103,190	\$ 2,182,970
% Change		-10.80%	5.99%	20.61%	3.79%

FY 2016-17 Highlights and Significant Changes

There are two primary sources of revenue for the Parking Fund: daily and monthly parking permits and the downtown parking tax, which is paid by business owners within the downtown parking district to support free customer parking.

Parking permit rates have been adjusted for the past several years as market conditions allow, but the parking tax has been minimally increased. The proposed parking tax increase in FY 2016-17 is 2 percent, the maximum allowed increase under SRC Chapter 7. Parking tax revenue estimated for FY 2016-17 includes the 2 percent increase based on the current tax roll of business owners.

The budget maintains the current level of service for downtown police services, maintenance, cleanliness, and operations. Several capital projects are included for FY 2016-17, including deck and stairway renovations at the Chemeketa Parkade. In addition, the budget includes funding a reserve for future capital project needs.

DOWNTOWN PARKING FUND RESOURCES
(170-64-30-10)
FY 2016-17

Acct. No.	Description	Adopted
34128	DOWNTOWN PARKING TAX Assessments to downtown businesses to support the free customer parking program in the Downtown Parking District. The tax rate per parking space, based on the demand formula, is \$149.92 per year. The minimum tax per business is \$416 per year.	\$ 476,580
34130	PARKING RENT - RIVERFRONT MONTHLY RENT Revenue from daily and monthly parking permit sales at Riverfront Park	\$ 23,220
34136	PARKING RENT - CHEMEKETA PARKADE MONTHLY RENT Revenue from daily and monthly parking permit sales at Chemeketa Parkade	\$ 184,310
34138	PARKING RENT - LIBERTY SQUARE PARKADE MONTHLY RENT Revenue from daily and monthly parking permit sales at Liberty Parkade	\$ 256,020
34140	PARKING RENT - MARION PARKADE MONTHLY RENT Revenue from daily and monthly parking permit sales at Marion Parkade	\$ 173,120
35395	OTHER GOVERNMENT AGENCIES Riverfront Downtown Urban Renewal Agency grant for capital improvements (rebudget)	\$ 297,000

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 2,182,970

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 170
DOWNTOWN PARKING**

Department: Urban Development
Cost Center: Downtown Parking
Cost Center No: 64-30-10-00

Acct Code	Account Name	Resources Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 5,228	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
	Total Accident & Fire Recovery	\$ -	\$ 5,228	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
32895	OTHER PERMITS	\$ 10,170	\$ 11,213	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-	-
	Total Permits	\$ 10,170	\$ 11,213	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-	-
34128	DOWNTOWN PARKING TAX	\$ 483,547	\$ 437,202	\$ 455,110	\$ 476,580	\$ 476,580	\$ 476,580	\$ 21,470	4.7%	
34130	PARKING RENT - RIVERFRONT	24,166	24,423	24,340	23,220	23,220	23,220	(1,120)	-4.6%	
34136	PARKING RENT - CHEMEKETA	163,443	170,516	171,350	184,310	184,310	184,310	12,960	7.6%	
34138	PARKING RENT - LIBERTY	233,457	282,423	250,250	256,020	256,020	256,020	5,770	2.3%	
34140	PARKING RENT - MARION	147,758	174,937	160,500	173,120	173,120	173,120	12,620	7.9%	
34295	PARKING RENT - OTHER	-	788	-	-	-	-	-	-	-
	Total Rent	\$ 1,052,370	\$ 1,090,289	\$ 1,061,550	\$ 1,113,250	\$ 1,113,250	\$ 1,113,250	\$ 51,700	4.9%	
35213	INTRA CITY - BUDGETED TRANSFER	\$ 599,396	\$ 217,826	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
	Total Internal	\$ 599,396	\$ 217,826	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
35395	OTHER GOVERNMENT AGENCIES	\$ -	\$ 646,032	\$ 544,410	\$ 297,000	\$ 297,000	\$ 297,000	\$ (247,410)	-45.4%	
	Total Intergovernmental	\$ -	\$ 646,032	\$ 544,410	\$ 297,000	\$ 297,000	\$ 297,000	\$ (247,410)	-45.4%	
36210	INTEREST	\$ 2,174	\$ 3,346	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 500	20.0%	
	Total Interest on Investments	\$ 2,174	\$ 3,346	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 500	20.0%	
36810	BAD DEBT RECOVERY	\$ 31,431	\$ 14,122	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-	
36895	OTHER REVENUE	-	1,014	-	-	-	-	-	-	
	Total Other	\$ 31,431	\$ 15,136	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-	
39910	BEGINNING WORKING CAPITAL	\$ 326,058	\$ 376,263	\$ 479,730	\$ 734,720	\$ 734,720	\$ 754,720	\$ 274,990	57.3%	
	Total Beginning Balances	\$ 326,058	\$ 376,263	\$ 479,730	\$ 734,720	\$ 734,720	\$ 754,720	\$ 274,990	57.3%	
	Total Resources	\$ 2,021,600	\$ 2,365,333	\$ 2,103,190	\$ 2,162,970	\$ 2,162,970	\$ 2,182,970	\$ 79,780	3.8%	

**URBAN DEVELOPMENT DEPARTMENT
DOWNTOWN PARKING FUND
(170-64-30-10)
FY 2016-17**

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES	
	Downtown services - Downtown Clean Team	\$ 87,220
	Parking management: annual update of parking resources	18,000
		<u>\$ 105,220</u>
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Administrative / board support services (101-64100000)	\$ 50,000
	Maintenance services (101-2251000)	79,500
	Policy revisions, public outreach / communications (101-64100000)	29,670
		<u>\$ 159,170</u>
53813	INTRA CITY - BUDGETED TRANSFERS	
	Downtown police services (101-35352012)	\$ 277,900
	Parking permit administration (185-25500000)	67,890
		<u>\$ 345,790</u>
53815	INTRA CITY - INTERDEPARTMENTAL REIMBURSEMENTS	
	Landscape maintenance (101-21500000)	\$ 500
	Parking structure meter and sign maintenance (155-58304515)	810
	Refuse container maintenance and repair (155-58304515)	1,000
		<u>\$ 2,310</u>
62110	TRANSFERS TO OTHER FUNDS	
	Parking structure capital projects fund (255-64901200)	\$ 617,820

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,182,970

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 170
DOWNTOWN PARKING**

Department: Urban Development
Cost Center: Downtown Parking
Cost Center No: 64-30-10-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52120	MAIL	\$ 366	\$ 503	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	-
52130	SUPPLIES	1,295	1,881	-	-	-	-	-	-
52320	ADVERTISING	-	1,021	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	1,092	1,092	1,090	1,090	1,090	1,090	-	-
52460	COMMUNICATION - OTHER	1,878	1,908	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	-	-	865,220	322,000	322,000	322,000	(543,220)	-62.8%
52640	ENGINEERING/ARCHITECT SERVICES	2,860	-	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	-	3,313	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	59,317	56,211	82,700	105,220	105,220	105,220	22,520	27.2%
52860	OTHER AUTO SUPPLIES	144	-	-	-	-	-	-	-
53210	INSURANCE	14,070	14,070	29,470	27,160	27,160	27,160	(2,310)	-7.8%
53380	OTHER MAINTENANCE AND REPAIRS	4,597	2,352	-	-	-	-	-	-
53610	GAS	-	901	-	-	-	-	-	-
53620	ELECTRIC	77,654	79,505	86,910	83,700	83,700	83,700	(3,210)	-3.7%
53650	REFUSE DISPOSAL	31,374	31,714	38,000	35,000	35,000	35,000	(3,000)	-7.9%
53734	SAFETY CLOTHING AND EQUIPMENT	-	31	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	6,656	5,819	7,110	6,770	6,770	6,770	(340)	-4.8%
53770	BAD DEBT - WRITE OFF	47,027	9,085	15,000	15,000	15,000	15,000	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	269,547	214,994	204,850	159,170	159,170	159,170	(45,680)	-22.3%
53813	INTRA CITY - BUDGETED TRANSFER	346,429	331,630	278,800	345,790	345,790	345,790	66,990	24.0%
53815	INTRA CITY - INTERDEPART. BILLING	2,268	2,839	63,750	2,310	2,310	2,310	(61,440)	-96.4%
53840	MOTOR POOL RENTAL	1,532	1,141	1,900	1,710	1,710	1,710	(190)	-10.0%
53851	COPY	1,098	1,231	1,500	1,500	1,500	1,500	-	-
53854	PHOTOCOPIES	103	18	-	-	-	-	-	-
53860	BUILDING SERVICES	630,120	872,702	85,090	132,760	132,760	152,760	67,670	79.5%
53900	COST ALLOCATION PLAN	145,910	109,870	61,730	55,470	55,470	55,470	(6,260)	-10.1%
	Total Materials and Services	\$ 1,645,337	\$ 1,743,832	\$ 1,823,620	\$ 1,295,150	\$ 1,295,150	\$ 1,315,150	\$ (508,470)	-27.9%
61110	CONTINGENCIES	\$ -	\$ -	\$ 279,570	\$ 250,000	\$ 250,000	\$ 250,000	\$ (29,570)	-10.6%
	Total Contingencies	\$ -	\$ -	\$ 279,570	\$ 250,000	\$ 250,000	\$ 250,000	\$ (29,570)	-10.6%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ 617,820	\$ 617,820	\$ 617,820	\$ 617,820	-
	Total Transfers to Other Funds	\$ -	\$ -	\$ -	\$ 617,820	\$ 617,820	\$ 617,820	\$ 617,820	-
	Total Requirements	\$ 1,645,337	\$ 1,743,832	\$ 2,103,190	\$ 2,162,970	\$ 2,162,970	\$ 2,182,970	\$ 79,780	3.8%

DOWNTOWN PARKING FUND
FUND NO. 170
FY 2016-17

Department: Urban Development
 Cost Center: Downtown Parking
 Cost Center No: 64-30-10-00

	Adopted FY 15-16	DAB REC FY 16-17	Adopted FY 16-17
RESOURCES			
Beginning Fund Balance	\$ 479,730	\$ 734,720	\$ 754,720
<i>Total Beginning Fund Balance</i>	\$ 479,730	\$ 734,720	\$ 754,720
Operating Revenues			
Parking tax collections	\$ 455,110	\$ 476,580	\$ 476,580
Parking rent	616,440	646,670	646,670
Interest	2,500	3,000	3,000
Other revenue	5,000	5,000	5,000
<i>Total Operating Revenues</i>	\$ 1,079,050	\$ 1,131,250	\$ 1,131,250
Reimbursements			
Non-operating revenues			
Urban Renewal Agency (capital projects, rebudget)	\$ 544,410	\$ 297,000	\$ 297,000
<i>Total Reimbursements</i>	\$ 544,410	\$ 297,000	\$ 297,000
Total Current Year Resources	\$ 1,623,460	\$ 1,428,250	\$ 1,428,250
TOTAL RESOURCES	\$ 2,103,190	\$ 2,162,970	\$ 2,182,970

EXPENDITURES

Capital Improvements

Marion Parkade - reseal masonry	\$ 175,000	\$ 42,000	\$ 42,000
Marion Parkade electrical and lighting system	-	180,000	180,000
Chemeketa Parkade east stair tower renovation	65,000	-	-
Liberty Parkade elevator replacement (rebudget)	95,000	-	-
Chemeketa Parkade skybridge frame / glass replacement (rebudget)	169,410	-	-
Chemeketa Parkade deck renovation (Levels 2, 3 and SW stairs and NW stair tower including reseal / paint of concrete masonry - rebudget, reappropriation)	185,000	75,000	95,000
Marion Parkade elevator renovation (rebudget)	95,000	-	-
<i>Total Capital Improvements</i>	\$ 784,410	\$ 297,000	\$ 317,000

Regular Maintenance / Operation of Structures

Chemeketa Parkade reseal and paint concrete masonry	\$ 20,000	\$ -	\$ -
Chemeketa Parkade rooftop gate installation (rebudget)	6,600	-	-
Electricity	86,910	83,700	83,700
Insurance	29,470	27,160	27,160
Landscape maintenance (Parks Operations)	500	500	500
Liberty Parkade rooftop gate installation (rebudget)	6,000	-	-
Marion Parkade reseal and paint concrete (rebudget)	20,000	-	-
Marion Parkade rooftop gate installation (rebudget)	3,300	-	-
Minor concrete repairs / maintenance	-	20,000	20,000

DOWNTOWN PARKING FUND
FUND NO. 170
FY 2016-17

Department: Urban Development
 Cost Center: Downtown Parking
 Cost Center No: 64-30-10-00

	Adopted FY 15-16	DAB REC FY 16-17	Adopted FY 16-17
Miscellaneous downtown repairs / ArtaPotties	5,000	10,000	10,000
Replace cameras in Marion / Chemeketa Parkades	35,000	-	-
Routine maintenance - Chemeketa Parkade	92,910	94,330	94,330
Routine maintenance - Liberty Parkade	34,340	34,930	34,930
Routine maintenance - Marion Parkade	60,590	57,710	57,710
South garage overhead door replacement	-	7,000	7,000
Striping, meters (Transportation Services)	1,000	1,000	1,000
<i>Total Regular Maintenance and Operation</i>	\$ 401,620	\$ 336,330	\$ 336,330
Maintenance of District			
Refuse disposal	\$ 38,000	\$ 35,000	\$ 35,000
Streetscape maintenance contract	12,000	-	-
Refuse container maintenance (Transportation Services)	1,470	810	810
<i>Total Maintenance of Parking District</i>	\$ 51,470	\$ 35,810	\$ 35,810
Police			
Police services provided downtown	\$ 278,800	\$ 277,900	\$ 277,900
<i>Total Police</i>	\$ 278,800	\$ 277,900	\$ 277,900
Administration and Overhead			
Administration and board support (Urban Development)	\$ 61,020	\$ 59,860	\$ 59,860
Indirect cost allocation plan	61,730	55,470	55,470
Parking permit administration (Building and Safety Division)	67,890	67,890	67,890
Policy revisions, public outreach / communication (Urban Development)	30,980	29,670	29,670
<i>Total Administration and Overhead</i>	\$ 221,620	\$ 212,890	\$ 212,890
Downtown Contracted Services			
Downtown services (holiday decorations, cleanliness, flowers)	\$ 15,000	\$ 15,000	\$ 15,000
Downtown services (Downtown Clean Team, partial year)	37,700	87,220	87,220
Parking Management: annual update of parking resources	18,000	18,000	18,000
<i>Total Downtown Contracted Services</i>	\$ 70,700	\$ 120,220	\$ 120,220
Total Operating Expenditures	\$ 1,808,620	\$ 1,280,150	\$ 1,300,150
Bad Debt Write Off	\$ 15,000	\$ 15,000	\$ 15,000
Capital Reserve (to Fund 255)		\$ 617,820	\$ 617,820
Contingencies	\$ 279,570	\$ 250,000	\$ 250,000
TOTAL EXPENDITURES	\$ 2,103,190	\$ 2,162,970	\$ 2,182,970
ENDING BALANCE	\$ -	\$ -	\$ -





Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Economic Improvement District

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Economic Improvement District by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense category is Materials / Services. The table shows the division's total budget and the percent change in total budget for each fiscal year.

Economic Improvement District Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Cash Balance	\$ 77,020	\$ 183,206	\$ 172,804	\$ 80,600	\$ 36,720
Assessment	146,399	219,019	8,814	-	-
Interest	626	1,299	1,160	-	-
Other	1,784	2,411	29	-	-
Total	\$ 225,829	\$ 405,934	\$ 182,807	\$ 80,600	\$ 36,720
Materials / Services	\$ 42,623	\$ 233,130	\$ 83,926	\$ 80,600	\$ 36,720
Total	\$ 42,623	\$ 233,130	\$ 83,926	\$ 80,600	\$ 36,720
% Change		446.96%	-64.00%	-3.96%	-54.44%

Through a remonstrance process in spring 2014, property owners within the Economic Improvement District (EID) decided to discontinue district activities. The FY 2016-17 budget reflects the final expenditures for the EID for services from the Downtown Clean Team.

**ECONOMIC IMPROVEMENT DISTRICT
(172-20-90-00)
FY 2016-17**

This fund accounts for receipts from assessment payments for businesses within the defined downtown boundary.

ECONOMIC IMPROVEMENT DISTRICT - RESOURCES

Acct. No. Description	Adopted
39910 BEGINNING FUND BALANCE	\$ 36,720
<hr/>	
TOTAL FY 2016-17 RESOURCES BUDGET	\$ 36,720

ECONOMIC IMPROVEMENT DISTRICT - EXPENDITURES

Acct No. Description	Adopted
52670 OTHER PROFESSIONAL SERVICES Downtown Clean Team	\$ 36,720
<hr/>	
TOTAL FY 2016-17 EXPENDITURES BUDGET	\$ 36,720

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 172**

Department: Administrative Services
Cost Center: Economic Improvement District
Cost Center No: 20-90-00-00

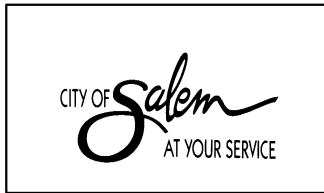
ECONOMIC IMPROVEMENT DISTRICT - RESOURCES

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
33110	ASSESSMENT - PRINCIPAL	\$ 219,019	\$ 7,376	\$ -	\$ -	\$ -	\$ -	\$ -	-
33115	ASSESSMENT - INTEREST	-	1,439	-	-	-	-	-	-
	Total Assessments	\$ 219,019	\$ 8,814	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 1,299	\$ 1,160	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interest	\$ 1,299	\$ 1,160	\$ -	\$ -	\$ -	\$ -	\$ -	-
36810	BAD DEBT RECOVERY	\$ 1,364	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	1,046	-	-	-	-	-	-	-
	Total Other	\$ 2,411	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING CASH BALANCE	\$ 183,206	\$ 172,804	\$ 80,600	\$ 36,720	\$ 36,720	\$ 36,720	\$ (43,880)	-54.4%
	Total Beginning Balances	\$ 183,206	\$ 172,804	\$ 80,600	\$ 36,720	\$ 36,720	\$ 36,720	\$ (43,880)	-54.4%
	Total Resources	\$ 405,934	\$ 182,807	\$ 80,600	\$ 36,720	\$ 36,720	\$ 36,720	\$ (43,880)	-54.4%

ECONOMIC IMPROVEMENT DISTRICT - EXPENDITURES

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Change from 15-16
52120	MAIL	\$ 812	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	4,434	1,940	-	-	-	-	-	-
52320	ADVERTISING	3,584	-	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	73,494	47,219	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	18,369	6,950	75,290	36,720	36,720	36,720	(38,570)	-51.2%
52740	PERMITS	127	-	-	-	-	-	-	-
52810	SMALL TOOLS	102	16	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	2,086	-	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	1,679	-	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	95	-	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	1,947	230	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	260	162	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	93,079	13,053	5,310	-	-	-	(5,310)	-100.0%
53813	INTRA CITY - BUDGETED TRANSFER	19,869	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPART. BILLING	-	12,440	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	3	-	-	-	-	-	-	-
53851	COPY	6,723	30	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	6,469	1,885	-	-	-	-	-	-
	Total Materials and Services	\$ 233,130	\$ 83,926	\$ 80,600	\$ 36,720	\$ 36,720	\$ 36,720	\$ (43,880)	-54.4%
	Total Requirements	\$ 233,130	\$ 83,926	\$ 80,600	\$ 36,720	\$ 36,720	\$ 36,720	\$ (43,880)	-54.4%





Non-Departmental

DIVISIONS

Cultural and Tourism Fund

General Fund Non-Departmental

Public Art Fund

This section includes the divisions in bold text.



Cultural and Tourism Fund

Summaries, Programs, and Budgets

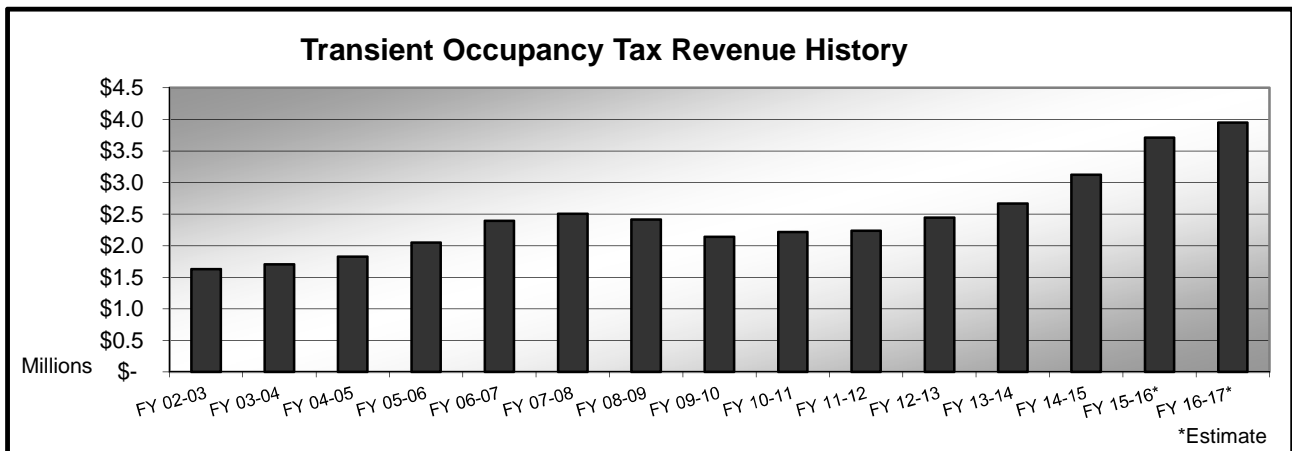
FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Cultural and Tourism Fund Budget by Category represents three years of historical revenue and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Materials / Services, Capital Outlay, Contingencies, and Transfers. The table shows the total fund revenue and expenditure budget and the percent change in total budget for each year.

Cultural and Tourism Fund Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Cash Balance	\$ 556,663	\$ 881,942	\$ 1,265,882	\$ 1,077,710	\$ 1,267,810
Hotel/Motel Taxes	2,445,339	2,730,822	3,125,123	3,243,400	3,948,940
Intergovernmental	7,835	9,239	5,685	9,240	5,200
Internal	5,859	-	-	-	-
Transfers	2,992	-	-	-	-
Other Revenue	19,486	34,680	87,966	18,800	18,800
Total Resources	\$ 3,038,174	\$ 3,656,683	\$ 4,484,655	\$ 4,349,150	\$ 5,240,750
Materials / Services	\$ 1,513,851	\$ 1,514,534	\$ 1,811,144	\$ 2,034,600	\$ 2,348,430
Capital Outlay	-	-	-	-	20,000
Contingencies	-	-	-	120,000	120,000
Transfers	642,380	876,268	1,457,291	1,884,350	2,528,800
Total Expenditures	\$ 2,156,231	\$ 2,390,801	\$ 3,268,434	\$ 4,038,950	\$ 5,017,230
% Change		10.88%	36.71%	23.57%	24.22%

Revenue derived from Salem's transient occupancy tax (or hotel / motel tax) may be used for city entranceway and urban beautification, improvements to or operation of major tourist attractions or cultural facilities, or for activities promoting Salem for conventions or tourism. In FY 2016-17, it is anticipated the City will realize approximately \$3.9 million in tax revenue. The programs supported by the Cultural and Tourism Fund are detailed over the next three pages of this document.



**CULTURAL AND TOURISM
FUND NO. 175
FY 2016-17**

**Department: Non-Departmental
Cost Center: Cultural and Tourism
Cost Center No: 60-91-00-00**

**Adopted
FY 2015-16 Adopted
FY 2016-17**

RESOURCES

Beginning fund balance		\$ 1,077,710	\$ 1,267,810
Utility contributions - tenants / Parks Operations		9,240	5,200
Projected tax collections		3,243,400	3,948,940
Interest earnings		3,800	3,800
Other revenue		15,000	15,000
TOTAL RESOURCES		\$ 4,349,150	\$ 5,240,750

EXPENDITURES

CONVENTION CENTER SUPPORT (60911000)

Convention Center marketing	691000	\$ 297,000	\$ 298,590
Total Convention Center Support		\$ 297,000	\$ 298,590

CONVENTION AND TOURISM MARKETING (60912000)

Convention and tourism promotion	692000	\$ 735,420	\$ 987,230
Travel Salem website upgrade		36,000	-
Total Convention and Tourism Marketing		\$ 771,420	\$ 987,230

CITY PROGRAMS (60913000)

Projects Transferred to Capital Improvements Fund (255)

A.C. Gilbert House paint and siding repairs (rebudget)	-	\$ 45,000	\$ 45,000
Bush Barn roof repair, Dutch lap	-	40,000	-
Bush House south flat roof and HVAC replacement / repairs (rebudget)	-	130,000	130,000
Capital reserves	-	50,000	50,000
Capital outlay - Gilbert House electric furnace, Bush Barn heat pump	-	-	20,000
City entranceways	-	-	50,000
City-sponsored signature festival / events	-	80,000	80,000
Online registration for City-sponsored festivals, events and parks, phase 2	-	25,000	40,000
River to Ridge event	-	-	50,000
Support for public art acquisition, maintenance, administration (Fund 176)	-	30,000	30,000
<i>Total Historic Building Major Projects</i>		\$ 400,000	\$ 495,000

Historic Building Maintenance

Bush House / Barn Complex	693025	\$ 23,680	\$ 24,580
Deepwood House	693026	25,090	16,570
Gilbert House	693027	10,420	12,140
Parrish House	693028	6,310	7,840
Rockenfield House	693029	6,140	7,810
<i>Total Historic Building Maintenance</i>		\$ 71,640	\$ 68,940

Historic and City Landscape Maintenance

Bush's Park / Deepwood Estate sprinkler replacement	-	\$ 60,000	\$ 40,000
Lord and Schryver Gardens	-	15,000	15,000
Transfer to General Fund to support parks maintenance	693062	1,179,350	1,250,800
Minto-Brown Island trails improvements	-	200,000	240,000
Wallace Marine Sports Complex improvements	-	200,000	462,000
Renovation of City tennis courts	-	-	201,000
Riverfront Park electrical vaults	-	-	80,000
<i>Total Historic and City Landscape Maintenance</i>		\$ 1,654,350	\$ 2,288,800

**CULTURAL AND TOURISM
FUND NO. 175
FY 2016-17**

**Department: Non-Departmental
Cost Center: Cultural and Tourism
Cost Center No: 60-91-00-00**

**Adopted
FY 2015-16 Adopted
FY 2016-17**

Historic Building Utilities

Total Historic Building Utilities

Total City Programs

\$ 53,710 \$ 51,500
\$ 2,179,700 \$ 2,904,240

ADMINISTRATION (60913500)

City services at community events (State Fair)	693501	\$ 17,130	\$ 17,130
Riverfront Park special events management	693500	44,940	45,610
Cultural / historic and event contract administration	693502	11,030	11,200
Indirect cost allocation plan	693503	75,900	99,470
Board staff support / materials	693504	25,370	26,640
Contract administrator for Salem Convention Center	693505	19,120	20,900
Convention and tourism promotion contract administration	693506	11,590	11,760
Softball tournament bids	693508	40,100	40,700
Total Administration		<u>\$ 245,180</u>	<u>\$ 273,410</u>

MAJOR TOURIST ATTRACTION AND CULTURAL FACILITIES (60914000)

Operating Grants

A.C. Gilbert's Discovery Village	694003	\$ 31,810	\$ 28,650
Friends of Deepwood	694004	30,300	28,390
Hallie Ford Museum of Art	694026	30,750	26,800
Historic Elsinore Theatre	694002	30,000	29,800
Salem Art Association	694000	31,250	29,210
Salem's Multicultural Institute	694040	32,410	28,770
Salem's Riverfront Carousel	694027	27,530	25,860
Willamette Art Center / Friends of the Visual Arts	694053	30,600	29,160
Willamette Heritage Center	694080	33,410	30,620
<i>Total Operating Grants</i>		<u>\$ 278,060</u>	<u>\$ 257,260</u>

Special Event / Project Grants

Ballet Folklorico Tlanese - Dia de Muertos (Day of the Dead)	-	\$ -	\$ 2,000
Capital Futbol - Capital Cup Soccer Tournament	-	-	7,500
Gilbert House Children's Museum - Mini Maker Faire	694041	7,500	7,500
Enlightened Theatrics - Hair (The Musical Theatre Production)	694124	2,000	-
Enlightened Theatrics - Plaid Tidings	694124	-	7,500
Enlightened Theatrics - The Wizard of Oz	694124	-	7,500
Festival Chorale of Oregon - A Masterworks Concert	694056	7,500	-
Festival Chorale of Oregon - Sing We Now of Christmas	694102	1,100	-
Festival Chorale of Oregon - A Choral Concert of Hodie	694102	-	7,500
Deepwood Museum & Gardens - Web Redesign Project	694115	4,500	-
Deepwood Museum & Gardens - Tent replacement	694115	-	7,500
Friends of the Visual Arts - Oregon State Fair Artisans Village	694068	7,500	7,500
Gallagher Fitness Resources - On Your Feet Friday	694126	2,000	2,000
Gallery 180 - Artist Exhibition Series	694127	2,000	-
Oregon State Capitol Foundation - Cherry Blossom Days	-	-	7,500
Oregon Symphony Association in Salem - Concerts in Salem	694060	7,500	7,500



**CULTURAL AND TOURISM
FUND NO. 175
FY 2016-17**

**Department: Non-Departmental
Cost Center: Cultural and Tourism
Cost Center No: 60-91-00-00**

**Adopted
FY 2015-16 Adopted
FY 2016-17**

Oregon Symphony Association in Salem - Youth Concerts	694104	-	7,500
Salem Art Association - Salem Art Festival	694022	7,500	7,500
Salem Art Association - Bush Garden Interpretive Signage Project	694105	5,000	-
Salem Brewery Association - Salem Beer Week	-	-	2,000
Salem Chamber Orchestra - Concerts	694060	7,500	-
Salem Chamber Orchestra - Late Night with SCO	694031	7,140	-
Salem Concert Band - In The Steps of Sousa	694128	2,500	-
Salem Creative Network - Cherry City Music Festival 2016	694122	7,500	7,500
Salem Downtown Organization - Big Ballyhoo	694129	2,000	2,000
Salem Downtown Organization - Mix-n-Mash	694129	2,000	-
Salem Heritage All-Star Forum - Cultural Passport	-	-	7,500
Salem Hospital - High Street Hustle 5K Run	694125	7,500	7,500
Salem Multi-Cultural Institute - World Beat Festival	694025	7,500	7,500
Salem's Riverfront Carousel - Santa at the Carousel	694045	7,500	-
The Northwest Comic Fest	694130	2,000	2,000
Willamette Heritage Center - Nature & Community Explorations	694109	-	7,500
Willamette Heritage Center - Falling into Textiles	694109	7,500	-
Willamette Master Chorus - Concert Series	694111	7,500	-
Vietnamese Voice In Salem - 2016 Vietnamese New Year Celebration	694123	2,000	-
<i>Total Special Events / Project Grants</i>		\$ 124,240	\$ 130,000
 Capital Improvement / Outlay Grants			
Gilbert House Children's Museum - Public Address System	694116	\$ -	\$ 10,000
Lord & Schryver Conservancy - Interior Furnishings	694121	2,450	-
Salem Art Association - <i>Access Art Project Phase II (reappropriation)</i>	694113	10,000	15,000
Salem Riverfront Carousel - Sign Replacement	694091	2,470	-
Salem Riverfront Carousel - Party Room Flooring Replacement	694091	-	1,500
Willamette Art Center - Facility Expansion and equipment	694119	-	10,000
Willamette Heritage Center - Large Object Storage Building upgrade	694114	-	10,000
Willamette Heritage Center - Carpet and Vinyl replacement	694092	8,430	-
<i>Total Capital Improvements / Outlay Grants</i>		23,350	46,500
Total MTA / Cultural Facilities Grants		\$ 425,650	\$ 433,760
Contingencies		\$ 120,000	\$ 120,000
 TOTAL EXPENDITURES		\$ 4,038,950	\$ 5,017,230
 <i>UNAPPROPRIATED BALANCE</i>		 \$ 310,200	 \$ 223,520

**NON-DEPARTMENTAL
CULTURAL AND TOURISM FUND RESOURCES
(175-60-91-00)
FY 2016-17**

Acct. No.	Description	Adopted
31310	HOTEL/MOTEL TAXES	
	Proceeds from the nine percent hotel / motel room tax	\$ 3,948,940
35495	OTHER AGENCIES	
	Utility reimbursements from tenants in historic structures	\$ 5,200
36895	OTHER REVENUE	
	Funding from Salem Convention Center to offset cost of contract management	\$ 12,000
	Other miscellaneous revenues	<u>3,000</u>
		<u>\$ 15,000</u>

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 5,240,750

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 175
CULTURAL AND TOURISM**

Department: Non-Departmental
Cost Center: Cultural and Tourism
Cost Center No: 60-91-00-00

Acct Code	Account Name	Resources Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
31310	HOTEL/MOTEL TAXES	\$ 2,730,822	\$ 3,125,123	\$ 3,243,400	\$ 3,948,940	\$ 3,948,940	\$ 3,948,940	\$ 705,540	21.8%
	Total Hotel/Motel Taxes	\$ 2,730,822	\$ 3,125,123	\$ 3,243,400	\$ 3,948,940	\$ 3,948,940	\$ 3,948,940	\$ 705,540	21.8%
35495	OTHER AGENCIES	\$ 9,239	\$ 5,685	\$ 9,240	\$ 5,200	\$ 5,200	\$ 5,200	\$ (4,040)	-43.7%
	Total Intergovernmental	\$ 9,239	\$ 5,685	\$ 9,240	\$ 5,200	\$ 5,200	\$ 5,200	\$ (4,040)	-43.7%
36210	INTEREST	\$ 3,589	\$ 6,620	\$ 3,800	\$ 3,800	\$ 3,800	\$ 3,800	\$ -	-
	Total Interest on Investments	\$ 3,589	\$ 6,620	\$ 3,800	\$ 3,800	\$ 3,800	\$ 3,800	\$ -	-
36310	LOAN PRINCIPAL	\$ -	\$ 10,498	\$ -	\$ -	\$ -	\$ -	\$ -	-
36315	LOAN INTEREST	\$ -	\$ 741	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Loan Collections	\$ -	\$ 11,239	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	\$ 31,091	\$ 70,107	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	-
	Total Other	\$ 31,091	\$ 70,107	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 881,942	\$ 1,265,882	\$ 1,077,710	\$ 1,262,810	\$ 1,262,810	\$ 1,267,810	\$ 190,100	17.6%
	Total Beginning Balances	\$ 881,942	\$ 1,265,882	\$ 1,077,710	\$ 1,262,810	\$ 1,262,810	\$ 1,267,810	\$ 190,100	17.6%
	Total Resources	\$ 3,656,683	\$ 4,484,655	\$ 4,349,150	\$ 5,235,750	\$ 5,235,750	\$ 5,240,750	\$ 891,600	20.5%

**NON-DEPARTMENTAL
CULTURAL AND TOURISM FUND
(175-60-91-00)
FY 2016-17**

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES	
	Elevator maintenance	\$ 1,000
	Exterior siding and window washing	5,810
	Fire extinguisher service	5,210
	Lord and Schryver Gardens maintenance	15,000
	Pest control	1,500
	Travel Salem	987,230
		<u>987,230</u>
		\$ 1,015,750
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Convention Center contract administration (101-64141000)	\$ 20,900
	Cultural Tourism Promotion Advisory Board support (101-25150000)	26,640
	Historic building maintenance (101-22510000)	44,840
	Online registration application - Phase II (101-59103515)	40,000
		<u>40,000</u>
		\$ 132,380
53813	INTRA CITY - BUDGETED TRANSFERS	
	Historic and cultural grant administration (101-25150000)	\$ 11,200
	Riverfront Park special event management (101-21100500)	45,610
	Softball tournament bids (101-21101000)	40,700
	Travel Salem contract administration (101-64100000)	11,760
		<u>11,760</u>
		\$ 109,270
53815	INTRA CITY - INTERDEPARTMENTAL REIMBURSEMENTS	
	City services at State Fair (155-58304515)	\$ 17,130
	Salem Convention Center marketing	298,590
		<u>298,590</u>
		\$ 315,720
54850	OTHER SPECIAL PAYMENTS	
	Capital reserves (255-60901500)	\$ 50,000
	City-sponsored signature festival / events	39,150
	July 4th Celebration	23,350
	River Rock Concert Series	7,500
	River to Ridge event	50,000
	Salem Sunday Streets	10,000
	Grant awards	433,760
		<u>433,760</u>
		\$ 613,760
55130	EQUIPMENT AND MACHINERY	
	Bush Barn heat pump (replacement, 1)	\$ 10,000
	Gilbert House furnace (replacement,1)	10,000
		<u>10,000</u>
		\$ 20,000

**NON-DEPARTMENTAL
CULTURAL AND TOURISM FUND
(175-60-91-00)
FY 2016-17**

Acct No.	Description	Adopted
62110	INTERFUND TRANSFER	
	Capital Improvement Fund (255-60901500) for major maintenance projects	
	Bush House south flat roof and HVAC repair	\$ 130,000
	Gilbert House siding repairs and paint	45,000
	City entranceways improvements (255-58909505)	50,000
	General Fund (\$1,250,800) and Capital Improvements Fund (\$1,023,000) for historic and City landscape maintenance projects (101-21501000, 255-58909505)	2,273,800
	Transfer to Public Art Fund (176-60920000)	<u>30,000</u>
		\$ 2,528,800

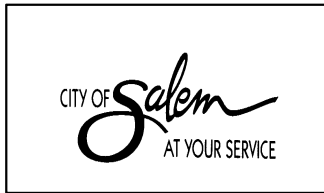
TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 5,017,230

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 175
CULTURAL AND TOURISM**

Department: Non-Departmental
Cost Center: Cultural and Tourism
Cost Center No: 60-91-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52120	MAIL	\$ 1	\$ 28	\$ 120	\$ -	\$ -	\$ -	\$ (120)	-100.0%
52130	SUPPLIES	-	108	200	-	-	-	(200)	-100.0%
52405	TELEPHONE - OFFICE	489	468	-	-	-	-	-	-
52550	MILEAGE	-	7	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	550,681	714,000	794,040	839,370	1,015,750	1,015,750	221,710	27.9%
53380	OTHER MAINTENANCE AND REPAIRS	-	46	-	-	-	-	-	-
53610	GAS	9,632	7,852	8,500	8,500	8,500	8,500	-	-
53620	ELECTRIC	41,384	41,456	45,210	43,000	43,000	43,000	(2,210)	-4.9%
53812	INTRA CITY - DIRECT CHARGE LABOR	61,955	109,625	110,840	132,380	132,380	132,380	21,540	19.4%
53813	INTRA CITY - BUDGETED TRANSFER	69,550	103,270	107,660	109,270	109,270	109,270	1,610	1.5%
53815	INTRA CITY - INTERDEPART. BILLING	306,649	316,710	314,130	315,720	315,720	315,720	1,590	0.5%
53840	MOTOR POOL RENTAL	369	401	700	650	650	650	(50)	-7.1%
53851	COPY	496	1,217	1,800	-	-	-	(1,800)	-100.0%
53860	BUILDING SERVICES	17,448	29,971	19,850	9,930	9,930	9,930	(9,920)	-50.0%
53900	COST ALLOCATION PLAN	109,980	83,550	75,900	99,470	99,470	99,470	23,570	31.1%
54850	OTHER SPECIAL PAYMENTS	345,900	402,434	555,650	608,760	608,760	613,760	58,110	10.5%
	Total Materials and Services	\$ 1,514,534	\$ 1,811,144	\$ 2,034,600	\$ 2,167,050	\$ 2,343,430	\$ 2,348,430	\$ 313,830	15.4%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	-
61110	CONTINGENCIES	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	-
	Total Contingencies	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 876,268	\$ 1,457,291	\$ 1,884,350	\$ 2,528,800	\$ 2,528,800	\$ 2,528,800	\$ 644,450	34.2%
	Total Transfers	\$ 876,268	\$ 1,457,291	\$ 1,884,350	\$ 2,528,800	\$ 2,528,800	\$ 2,528,800	\$ 644,450	34.2%
	Total Requirements	\$ 2,390,801	\$ 3,268,434	\$ 4,038,950	\$ 4,835,850	\$ 5,012,230	\$ 5,017,230	\$ 978,280	19.5%



Non-Departmental

DIVISIONS

Cultural and Tourism Fund

General Fund Non-Departmental

Public Art Fund

This section includes the divisions in bold text.



Public Art Fund

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Salem's Public Art ordinance was enacted in 2009. The Public Art Fund was established with the FY 2010-11 budget to account for the selection, acquisition, and maintenance of public art. Funding for these activities is derived from the dedication of one-half of one percent of the total eligible costs of public improvement projects. The Public Art Commission is comprised of seven members appointed by the City Council.

Public Art Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 1,320	\$ 1,327	\$ 4,336	\$ 2,140	\$ 33,150
Internal	-	2,000	872	-	-
Interest / Other	7	9	19	10	150
Transfers	-	2,000	1,000	31,000	30,000
Total Resources	\$ 1,327	\$ 5,336	\$ 6,227	\$ 33,150	\$ 63,300
Materials / Services	\$ -	\$ 1,000	\$ 5,120	\$ 33,150	\$ 63,300
Total Expenditures	\$ -	\$ 1,000	\$ 5,120	\$ 33,150	\$ 63,300
% Change		0.00%	412.01%	547.45%	90.95%

FY 2016-17 Highlights and Significant Changes

In coordination with the Urban Renewal Agency and Public Works, the Salem Public Art Commission and Oregon Artists Series Foundation have identified nine downtown locations for placing public sculptures. Each year, for the next few years, three of the nine downtown locations will have an art well / pedestal installed in preparation for displaying art.

During FY 2015-16, a comprehensive inventory of artworks in the City of Salem's public art collection was completed and posted online. An appraisal and conditions assessment of the collection is anticipated for the coming fiscal year.

Additional funding in FY 2016-17 is provided by transient occupancy tax through the Cultural and Tourism Fund. In accordance with the City Charter, transient occupancy tax may be used for "urban beautification generally" and will help to leverage the purchase and maintenance of these public art pieces.

**NON-DEPARTMENTAL
PUBLIC ART FUND
(176-60-92-00)
FY 2016-17**

Acct No.	Description	Adopted
PUBLIC ART FUND RESOURCES DETAIL		
39110	INTERFUND TRANSFERS	
	Cultural and Tourism Fund (175-60913000)	\$ 30,000
39910	BEGINNING WORKING CAPITAL	\$ 33,150
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 63,300

PUBLIC ART FUND EXPENDITURES DETAIL

52670	OTHER PROFESSIONAL SERVICES	
	Appraisal of public art collection	\$ 12,660
54850	OTHER SPECIAL PAYMENTS	
	Purchase of public art (unspecified)	\$ 44,310
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 63,300

**CITY OF SALEM
2016 TO 2017
FUND NO. 176
PUBLIC ART FUND**

Department: Non-Departmental
Cost Center: Public Art
Cost Center No.: 60-92-00-00

PUBLIC ART RESOURCES		Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
Acct Code	Account Name								
35213	INTRAFUND - BUDGETED TRANSFER	\$ 2,000	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Internal	\$ 2,000	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 9	\$ 19	\$ 10	\$ 150	\$ 150	\$ 150	\$ 140	1400.0%
	Total Interest on Investments	\$ 9	\$ 19	\$ 10	\$ 150	\$ 150	\$ 150	\$ 140	1400.0%
39110	INTERFUND TRANSFERS	\$ 2,000	\$ 1,000	\$ 31,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ (1,000)	-3.2%
	Total Operating Transfers	\$ 2,000	\$ 1,000	\$ 31,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ (1,000)	-3.2%
39910	BEGINNING WORKING CAPITAL	\$ 1,327	\$ 4,336	\$ 2,140	\$ 33,150	\$ 33,150	\$ 33,150	\$ 31,010	1449.1%
	Total Beginning Balances	\$ 1,327	\$ 4,336	\$ 2,140	\$ 33,150	\$ 33,150	\$ 33,150	\$ 31,010	1449.1%
	Total Resources	\$ 5,336	\$ 6,227	\$ 33,150	\$ 63,300	\$ 63,300	\$ 63,300	\$ 30,150	91.0%

PUBLIC ART EXPENDITURES		Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
Acct Code	Account Name								
52130	SUPPLIES	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52140	PRINTING AND DUPLICATION	-	-	630	-	-	-	(630)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	-	-	6,000	12,660	12,660	12,660	6,660	111.0%
53380	OTHER MAINTENANCE AND REPAIRS	-	1,943	3,310	6,330	6,330	6,330	3,020	91.2%
53812	INTRA CITY - DIRECT CHARGE LABOR	-	626	-	-	-	-	-	-
53851	COPY	-	111	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	890	2,441	23,210	44,310	44,310	44,310	21,100	90.9%
	Total Materials and Services	\$ 1,000	\$ 5,120	\$ 33,150	\$ 63,300	\$ 63,300	\$ 63,300	\$ 30,150	91.0%
	Total Requirements	\$ 1,000	\$ 5,120	\$ 33,150	\$ 63,300	\$ 63,300	\$ 63,300	\$ 30,150	91.0%

**NON-DEPARTMENTAL
PUBLIC ART FUND
(176-60-92-00-00)
FY 2016-17**

**Department: Non-Departmental
Cost Center: Public Art
Cost Center No: 60-92-00-00**

	Project	Adopted FY 2015-16	Adopted FY 2016-17
RESOURCES			
Beginning fund balance		\$ 2,140	\$ 33,150
Interest		10	150
Transfer of one-half of one percent of eligible public improvement costs		-	-
General Fund transfer		1,000	-
Cultural Tourism Fund transfer		30,000	30,000
TOTAL RESOURCES		<u>\$ 33,150</u>	<u>\$ 63,300</u>

EXPENDITURES

PUBLIC ART ACQUISITION (60921010)

Acquisition of public art (70% of unspecified funding)	609200	\$ 23,210	\$ 44,310
TOTAL PUBLIC ART ACQUISITION (unspecified)		<u>\$ 23,210</u>	<u>\$ 44,310</u>

PUBLIC ART MANAGEMENT (60921020)

Selection, community education, registration, administration (20% of unspecified funding)	609220	\$ 6,630	\$ 12,660
TOTAL PUBLIC ART MANAGEMENT (unspecified)		<u>\$ 6,630</u>	<u>\$ 12,660</u>

PUBLIC ART MAINTENANCE (60921030)

Maintenance, conservation, and deaccessioning of public art (10% of unspecified funding)	609230	\$ 3,310	\$ 6,330
TOTAL PUBLIC ART MAINTENANCE (unspecified)		<u>\$ 3,310</u>	<u>\$ 6,330</u>

TOTAL EXPENDITURES		<u>\$ 33,150</u>	<u>\$ 63,300</u>
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UNAPPROPRIATED BALANCE		\$ -	\$ -
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Urban Development

DIVISIONS

Airport Fund

Community Renewal

Downtown Parking Fund

Economic Improvement District

Leasehold Fund

Parking Services

Urban Development Construction

Urban Development Services

Urban Renewal Agency

This section includes the divisions in bold text.



Leasehold Fund

Summaries, Programs, and Budgets

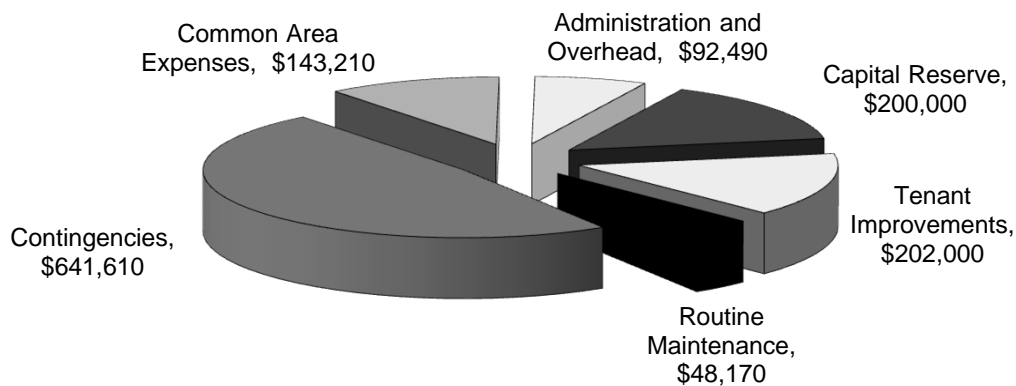
FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Leasehold Fund Budget by Category demonstrates three years of historical revenues and expenditures in the categories of Materials / Services, Contingencies, and Transfers as well as the adopted FY 2015-16 and FY 2016-17 budgets for the fund.

Leasehold Fund Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 499,946	\$ 547,540	\$ 573,432	\$ 749,370	\$ 747,990
Land/Building Rent	549,671	549,851	576,753	581,700	576,390
Interest	2,614	3,006	3,729	3,100	3,100
Other	-	500	1,119	-	-
Total	\$ 1,052,230	\$ 1,100,897	\$ 1,155,033	\$ 1,334,170	\$ 1,327,480
Materials / Services	\$ 504,691	\$ 527,464	\$ 371,787	\$ 904,990	\$ 485,870
Contingencies	-	-	-	429,180	641,610
Transfers	-	-	-	-	200,000
Total	\$ 504,691	\$ 527,464	\$ 371,787	\$ 1,334,170	\$ 1,327,480
% Change		4.51%	-29.51%	258.85%	-0.50%
FTE	0.00	0.00	0.00	0.00	0.00

Leasehold Expenditures



FY 2016-17

Highlights and Significant Changes

The Leasehold Fund accounts for the revenue and expenditures associated with the tenant lease spaces on the ground floor of the Chemeketa and Liberty parkades. Revenue is derived from tenant lease payments and payment for shared expenses, which include electricity, water and sewer, taxes, and janitorial services.

The FY 2016-17 budget maintains current service levels for the leasehold spaces. In addition, the budget includes funding a reserve for future capital project needs.

**LEASEHOLD FUND RESOURCES
CHEMEKETA PARKADE
(180-64-40-10)
FY 2016-17**

Acct. No.	Description	Adopted
34110	LAND / BUILDING RENT Tenant lease payments for retail space in Chemeketa Parkade	\$ 372,380
34160	COMMON AREA RENT Payment from tenants in retail space of Chemeketa Parkade for common area costs	\$ 108,130
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 1,094,930

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 180
LEASEHOLD**

Department: Urban Development
Cost Center: Chemeketa
Cost Center No: 64-40-10-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
34110	LAND/BUILDING RENT	\$ 371,749	\$ 363,034	\$ 357,680	\$ 372,380	\$ 372,380	\$ 372,380	\$ 14,700	4.1%
34160	COMMON AREA RENT	97,637	114,556	114,200	108,130	108,130	108,130	(6,070)	-5.3%
34295	PARKING RENT - OTHER	-	450	-	-	-	-	-	-
	Total Rent	\$ 469,385	\$ 478,040	\$ 471,880	\$ 480,510	\$ 480,510	\$ 480,510	\$ 8,630	1.8%
36210	INTEREST	\$ 2,512	\$ 3,171	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	-
	Total Interest on Investments	\$ 2,512	\$ 3,171	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	-
36895	OTHER REVENUE	\$ 500	\$ 1,119	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other	\$ 500	\$ 1,119	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 443,380	\$ 481,873	\$ 644,150	\$ 611,920	\$ 611,920	\$ 611,920	\$ (32,230)	-5.0%
	Total Beginning Balances	\$ 443,380	\$ 481,873	\$ 644,150	\$ 611,920	\$ 611,920	\$ 611,920	\$ (32,230)	-5.0%
	Total Resources	\$ 915,777	\$ 964,202	\$ 1,118,530	\$ 1,094,930	\$ 1,094,930	\$ 1,094,930	\$ (23,600)	-2.1%

**LEASEHOLD FUND
CHEMEKETA LEASEHOLD
(180-64-40-10)
FY 2016-17**

Acct No.	Description	Adopted
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Facilities Services management of major maintenance projects (101-22510000)	\$ 4,350
	Janitorial services (101-22510000)	5,310
	Maintenance services (101-22510000)	22,160
	Urban Development lease management (101-64100000)	33,270
		<u>\$ 65,090</u>
62110	TRANSFERS TO OTHER FUNDS	
	Parking structure capital projects fund (255-64901200)	\$ 200,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,094,930

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 180
LEASEHOLD**

Department: Urban Development
Cost Center: Chemeketa
Cost Center No: 64-40-10-00

Acct Code Account Name	Expenditures Budget							
	Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52110 SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	-
52120 MAIL	135	81	50	50	50	50	-	-
52130 SUPPLIES	-	232	500	500	500	500	-	-
52140 PRINTING AND DUPLICATION	-	238	-	-	-	-	-	-
52320 ADVERTISING	420	420	300	300	300	300	-	-
52620 CONSTRUCTION CONTRACTS	-	-	559,520	157,650	157,650	157,650	(401,870)	-71.8%
52740 PERMITS	319	-	-	-	-	-	-	-
52830 COMPUTER SOFTWARE AND LICENSES	380	-	-	-	-	-	-	-
53210 INSURANCE	730	730	4,020	4,390	4,390	4,390	370	9.2%
53380 OTHER MAINTENANCE AND REPAIRS	35	1,192	-	-	-	-	-	-
53620 ELECTRIC	60,318	59,239	64,300	59,450	59,450	59,450	(4,850)	-7.5%
53630 WATER	14,144	14,435	14,460	14,710	14,710	14,710	250	1.7%
53720 TAXES AND ASSESSMENTS	20,163	19,153	20,770	20,390	20,390	20,390	(380)	-1.8%
53767 BANKING AND INVESTMENT FEES	-	-	-	460	460	460	460	-
53812 INTRA CITY - DIRECT CHARGE LABOR	100,254	74,559	69,630	65,090	65,090	65,090	(4,540)	-6.5%
53813 INTRA CITY - BUDGETED TRANSFER	1,005	-	-	-	-	-	-	-
53815 INTRA CITY - INTERDEPART. BILLING	204	124	-	-	-	-	-	-
53840 MOTOR POOL RENTAL	663	648	500	520	520	520	20	4.0%
53851 COPY	245	334	-	-	-	-	-	-
53854 PHOTOCOPIES	24	134	150	150	150	150	-	-
53860 BUILDING SERVICES	201,765	106,176	21,200	14,980	14,980	14,980	(6,220)	-29.3%
53900 COST ALLOCATION PLAN	33,100	17,110	22,110	16,300	16,300	16,300	(5,810)	-26.3%
Total Materials and Services	\$ 433,904	\$ 294,806	\$ 777,660	\$ 355,090	\$ 355,090	\$ 355,090	\$ (422,570)	-54.3%
61110 CONTINGENCIES	\$ -	\$ -	\$ 340,870	\$ 539,840	\$ 539,840	\$ 539,840	\$ 198,970	58.4%
Total Contingencies	\$ -	\$ -	\$ 340,870	\$ 539,840	\$ 539,840	\$ 539,840	\$ 198,970	58.4%
62110 TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
Total Contingencies	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
Total Requirements	\$ 433,904	\$ 294,806	\$ 1,118,530	\$ 1,094,930	\$ 1,094,930	\$ 1,094,930	\$ (23,600)	-2.1%



**CHEMEKETA LEASEHOLD
FUND NO. 180
FY 2016-17**

Department: Urban Development
Cost Center: Chemeketa
Cost Center No: 64-40-10-00

	Project	Adopted Budget FY 15-16	Adopted Budget FY 16-17
RESOURCES			
Beginning fund balance		\$ 644,150	\$ 611,920
Interest earnings		2,500	2,500
Tenant lease payments		357,680	372,380
Tenant common area / utility payments		114,200	108,130
TOTAL RESOURCES		\$ 1,118,530	\$ 1,094,930
EXPENDITURES			
Capital Improvements			
Construct 2 new ADA restrooms and renovate 2 existing restrooms (North)		\$ 190,000	\$ -
Heating, ventilation, and air conditioning controls upgrade (North)		11,000	-
Replace chiller (Liberty)		185,000	-
South Energy Management System (EMS) upgrade		21,000	-
Storefront replacement - phase 2 (reappropriation)		87,000	87,000
Unanticipated tenant improvements	641009	75,000	75,000
<i>Total Capital Improvements</i>		\$ 569,000	\$ 162,000
Regular Maintenance			
Regular maintenance (Facilities Services Division)	641003	\$ 39,570	\$ 34,430
<i>Total Regular Maintenance</i>		\$ 39,570	\$ 34,430
Administration and Overhead			
Lease management and administration (Urban Development)	641000	\$ 34,890	\$ 34,880
Indirect Cost Allocation Plan	641001	22,110	16,300
<i>Total Administration and Overhead</i>		\$ 57,000	\$ 51,180
Common Area Expenses			
Electricity	641002	\$ 64,300	\$ 59,450
Insurance	641002	4,020	4,390
Janitorial services	641002	8,540	8,540
Property taxes	641002	20,770	20,390
Water	641002	14,460	14,710
<i>Total Common Area Expenses</i>		\$ 112,090	\$ 107,480
Transfers and Reimbursements:			
Transfer to parking structure capital projects reserve (Fund 255)	641004	\$ -	\$ 200,000
<i>Total Transfers and Reimbursements</i>		\$ -	\$ 200,000
Contingencies		\$ 340,870	\$ 539,840
TOTAL EXPENDITURES		\$ 1,118,530	\$ 1,094,930
UNAPPROPRIATED BALANCE		\$ -	\$ -

**LEASEHOLD FUND RESOURCES
LIBERTY SQUARE
(180-64-40-20)
FY 2016-17**

Acct. No.	Description	Adopted
34110	LAND / BUILDING RENT Tenant lease payments for retail space in Liberty Square parking structure	\$ 67,380
34160	COMMON AREA RENT Payment from tenants in retail space of Liberty Square parking structure for common area costs	\$ 28,500
<hr/> TOTAL FY 2016-17 RESOURCES BUDGET		\$ 232,550

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 180
LEASEHOLD**

Department: Urban Development
Cost Center: Liberty Square
Cost Center No: 64-40-20-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
34110	LAND/BUILDING RENT	\$ 57,581	\$ 66,562	\$ 73,890	\$ 67,380	\$ 67,380	\$ 67,380	\$ (6,510)	-8.8%
34160	COMMON AREA RENT	22,885	32,151	35,930	28,500	28,500	28,500	(7,430)	-20.7%
	Total Rent	\$ 80,466	\$ 98,714	\$ 109,820	\$ 95,880	\$ 95,880	\$ 95,880	\$ (13,940)	-12.7%
36210	INTEREST	\$ 495	\$ 558	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	-
	Total Interest on Investments	\$ 495	\$ 558	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 104,159	\$ 91,560	\$ 105,220	\$ 136,070	\$ 136,070	\$ 136,070	\$ 30,850	29.3%
	Total Beginning Balances	\$ 104,159	\$ 91,560	\$ 105,220	\$ 136,070	\$ 136,070	\$ 136,070	\$ 30,850	29.3%
	Total Resources	\$ 185,120	\$ 190,831	\$ 215,640	\$ 232,550	\$ 232,550	\$ 232,550	\$ 16,910	7.8%

**LEASEHOLD FUND
LIBERTY LEASEHOLD
(180-64-40-20)
FY 2016-17**

Acct No.	Description	Adopted
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Janitorial services (101-22510000)	\$ 5,410
	Maintenance services (101-22510000)	7,510
	Urban Development lease management (101-64100000)	33,270
		<u>\$ 46,190</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 232,550

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 180
LEASEHOLD**

Department: Urban Development
Cost Center: Liberty Square
Cost Center No: 64-40-20-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	-
52120	MAIL	3	15	50	50	50	50	-	-
52130	SUPPLIES	-	-	200	200	200	200	-	-
52320	ADVERTISING	420	420	500	500	500	500	-	-
52620	CONSTRUCTION CONTRACTS	24,106	149	40,000	40,000	40,000	40,000	-	-
52670	OTHER PROFESSIONAL SERVICES	1,743	-	-	-	-	-	-	-
52740	PERMITS	727	163	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	380	-	-	-	-	-	-	-
53210	INSURANCE	150	150	740	-	-	-	(740)	-100.0%
53380	OTHER MAINTENANCE AND REPAIRS	-	700	-	-	-	-	-	-
53620	ELECTRIC	13,577	13,029	14,410	13,330	13,330	13,330	(1,080)	-7.5%
53630	WATER	1,489	1,056	1,520	1,140	1,140	1,140	(380)	-25.0%
53720	TAXES AND ASSESSMENTS	7,150	13,273	13,670	14,130	14,130	14,130	460	3.4%
53767	BANKING AND INVESTMENT FEES	-	-	-	90	90	90	90	-
53812	INTRA CITY - DIRECT CHARGE LABOR	28,637	34,959	40,190	46,190	46,190	46,190	6,000	14.9%
53813	INTRA CITY - BUDGETED TRANSFER	629	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPART. BILLING	146	89	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	217	228	200	200	200	200	-	-
53851	COPY	-	-	50	50	50	50	-	-
53854	PHOTOCOPIES	321	71	500	500	500	500	-	-
53860	BUILDING SERVICES	3,995	7,870	8,070	7,750	7,750	7,750	(320)	-4.0%
53900	COST ALLOCATION PLAN	9,870	4,810	7,080	6,500	6,500	6,500	(580)	-8.2%
	Total Materials and Services	\$ 93,560	\$ 76,982	\$ 127,330	\$ 130,780	\$ 130,780	\$ 130,780	\$ 3,450	2.7%
61110	CONTINGENCIES	\$ -	\$ -	\$ 88,310	\$ 101,770	\$ 101,770	\$ 101,770	\$ 13,460	15.2%
	Total Contingencies	\$ -	\$ -	\$ 88,310	\$ 101,770	\$ 101,770	\$ 101,770	\$ 13,460	15.2%
	Total Requirements	\$ 93,560	\$ 76,982	\$ 215,640	\$ 232,550	\$ 232,550	\$ 232,550	\$ 16,910	7.8%

LIBERTY LEASEHOLD
FUND NO. 180
FY 2016-17

Department: Urban Development
 Cost Center: Liberty Square
 Cost Center No: 64-40-20-00

		Adopted Budget FY 15-16	Adopted Budget FY 16-17
RESOURCES			
Beginning fund balance		\$ 105,220	\$ 136,070
Interest earnings		600	600
Tenant lease payments		73,890	67,380
Tenant common area / utility payments		35,930	28,500
TOTAL RESOURCES		\$ 215,640	\$ 232,550
EXPENDITURES			
Capital Improvements			
Tenant improvements		\$ 40,000	\$ 40,000
<i>Total Capital Improvements</i>		\$ 40,000	\$ 40,000
Regular Maintenance			
Regular maintenance (Facilities Services Division)	642003	\$ 13,880	\$ 13,740
<i>Total Regular Maintenance</i>		\$ 13,880	\$ 13,740
Administration and Overhead			
Indirect Cost Allocation Plan	642001	\$ 7,080	\$ 6,500
Lease management and administration (Urban Development)	642000	28,440	34,810
<i>Total Administration and Overhead</i>		\$ 35,520	\$ 41,310
Common Area Expenses			
Electricity	642002	\$ 14,410	\$ 13,330
Insurance	642002	740	-
Janitorial services	-	7,590	7,130
Property taxes	642002	13,670	14,130
Water	642002	1,520	1,140
<i>Total Common Area Expenses</i>		\$ 37,930	\$ 35,730
Contingencies	-	\$ 88,310	\$ 101,770
TOTAL EXPENDITURES		\$ 215,640	\$ 232,550
UNAPPROPRIATED BALANCE		\$ -	\$ -



Community Development

DIVISIONS

Administration

Building and Safety

Library

Neighborhood Enhancement

Planning

This section includes the divisions in bold text.



Building and Safety

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Building and Safety Budget by Category represents three years of historical revenue and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category, including Personal Services, Materials / Services, Capital Outlay, Contingency, and Transfers. The table shows the total fund expenditure budget, the percent change in budget, and the full-time equivalent (FTE) position count for each year.

Building and Safety Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 3,566,521	\$ 3,758,761	\$ 4,802,311	\$ 4,991,400	\$ 5,111,700
Fees	30,911	29,078	31,915	29,800	30,310
Licenses and Permits	2,698,348	3,554,497	2,901,707	2,872,500	3,015,160
Internal	114,462	208,430	156,960	164,040	165,320
Intergovernmental	5,105	31,008	-	-	-
Interest	19,258	21,077	29,562	21,000	21,420
Other Revenue	7,837	1,171	86	-	-
Total Resources	\$ 6,442,443	\$ 7,604,022	\$ 7,922,541	\$ 8,078,740	\$ 8,343,910
Personal Services	\$ 1,934,701	\$ 2,021,923	\$ 2,132,957	\$ 2,469,680	\$ 2,677,850
Materials / Services	748,980	779,789	762,537	1,002,540	1,076,850
Capital Outlay	-	-	7,357	-	-
Contingency	-	-	-	300,000	300,000
Transfers	-	-	17,544	130,000	800,000
Total Expenditures	\$ 2,683,681	\$ 2,801,712	\$ 2,920,395	\$ 3,902,220	\$ 4,854,700
% Change		4.40%	4.24%	33.62%	24.41%
FTE	19.00	21.00	22.00	21.00	23.00

FY 2016-17

Highlights and Significant Changes

In FY 2016-17, the Building and Safety Division will initiate the second phase of its office remodel project to provide an efficient and ADA-compliant work space layout for the plan review and inspection section. A total of \$300,000 is appropriated for this purpose.

The division's FY 2016-17 budget also includes a transfer of \$500,000 to the City's Equipment and Asset Reserve Fund (Fund 388) intended to begin building a reserve for the eventual replacement or upgrading of the permit application system.

Building and Safety Division continues to maintain its building department accredited status from the International Accreditation Service (IAS).

Work Force Changes

The adopted budget includes the addition of 2.0 FTE positions -- a plans examiner and a permit specialist -- to address continued and increasing commercial building activity.





Building and Safety

What We Do

PROGRAMS

Building and Safety

Building Permits Program	Staff	Cost
Provide plan review, permitting and inspection of commercial and residential construction to ensure compliance with Oregon State Building Code and Salem Revised Code. Included in the building permit program is a project coordinator, who is assigned as a liaison on large projects of \$10 million or more. The project coordinator helps shepherd the project through the permitting process and facilitate the coordination between City departments as a single point of contact for the applicant.	21.13	\$ 4,650,190

Permit Application Center - Licensing	Staff	Cost
Process permit applications, business and vocational licenses required by the City of Salem.	0.56	\$ 82,950

Parking Permit Program	Staff	Cost
Issuance of monthly employee parking permits in structures and lots plus residential parking permits, construction maintenance permits and daily permits for use of parking spaces downtown and in surrounding areas.	1.31	\$ 121,560

Total Building and Safety Division	23.00	\$ 4,854,700
	Staff	Cost

**COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING AND SAFETY FUND RESOURCES
(185-25-50-00)
FY 2016-17**

Acct. No.	Description	Adopted
32644	PROCESSING FEE A surcharge on most permits issued by the Permit Application Center to cover the cost of issuance	\$ 26,010
32835	BUILDING PERMITS Permit and plan review fees for construction projects	\$ 1,895,250
32840	ELECTRICAL PERMITS Permits for construction projects	\$ 413,700
32845	MECHANICAL PERMITS Permits for construction projects	\$ 276,150
32850	PLUMBING PERMITS Permits for construction projects	\$ 362,780
32895	OTHER PERMITS Non-construction permits and licenses (including police protective licenses)	\$ 67,280
35213	INTRA CITY SERVICES - BUDGETED TRANSFERS Parking permit processing and management (101-64141500) Parking permit processing and management (170-64301000) Shared project coordinator with General Fund departments (101-60961000) Shared project coordinator with Public Works Department (310-58103500)	\$ 60,780 60,780 21,880 21,880
		\$ 165,320
36210	INTEREST	\$ 21,420
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 8,343,910

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 185
BUILDING AND SAFETY**

Department: Community Development
Cost Center: Building and Safety
Cost Center No: 25-50-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32320	DOCUMENT SALES	\$ 3,630	\$ 4,320	\$ 4,300	\$ 4,300	\$ 4,300	\$ 4,300	\$ -	-
32347	MARIJUANA APPLICATION FEE	-	3,520	-	-	-	-	-	-
	Total Fees for Services	\$ 3,630	\$ 7,840	\$ 4,300	\$ 4,300	\$ 4,300	\$ 4,300	\$ -	-
32644	PROCESSING FEE	\$ 25,448	\$ 24,075	\$ 25,500	\$ 26,010	\$ 26,010	\$ 26,010	\$ 510	2.0%
	Total Other Fees	\$ 25,448	\$ 24,075	\$ 25,500	\$ 26,010	\$ 26,010	\$ 26,010	\$ 510	2.0%
32835	BUILDING PERMITS	\$ 2,431,387	\$ 1,883,369	\$ 1,805,000	\$ 1,895,250	\$ 1,895,250	\$ 1,895,250	\$ 90,250	5.0%
32840	ELECTRICAL PERMITS	390,877	357,255	394,000	413,700	413,700	413,700	19,700	5.0%
32845	MECHANICAL PERMITS	284,533	257,353	263,000	276,150	276,150	276,150	13,150	5.0%
32850	PLUMBING PERMITS	376,750	334,586	345,500	362,780	362,780	362,780	17,280	5.0%
32895	OTHER PERMITS	70,950	69,146	65,000	67,280	67,280	67,280	2,280	3.5%
	Total Licenses & Permits	\$ 3,554,497	\$ 2,901,707	\$ 2,872,500	\$ 3,015,160	\$ 3,015,160	\$ 3,015,160	\$ 142,660	5.0%
35212	INTRAFUND - DIRECT CHARGE	\$ 23,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFER	184,480	156,960	164,040	165,320	165,320	165,320	1,280	0.8%
	Total Internal	\$ 208,430	\$ 156,960	\$ 164,040	\$ 165,320	\$ 165,320	\$ 165,320	\$ 1,280	0.8%
35361	STATE REIMBURSEMENT	\$ 31,008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Intergovernmental	\$ 31,008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 21,077	\$ 29,562	\$ 21,000	\$ 21,420	\$ 21,420	\$ 21,420	\$ 420	2.0%
	Total Interest on Investments	\$ 21,077	\$ 29,562	\$ 21,000	\$ 21,420	\$ 21,420	\$ 21,420	\$ 420	2.0%
36895	OTHER REVENUE	\$ 1,171	\$ 86	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Revenue	\$ 1,171	\$ 86	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 3,758,761	\$ 4,802,311	\$ 4,991,400	\$ 5,111,700	\$ 5,111,700	\$ 5,111,700	\$ 120,300	2.4%
	Total Beginning Balances	\$ 3,758,761	\$ 4,802,311	\$ 4,991,400	\$ 5,111,700	\$ 5,111,700	\$ 5,111,700	\$ 120,300	2.4%
	Total Resources	\$ 7,604,022	\$ 7,922,541	\$ 8,078,740	\$ 8,343,910	\$ 8,343,910	\$ 8,343,910	\$ 265,170	3.3%

**COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING AND SAFETY FUND
(185-25-50-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Blue Volt University (2)	\$ 360
	International Code Council - certification training (2)	400
	International Code Council - annual conference (2)	6,000
	Northwest Concrete Masonry Association (2)	440
	Oregon Building Officials Association - spring and fall institutes (19 each)	17,100
	Oregon Building Officials Association - quarterly and annual business meetings (7)	2,420
	Oregon Department of Consumer and Business Services - certification, code and specialized inspector trainings (8)	4,260
	Oregon Fire Marshals Association (2)	220
	Oregon Mechanical Officials Association - fall institute (4)	1,500
	Oregon Permit Technician Association (6)	750
	Oregon State Board of Examiners for Engineering and Land Surveying (2)	320
	Special training classes (19)	3,500
	Structural Engineer Association of Oregon (2)	700
		<hr/> \$ 37,970
52670	OTHER PROFESSIONAL SERVICES	
	Commercial plan review	\$ 1,000
	Community outreach	3,000
	Dangerous building process serving	300
	Document shredding services	400
	Imaging services for building plans	35,000
	Inspection services	1,000
	Interpretive services	250
	Locksmith	200
	Project coordination	15,000
	Residential plan review	1,000
		<hr/> \$ 57,150
52815	CONTROLLED EQUIPMENT	
	Color printer (replacement, 2)	\$ 2,650
	Desktop computers (replacement, 5)	3,980
	Desktop monitors (replacement, 5)	2,050
	High-end desktop monitors (replacement, 2)	2,150
	Laptop computer (replacement, 1)	2,110
	Projector (replacement, 1)	7,000
	Vehicle printers (replacement, 6)	1,560
		<hr/> \$ 21,500

**COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING AND SAFETY FUND
(185-25-50-00)
FY 2016-17**

Acct No.	Description	Adopted
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Geographic Information System (GIS) labor for projects (101-25202500)	\$ 500
53813	INTRA CITY - BUDGETED TRANSFERS	
	Code enforcement investigation of work without permit (101-25350000)	\$ 59,000
	Department administration of division (101-25150000)	211,450
	Department tech analyst support (101-59103515)	108,750
		<u>\$ 379,200</u>
62110	INTERFUND TRANSFERS	
	Permitting system upgrade / replacement reserve (388-88102500)	\$ 500,000
	Phase two of Building and Safety renovation (255-60901000)	300,000
		<u>\$ 800,000</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET \$ 4,854,700

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 185
BUILDING AND SAFETY**

Department: Community Development
Cost Center: Building and Safety
Cost Center No: 25-50-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 1,223,354	\$ 1,280,331	\$ 1,409,030	\$ 1,477,770	\$ 1,477,770	\$ 1,583,700	\$ 174,670	12.4%
51030	OVERTIME	10,612	13,694	22,270	29,700	29,700	29,700	7,430	33.4%
51100	INCENTIVES	30,828	27,989	36,940	40,340	40,340	40,340	3,400	9.2%
51120	LEAVE PAYOFF	19,224	9,032	21,390	22,000	22,000	22,000	610	2.9%
51130	CAR ALLOWANCE	1,815	1,080	1,080	1,080	1,080	1,080	-	-
51195	OTHER PAY / BENEFITS	-	-	-	-	-	4,990	4,990	-
51210	FICA AND MEDICARE	96,533	99,742	107,790	120,180	120,180	128,280	20,490	19.0%
51221	WORKERS' COMP PREMIUM	17,700	27,780	22,930	16,420	16,420	16,430	(6,500)	-28.3%
51222	WORKERS' COMP STATE ASSMT	561	580	660	630	630	640	(20)	-3.0%
51230	UNEMPLOYMENT	-	(289)	13,990	14,750	14,750	14,750	760	5.4%
51240	EMPLR - RETIREMENT PERS	166,436	173,481	253,520	207,890	207,890	217,020	(36,500)	-14.4%
51243	PERS UNFUNDED LIABILITY	66,960	82,100	87,200	84,640	84,640	84,650	(2,550)	-2.9%
51245	EMPLR - PERS PICKUP	75,690	78,663	84,540	94,250	94,250	100,600	16,060	19.0%
51250	INSURANCE - MEDICAL	275,053	298,115	360,670	348,190	348,190	382,650	21,980	6.1%
51255	INSURANCE - VISION	7,228	8,729	10,640	10,440	10,440	11,450	810	7.6%
51260	INSURANCE - DENTAL	28,555	29,360	33,370	33,320	33,320	36,530	3,160	9.5%
51265	INSURANCE - LIFE	838	1,800	2,640	1,850	1,850	2,020	(620)	-23.5%
51270	INSURANCE - DISABILITY	535	768	1,020	1,020	1,020	1,020	-	-
	Total Personal Services	\$ 2,021,923	\$ 2,132,957	\$ 2,469,680	\$ 2,504,470	\$ 2,504,470	\$ 2,677,850	\$ 208,170	8.4%
	NUMBER OF POSITIONS	21.00	22.00	21.00	21.00	21.00	23.00	2.00	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 3,180	\$ 4,718	\$ 5,350	\$ 6,410	\$ 6,410	\$ 6,410	\$ 1,060	19.8%
52120	MAIL	2,030	1,437	5,000	4,000	4,000	4,000	(1,000)	-20.0%
52130	SUPPLIES	13,690	13,585	12,210	13,340	13,340	13,340	1,130	9.3%
52140	PRINTING AND DUPLICATION	1,507	1,558	1,730	2,100	2,100	2,100	370	21.4%
52150	RECORDING FEES	-	-	250	250	250	250	-	-
52320	ADVERTISING	-	-	2,000	2,000	2,000	2,000	-	-
52360	RECRUITMENT FEES	10	30	500	500	500	500	-	-
52405	TELEPHONE - OFFICE	8,468	8,291	8,480	8,010	8,010	8,010	(470)	-5.5%
52410	TELEPHONE - CELLULAR	8,625	7,890	9,050	10,800	10,800	10,800	1,750	19.3%
52510	TRAINING	11,464	16,265	24,490	37,970	37,970	37,970	13,480	55.0%
52540	MEALS	120	72	250	250	250	250	-	-
52550	MILEAGE	-	-	500	500	500	500	-	-
52660	TEMP EMPLOYMENT SERVICES	13,509	18,152	13,500	45,000	45,000	45,000	31,500	233.3%
52670	OTHER PROFESSIONAL SERVICES	21,393	37,194	52,150	57,150	57,150	57,150	5,000	9.6%
52710	MEMBERSHIP DUES	1,983	2,509	2,620	2,800	2,800	2,800	180	6.9%
52720	LICENSES/CERTIFICATIONS	2,252	743	1,500	3,000	3,000	3,000	1,500	100.0%
52810	SMALL TOOLS	7	66	700	1,000	1,000	1,000	300	42.9%
52815	CONTROLLED EQUIPMENT	16,045	23,247	21,500	21,500	21,500	21,500	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	3,216	-	3,670	3,670	3,670	3,670	-
52830	COMPUTER SOFTWARE, LICENSES	238	2,625	2,880	5,110	5,110	5,110	2,230	77.4%
52930	GASOLINE	11,357	10,964	8,440	9,100	9,100	9,100	660	7.8%
53210	INSURANCE	10	10	14,660	21,760	21,760	21,760	7,100	48.4%
53310	VEHICLE MAINTENANCE	7,400	7,128	6,840	6,840	6,840	6,840	-	-
53320	EQUIPMENT MAINTENANCE	7,125	-	400	-	-	-	(400)	-100.0%
53734	SAFETY CLOTHING AND EQUIPMENT	68	876	1,500	3,000	3,000	3,000	1,500	100.0%
53767	BANKING AND INVESTMENT FEES	37,112	39,419	43,920	49,410	49,410	49,410	5,490	12.5%
53770	BAD DEBT - WRITE OFF	1,390	-	-	1,000	1,000	1,000	1,000	-
53812	INTRA CITY - DIRECT CHARGE LABOR	16,951	10,578	500	500	500	500	-	-
53813	INTRA CITY - BUDGETED TRANSFER	15,000	212,040	368,600	379,200	379,200	379,200	10,600	2.9%
53830	RADIO	13,670	13,760	15,300	15,220	15,220	15,220	(80)	-0.5%
53840	MOTOR POOL RENTAL	19,709	16,286	20,420	14,750	14,750	14,750	(5,670)	-27.8%
53841	EQUIPMENT REPLACEMENT CHG	14,521	13,938	23,000	25,300	25,300	25,300	2,300	10.0%
53851	COPY	5,975	11,944	5,450	10,850	10,850	10,850	5,400	99.1%
53854	PHOTOCOPIES	638	826	1,000	1,000	1,000	1,000	-	-
53860	BUILDING SERVICES	-	3,250	-	-	-	-	-	-
53900	COST ALLOCATION PLAN	524,340	279,920	327,850	313,560	313,560	313,560	(14,290)	-4.4%
	Total Materials and Services	\$ 779,789	\$ 762,537	\$ 1,002,540	\$ 1,076,850	\$ 1,076,850	\$ 1,076,850	\$ 74,310	7.4%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 185
BUILDING AND SAFETY**

Department: Community Development
Cost Center: Building and Safety
Cost Center No: 25-50-00-00

Acct Code	Account Name	Expenditures Budget							Difference from 15-16	% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17			
55150	FLEET REPLACEMENT	\$ -	\$ 7,357	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ 7,357	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	-
	Total Contingencies	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ 17,544	\$ 130,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 670,000	\$ 670,000	515.4%
	Total Transfers to Other Funds	\$ -	\$ 17,544	\$ 130,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 670,000	\$ 670,000	515.4%
	Total Requirements	\$ 2,801,712	\$ 2,920,395	\$ 3,902,220	\$ 4,681,320	\$ 4,681,320	\$ 4,854,700	\$ 952,480	\$ 952,480	24.4%



**CITY OF SALEM
DEBT SERVICE SUMMARY
ALL FUNDS
FY 2016-17**

	Issue/ Maturity	Original Amount	Balance 6/30/2016 Outstanding	2016-17 PAYMENTS			Balance 6/30/2017 Outstanding
				Principal	Interest	Total	
GENERAL FUND - FUND 101 (Volume 1)							
Parking Meter Technology Internal Loan	04/15/15-21	\$ 940,000	\$ 784,810	\$ 269,850	\$ 10,150	\$ 280,000	\$ 514,960
TOTAL FUND 101		\$ 940,000	\$ 784,810	\$ 269,850	\$ 10,150	\$ 280,000	\$ 514,960

UD AIRPORT - FUND 160 (Volume 1)							
Airfield Electrical Internal Loan	12/15/12-22	\$ 298,500	\$ 234,460	\$ 31,980	\$ 2,880	\$ 34,860	\$ 202,480
Environmental Assessment Internal Loan	12/15/12-22	295,700	53,580	7,310	660	7,970	46,270
TOTAL FUND 160		\$ 594,200	\$ 288,040	\$ 39,290	\$ 3,540	\$ 42,830	\$ 248,750

COMMUNITY RENEWAL - FUND 165 (Volume 1)							
Section 108 - Conference Center ¹	8/18/03-23	\$ 7,200,000	\$ 2,351,000	\$ 379,000	\$ 35,570	\$ 414,570	\$ 1,972,000
TOTAL FUND 165		\$ 7,200,000	\$ 2,351,000	\$ 379,000	\$ 35,570	\$ 414,570	\$ 1,972,000

GENERAL OBLIGATION DEBT - FUND 210 (Volume 1)							
Streets and Bridges Series 2009	6/1/09-24	\$ 34,480,000	\$ 20,020,000	\$ 1,825,000	\$ 929,390	\$ 2,754,390	\$ 18,195,000
Streets and Bridges Series 2012	6/1/12-26	25,000,000	12,405,000	985,000	325,020	1,310,020	11,420,000
Fire Bond Refunding Series 2012	4/12-12/22	18,289,300	10,294,710	4,416,370	245,920	4,662,290	5,878,340
Streets and Bridges Series 2013	8/13-6/24	43,665,000	36,095,000	2,785,000	1,397,160	4,182,160	33,310,000
TOTAL FUND 210		\$ 121,434,300	\$ 78,814,710	\$ 10,011,370	\$ 2,897,490	\$ 12,908,860	\$ 68,803,340

OTHER DEBT - FUND 210 (Volume 1)							
Series 2005 Pension Bonds	9/13/05-28	\$ 61,685,000	\$ 49,020,000	\$ 2,270,000	\$ 2,437,070	\$ 4,707,070	\$ 46,750,000
TOTAL FUND 210		\$ 61,685,000	\$ 49,020,000	\$ 2,270,000	\$ 2,437,070	\$ 4,707,070	\$ 46,750,000

UTILITY FUND* - FUND 310 (Volume 2)							
Full Faith and Credit 2009	5/21/09-29	\$ 100,075,000	\$ 74,180,000	\$ 4,310,000	\$ 3,490,180	\$ 7,800,180	\$ 69,870,000
Water/Sewer Refunding 2012 A (T/E)	10/16/12-6/1/25	63,360,000	60,422,000	11,442,000	1,341,380	12,783,380	48,980,000
Sub-total Senior/Parity Debt		\$ 163,435,000	\$ 134,602,000	\$ 15,752,000	\$ 4,831,560	\$ 20,583,560	\$ 118,850,000
O.E.C.D.D Loan	5/27/09-33	5,875,000	4,797,040	175,900	224,710	400,610	4,621,140
Sub-total Sub-Ordinate Debt		5,875,000	4,797,040	175,900	224,710	400,610	4,621,140
TOTAL FUND 310		\$ 169,310,000	\$ 139,399,040	\$ 15,927,900	\$ 5,056,270	\$ 20,984,170	\$ 123,471,140

*Previously named Water and Sewer Fund

TOTAL DEBT SERVICE		\$ 361,163,500	\$ 270,657,600	\$ 28,897,410	\$ 10,440,090	\$ 39,337,500	\$ 241,760,190
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(1) The Section 108 loan payment for FY 2016-17 is \$414,570. All CDBG program income and Riverfront Downtown commercial loan repayments received are placed into the 108 Loan Repayment Account in order to ensure payments can be made in years when program income received is less than required to meet the scheduled debt service.

**GENERAL DEBT FUND RESOURCES
BOND DEBT - GENERAL OBLIGATION
(210-60-95-40)
FY 2016-17**

GENERAL OBLIGATION RESOURCES DETAIL

Bond Debt accounts for general obligation bonds, which must be approved by the voters. The bonds are repaid with property taxes, which cover annual debt service payments. Maintaining the levy rate of \$1.01 per \$1,000 of assessed value, which has been communicated to Salem citizens, has resulted in a balance available to prepay a portion of the general obligation bond debt. The Fire Bond Refunding Series 2012 includes the prepayment of \$2,500,000 of which \$1,000,000 was scheduled for prepayment in FY 2016, but delayed until FY 2017.

GENERAL OBLIGATION EXPENDITURES DETAIL

	Issue/ Maturity	Original Amount	Balance 6/30/2016 Outstanding	2016-17 PAYMENTS			Balance 6/30/2017 Outstanding
				Principal	Interest	Total	

GENERAL OBLIGATION DEBT - FUND 210

Streets and Bridges - 2009	6/09-6/24	\$ 34,480,000	\$ 20,020,000	\$ 1,825,000	\$ 929,390	\$ 2,754,390	\$ 18,195,000
Streets and Bridges - 2012	1/12-6/26	25,000,000	12,405,000	985,000	325,020	1,310,020	11,420,000
Fire Bond Refunding Series 2012	4/12-12/22	18,289,300	10,294,710	4,416,370	245,920	4,662,290	5,878,340
Streets and Bridges - 2013	7/13-6/28	43,665,000	36,095,000	2,785,000	1,397,160	4,182,160	33,310,000
TOTAL		\$ 121,434,300	\$ 78,814,710	\$ 10,011,370	\$ 2,897,490	\$ 12,908,860	\$ 68,803,340

**CITY OF SALEM
2016 TO 2017
FUND NO. 210
GENERAL DEBT**

Department: Non-Departmental
Cost Center: Bond Debt - General Obligation
Cost Center No: 60-95-40-00

GENERAL OBLIGATION RESOURCES

Acct Code	Account Name	Resources Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
31110	PROPERTY TAX - CURRENT	\$ 9,535,714	\$ 10,143,796	\$ 10,745,350	\$ 11,191,680	\$ 11,191,680	\$ 11,191,680	\$ 446,330	4.2%
31120	PROPERTY TAX - FIRST PRIOR YEAR	147,370	144,234	173,560	102,540	102,540	102,540	(71,020)	-40.9%
31130	PROPERTY TAX - SECOND PRIOR YEAR	92,225	88,335	76,480	74,540	74,540	74,540	(1,940)	-2.5%
31140	PROPERTY TAX - ALL OTHER PRIOR YRS	127,764	111,395	97,160	97,120	97,120	97,120	(40)	0.0%
	Total Property Taxes	\$ 9,903,073	\$ 10,487,759	\$ 11,092,550	\$ 11,465,880	\$ 11,465,880	\$ 11,465,880	\$ 373,330	3.4%
36210	INTEREST	\$ 22,441	\$ 24,961	\$ 20,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 12,000	60.0%
	Total Interest on Investments	\$ 22,441	\$ 24,961	\$ 20,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 12,000	60.0%
39910	BEGINNING WORKING CAPITAL	\$ (105,568)	\$ 307,721	\$ 508,240	\$ 1,636,430	\$ 1,636,430	\$ 1,636,430	\$ 1,128,190	222.0%
	Total Beginning Balances	\$ (105,568)	\$ 307,721	\$ 508,240	\$ 1,636,430	\$ 1,636,430	\$ 1,636,430	\$ 1,128,190	222.0%
	Total Resources	\$ 9,819,946	\$ 10,820,441	\$ 11,620,790	\$ 13,134,310	\$ 13,134,310	\$ 13,134,310	\$ 1,513,520	13.0%

GENERAL OBLIGATION EXPENDITURES

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
60120	PRINCIPAL	\$ 6,371,957	\$ 6,802,503	\$ 8,133,970	\$ 10,011,370	\$ 10,011,370	\$ 10,011,370	\$ 1,877,400	23.1%
60130	INTEREST	3,140,267	3,324,928	3,122,470	2,897,490	2,897,490	2,897,490	(224,980)	-7.2%
	Total Debt Service	\$ 9,512,225	\$ 10,127,431	\$ 11,256,440	\$ 12,908,860	\$ 12,908,860	\$ 12,908,860	\$ 1,652,420	14.7%
	Total Requirements	\$ 9,512,225	\$ 10,127,431	\$ 11,256,440	\$ 12,908,860	\$ 12,908,860	\$ 12,908,860	\$ 1,652,420	14.7%

**GENERAL DEBT FUND
BOND DEBT - SERIES 2005 PENSION BOND
(210-60-95-45)
FY 2016-17**

SERIES 2005 PENSION BOND RESOURCES DETAIL

Series 2005 Pension Bond accounts for City resources and annual debt payment for Pension Obligation Bonds issued to pay down Salem's Oregon Public Employees Retirement System unfunded liability.

Acct. No.	Description	
35211	INTERFUND - SPECIAL TRANSFERS	
	Fund contributions to Series 2005 Pension Bond	
	General (Fund 101)	\$ 2,906,560
	Transportation Services (Fund 155)	169,790
	Airport (Fund 160)	14,910
	Building and Safety (Fund 185)	84,640
	Utility (Fund 310)	1,113,640
	Emergency Services (Fund 320)	11,930
	Willamette Valley Communications Center (Fund 330)	288,820
	City Services (Fund 355)	91,040
	Self Insurance (Fund 365)	25,740
		<u>\$ 4,707,070</u>

SERIES 2005 PENSION BOND EXPENDITURES DETAIL

	Issue/ Maturity	Original Amount	Balance 6/30/2016 Outstanding	2016-17 PAYMENTS			Balance 6/30/2017 Outstanding
				Principal	Interest	Total	
Series 2005 Pension Bond	9/13/05-28	\$ 61,685,000	\$ 49,020,000	\$ 2,270,000	\$ 2,437,070	\$ 4,707,070	\$ 46,750,000

**CITY OF SALEM
2016 TO 2017
FUND NO. 210
SERIES 2005 PENSION BOND**

Department: Non-Departmental
 Cost Center: Bond Debt - Series 2005 Pension Bond
 Cost Center No: 60-95-45-00

SERIES 2005 PENSION BOND RESOURCES

Acct Code	Account Name	Actual 13-14	Actual 14-15	Resources Budget					Difference from 15-16	% Chg from 15-16
				Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17			
35211	INTERFUND - SPECIAL TRANSFERS	\$ 3,959,450	\$ 4,353,300	\$ 4,529,500	\$ 4,707,070	\$ 4,707,070	\$ 4,707,070	\$ 177,570	3.9%	
	Total Transfers	\$ 3,959,450	\$ 4,353,300	\$ 4,529,500	\$ 4,707,070	\$ 4,707,070	\$ 4,707,070	\$ 177,570	3.9%	
36210	INTEREST	\$ 5,527	\$ 6,130	\$ 5,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 2,000	40.0%	
	Total Interest on Investments	\$ 5,527	\$ 6,130	\$ 5,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 2,000	40.0%	
39910	BEGINNING WORKING CAPITAL	\$ 234,961	\$ 22,127	\$ 27,610	\$ 35,250	\$ 35,250	\$ 35,250	\$ 7,640	27.7%	
	Total Beginning Balances	\$ 234,961	\$ 22,127	\$ 27,610	\$ 35,250	\$ 35,250	\$ 35,250	\$ 7,640	27.7%	
	Total Resources	\$ 4,199,937	\$ 4,381,557	\$ 4,562,110	\$ 4,749,320	\$ 4,749,320	\$ 4,749,320	\$ 187,210	4.1%	

SERIES 2005 PENSION BOND EXPENDITURES

Acct Code	Account Name	Actual 13-14	Actual 14-15	Expenditures Budget					Difference from 15-16	% Chg from 15-16
				Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17			
60120	PRINCIPAL	\$ 1,490,000	\$ 1,735,000	\$ 1,995,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 275,000	13.8%	
60130	INTEREST	2,687,811	2,618,302	2,534,500	2,437,070	2,437,070	2,437,070	(97,430)	-3.8%	
	Total Debt Service	\$ 4,177,811	\$ 4,353,302	\$ 4,529,500	\$ 4,707,070	\$ 4,707,070	\$ 4,707,070	\$ 177,570	3.9%	
	Total Requirements	\$ 4,177,811	\$ 4,353,302	\$ 4,529,500	\$ 4,707,070	\$ 4,707,070	\$ 4,707,070	\$ 177,570	3.9%	





Fire Department

DIVISIONS

Administration

Emergency Medical Services

Emergency Operations

Fire and Life Safety

This section includes the divisions in bold text.



Emergency Medical Services

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Emergency Medical Services Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category, including Personal Services, Materials / Services, and Contingencies. The table demonstrates the fund expenditure budget, the percent change in budget, and full-time equivalent (FTE) position count for each year.

Emergency Medical Services Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 2,887,826	\$ 2,816,469	\$ 2,681,207	\$ 2,710,230	\$ 2,717,720
Fees	1,068,425	797,466	787,805	770,040	651,540
Internal	2,328	7,611	4,691	-	1,010
Fines and Forfeits	41,550	42,550	60,040	36,000	48,000
Interest	17,705	17,424	17,589	15,000	16,000
Other Revenue	5,530	11,357	9,827	2,000	1,000
Total Resources	\$ 4,023,364	\$ 3,692,878	\$ 3,561,159	\$ 3,533,270	\$ 3,435,270
Personal Services	\$ 648,618	\$ 447,182	\$ 370,523	\$ 381,010	\$ 368,780
Materials / Services	558,277	564,489	498,643	485,000	357,120
Contingencies	-	-	-	60,000	58,000
Total Expenditures	\$ 1,206,895	\$ 1,011,671	\$ 869,166	\$ 926,010	\$ 783,900
% Change		-16.18%	-14.09%	6.54%	-15.35%
FTE	6.00	6.00	2.00	2.00	2.00

FY 2016-17 Highlights and Significant Changes

Falck Ambulance

In July 2015 the City partnered with a new ambulance transport provider, Falck Ambulance. The inaugural year of this partnership has been very successful. The department and Falck continue to look at deployment models and response times to provide the best service possible to the City of Salem.

Falck Ambulance is a privately held company controlled by two not-for-profit foundations in Copenhagen, Denmark. Ambulance services were established by Falck in 1907 with operations focused solely in Denmark. From 2005 through 2011 Falck expanded significantly throughout Europe, South America, Asia, and finally into the United States. Currently, Falck is operating in 44 countries on 6 continents.





Emergency Medical Services

What We Do

PROGRAMS

Emergency Medical Services

Administration	Staff	Cost
Provides oversight of EMS operations within local protocols and state regulations and contract administration with the City's private ambulance provider. Manages procurement and maintenance of EMS medical supplies and equipment.	2.00	\$ 652,410

Emergency Medical Services Advanced Life Support	Staff	Cost
Provides advanced life support (ALS) first response to all 9-1-1 medical emergency calls for which there were 14,790 in 2015. Provides ALS care and back up ambulance transport services with qualified personnel and adequate medical supplies and equipment.	-	\$ 131,490

Total Emergency Medical Services Division	2.00	\$ 783,900
	Staff	Cost

**EMERGENCY SERVICES FUND RESOURCES
EMERGENCY MEDICAL SERVICES
(320-37-40-00)
FY 2016-17**

Acct. No.	Description	Adopted
32385	AMBULANCE SERVICE Fees charged for City of Salem ambulance services	\$ 25,000
32391	AMBULANCE CONTRACTOR FEE Payment from Falck Ambulance NW, the City's ambulance transport service provider	\$ 621,540
32642	AMBULANCE SUBSCRIPTION FEE	\$ 5,000
35212	INTRA CITY - DIRECT CHARGE (LABOR) First aid and CPR classes for City employees (365-15302000, 15303000)	\$ 1,010

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 3,435,270

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 320
EMERGENCY SERVICES**

Department: Fire
Cost Center: Emergency Medical Services
Cost Center No: 37-40-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32385	AMBULANCE SERVICE	\$ 176,847	\$ 219,841	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ (125,000)	-83.3%
32390	AMBULANCE SERVICE - O/S ENTITIES	69,364	-	-	-	-	-	-	-
	Total Fees for Services	\$ 246,212	\$ 219,841	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ (125,000)	-83.3%
32391	AMBULANCE CONTRACTOR FEE	\$ 547,290	\$ 562,641	\$ 605,040	\$ 621,540	\$ 621,540	\$ 621,540	\$ 16,500	2.7%
32642	AMBULANCE SUBSCRIPTION FEE	3,965	5,324	15,000	5,000	5,000	5,000	(10,000)	-66.7%
	Total Other Fees	\$ 551,255	\$ 567,965	\$ 620,040	\$ 626,540	\$ 626,540	\$ 626,540	\$ 6,500	1.0%
34110	LAND/BUILDING RENT	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Rent	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -	-
35212	INTRAFUND - DIRECT CHARGE	\$ 7,611	\$ 4,691	\$ -	\$ 1,010	\$ 1,010	\$ 1,010	\$ 1,010	-
	Total Internal	\$ 7,611	\$ 4,691	\$ -	\$ 1,010	\$ 1,010	\$ 1,010	\$ 1,010	-
36195	OTHER FINES & FORFEITS	\$ 42,550	\$ 60,040	\$ 36,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 12,000	33.3%
	Total Fines, Penalties, & Forfeits	\$ 42,550	\$ 60,040	\$ 36,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 12,000	33.3%
36210	INTEREST	\$ 17,424	\$ 17,589	\$ 15,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 1,000	6.7%
	Total Interest on Investments	\$ 17,424	\$ 17,589	\$ 15,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 1,000	6.7%
36810	BAD DEBT RECOVERY	\$ 5,150	\$ 2,752	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ (1,000)	-50.0%
36895	OTHER REVENUE	6,208	5,475	-	-	-	-	-	-
	Total Other	\$ 11,357	\$ 8,227	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ (1,000)	-50.0%
39910	BEGINNING WORKING CAPITAL	\$ 2,816,469	\$ 2,681,207	\$ 2,710,230	\$ 2,717,720	\$ 2,717,720	\$ 2,717,720	\$ 7,490	0.3%
	Total Beginning Balances	\$ 2,816,469	\$ 2,681,207	\$ 2,710,230	\$ 2,717,720	\$ 2,717,720	\$ 2,717,720	\$ 7,490	0.3%
	Total Resources	\$ 3,692,878	\$ 3,561,159	\$ 3,533,270	\$ 3,435,270	\$ 3,435,270	\$ 3,435,270	\$ (98,000)	-2.8%

**EMERGENCY MEDICAL SERVICES FUND
EMERGENCY MEDICAL SERVICES
(320-37-40-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING Emergency Medical Services national conference (2)	\$ 2,500
52670	OTHER PROFESSIONAL SERVICES Ambulance billing contracted services	\$ 2,500
52815	CONTROLLED EQUIPMENT Tablets - "rugged" tablets for all apparatus and medic units, field use during medical and emergency situations (replacement, 25)	\$ 112,500
	Tablets - for use in vehicles and stations including cases, chargers (new, 17)	<u>12,500</u>
		<u>\$ 125,000</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 783,900

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 320
EMERGENCY SERVICES**

Department: Fire
Cost Center: Emergency Medical Services
Cost Center No: 37-40-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 232,569	\$ 213,492	\$ 196,680	\$ 200,620	\$ 200,620	\$ 200,620	\$ 3,940	2.0%
51030	OVERTIME	6,918	2,144	5,000	10,000	10,000	10,000	5,000	100.0%
51100	INCENTIVES	17,587	17,808	29,860	15,100	15,100	15,100	(14,760)	-49.4%
51120	LEAVE PAYOFF	2,097	6,505	-	-	-	-	-	-
51195	OTHER PAY/BENEFITS	7,175	-	-	-	-	-	-	-
51210	FICA AND MEDICARE	21,176	16,580	15,040	17,270	17,270	17,270	2,230	14.8%
51221	WORKERS' COMP PREMIUM	7,280	2,190	26,970	18,880	18,880	18,880	(8,090)	-30.0%
51222	WORKERS' COMP STATE ASSMT	96	61	60	60	60	60	-	-
51230	UNEMPLOYMENT	8,536	-	-	-	-	-	-	-
51240	EMPLR - RETIREMENT PERS	38,250	29,225	34,880	32,250	32,250	32,250	(2,630)	-7.5%
51243	PERS UNFUNDED LIABILITY	24,310	23,680	11,900	11,930	11,930	11,930	30	0.3%
51245	EMPLR - PERS PICKUP	17,215	13,101	11,800	13,540	13,540	13,540	1,740	14.7%
51250	INSURANCE - MEDICAL	54,356	38,344	41,400	41,460	41,460	41,460	60	0.1%
51255	INSURANCE - VISION	1,580	1,170	1,220	1,210	1,210	1,210	(10)	-0.8%
51260	INSURANCE - DENTAL	5,746	3,782	3,800	3,890	3,890	3,890	90	2.4%
51265	INSURANCE - LIFE	295	240	240	170	170	170	(70)	-29.2%
51275	OTHER HEALTH BENEFITS	1,994	2,202	2,160	2,400	2,400	2,400	240	11.1%
	Total Personal Services	\$ 447,182	\$ 370,523	\$ 381,010	\$ 368,780	\$ 368,780	\$ 368,780	\$ (12,230)	-3.2%
	NUMBER OF POSITIONS	6.00	2.00	2.00	2.00	2.00	2.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 546	\$ 1,070	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	-
52120	MAIL	3,207	248	1,000	1,000	1,000	1,000	-	-
52130	SUPPLIES	2,442	2,296	2,000	2,000	2,000	2,000	-	-
52140	PRINTING AND DUPLICATION	566	-	-	-	-	-	-	-
52320	ADVERTISING	-	1,177	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	4,299	4,789	5,200	2,720	2,720	2,720	(2,480)	-47.7%
52410	TELEPHONE - CELLULAR	1,371	1,766	2,400	2,400	2,400	2,400	-	-
52460	COMMUNICATION - OTHER	1,831	607	1,940	17,000	17,000	17,000	15,060	776.3%
52510	TRAINING	1,210	2,319	2,500	2,500	2,500	2,500	-	-
52550	MILEAGE	234	-	100	100	100	100	-	-
52660	TEMP EMPLOYMENT SERVICES	12,484	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	11,661	6,045	3,600	2,500	2,500	2,500	(1,100)	-30.6%
52710	MEMBERSHIP DUES	1,000	1,020	1,050	1,050	1,050	1,050	-	-
52720	LICENSES/CERTIFICATIONS	786	19,920	810	21,360	21,360	21,360	20,550	2537.0%
52815	CONTROLLED EQUIPMENT	2,305	5,087	50,000	125,000	125,000	125,000	75,000	150.0%
52820	SMALL EQUIPMENT AND SUPPLIES	9,364	6,976	7,000	19,000	19,000	19,000	12,000	171.4%
52830	COMPUTER SOFTWARE, LICENSES	23,842	25,839	26,000	30,340	30,340	30,340	4,340	16.7%
52910	DIESEL FUEL	1,187	1,254	1,000	1,000	1,000	1,000	-	-
52930	GASOLINE	2,831	2,675	2,160	2,000	2,000	2,000	(160)	-7.4%
53210	INSURANCE	-	-	-	2,670	2,670	2,670	2,670	-
53310	VEHICLE MAINTENANCE	2,228	118	3,570	1,510	1,510	1,510	(2,060)	-57.7%
53320	EQUIPMENT MAINTENANCE	5,952	2,052	6,250	11,250	11,250	11,250	5,000	80.0%
53610	GAS	3,086	3,751	3,500	4,000	4,000	4,000	500	14.3%
53620	ELECTRIC	4,238	4,069	4,300	4,300	4,300	4,300	-	-
53650	REFUSE DISPOSAL	566	572	-	-	-	-	-	-
53763	MEDICAL - SUPPLIES	7,687	11,365	22,000	22,000	22,000	22,000	-	-
53770	BAD DEBT - WRITE OFF	26,394	39,893	30,000	5,000	5,000	5,000	(25,000)	-83.3%
53771	BAD DEBT - MEDICARE WRITE OFF	35,933	49,663	48,000	6,000	6,000	6,000	(42,000)	-87.5%
53772	BAD DEBT - MEDICAID WRITE OFF	21,792	38,099	30,000	6,000	6,000	6,000	(24,000)	-80.0%
53773	BAD DEBT - AMBULANCE WRITE OFF	8,550	10,875	10,000	2,500	2,500	2,500	(7,500)	-75.0%
53799	OTHER EXPENSES	24,577	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	2,287	-	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	175,240	149,850	146,020	-	-	-	(146,020)	-100.0%
53830	RADIO	20,100	20,100	13,600	11,210	11,210	11,210	(2,390)	-17.6%
53832	MOBILE DATA COMM SYSTEM	14,770	-	6,960	6,600	6,600	6,600	(360)	-5.2%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 320
EMERGENCY SERVICES**

Department: Fire
Cost Center: Emergency Medical Services
Cost Center No: 37-40-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53840	MOTOR POOL RENTAL	15,220	8,168	9,270	4,640	4,640	4,640	(4,630)	-49.9%
53841	EQUIPMENT REPLACEMENT CHG	9,807	9,709	-	-	-	-	-	-
53851	COPY	3,013	2,731	2,000	2,000	2,000	2,000	-	-
53853	PRINTING	-	-	1,000	1,000	1,000	1,000	-	-
53854	PHOTOCOPIES	-	-	1,000	1,000	1,000	1,000	-	-
53900	COST ALLOCATION PLAN	101,880	64,540	40,020	34,720	34,720	34,720	(5,300)	-13.2%
	Total Materials and Services	\$ 564,489	\$ 498,643	\$ 485,000	\$ 357,120	\$ 357,120	\$ 357,120	\$ (127,880)	-26.4%
61110	CONTINGENCIES	\$ -	\$ -	\$ 60,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ (2,000)	-3.3%
	Total Contingencies	\$ -	\$ -	\$ 60,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ (2,000)	-3.3%
	Total Requirements	\$ 1,011,671	\$ 869,166	\$ 926,010	\$ 783,900	\$ 783,900	\$ 783,900	\$ (142,110)	-15.3%



Police Department

DIVISIONS

Administration

Investigations

Patrol

Police Records Incident Offense Reporting System

Radio Communications

Support

Willamette Valley Communications Center

This section includes the divisions in bold text.



Willamette Valley Comm Center

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Willamette Valley Communications Center Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category, including Personal Services, Materials / Services, Capital Outlay, Debt Services, and Contingencies. The table shows the total fund expenditure budget, the percent change in budget, and the full-time equivalent (FTE) position count for each year.

Willamette Valley Communications Center Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 1,241,836	\$ 1,315,032	\$ 1,061,548	\$ 646,810	\$ 737,540
Fees	\$ 14,589	18,396	18,317	16,600	16,000
Rent	17,600	19,010	24,400	19,940	19,890
Internal	3,587,800	3,618,535	3,746,810	4,290,340	4,300,820
Intergovernmental	4,643,940	4,679,800	4,995,711	5,298,630	5,627,420
Grants	111,221	-	-	-	-
Other Revenue	224,212	49,530	8,004	7,000	8,510
Total Resources	\$ 9,841,199	\$ 9,700,303	\$ 9,854,791	\$ 10,279,320	\$ 10,710,180
Personal Services	\$ 7,077,213	\$ 7,446,796	\$ 7,784,322	\$ 8,507,090	\$ 8,560,350
Materials / Services	1,439,364	1,160,733	1,332,652	1,668,360	1,715,550
Capital Outlay	-	31,226	-	-	-
Debt Services	9,590	-	-	-	-
Contingencies	-	-	-	103,870	434,280
Total Requirements	\$ 8,526,166	\$ 8,638,755	\$ 9,116,974	\$ 10,279,320	\$ 10,710,180
% Change		1.32%	5.54%	12.75%	4.19%
FTE	60.00	70.50	70.50	73.00	73.00

FY 2016-17

Highlights and Significant Changes

The Willamette Valley Communications Center (WVCC) provides emergency dispatch services to 29 police, fire, and emergency medical service agencies in Marion, Polk, and Lincoln counties.

During calendar year 2015, WVCC saw a 9.5 percent increase in 9-1-1 calls over the previous year.

As a continuation of a multi-year strategy to maintain fund stability and reduce overtime costs, the division implemented a staffing and training model that has led to the hiring of 11 call takers to address employee attrition and fill new positions authorized in the FY 2015-16 budget. Over the past year training has been completed for five new call takers and one new police dispatcher. In addition, internal promotional training has been completed for six police dispatchers and three fire dispatchers.





Willamette Valley Comm Center

What We Do

PROGRAMS

Willamette Valley Communications Center

Communications Administration	Staff	Cost
Commanded by a civilian director, the Communications Division provides regional public safety call reception and dispatch services for citizens and 29 subscribing agencies in Marion, Polk, and Lincoln counties. Communication administration includes costs that benefit the entire operation, building rental, liability insurance, indirect costs, and contingency.	2.00	\$ 1,493,950

9-1-1 Operations	Staff	Cost
Supervised by a civilian operations manager, this section provides regional 9-1-1 call answering and police and fire dispatch. Personnel receive and evaluate calls for assistance and complaints from citizens, and dispatch closest appropriate police, fire, and emergency medical services personnel.	67.00	\$ 7,850,940

Technical Support	Staff	Cost
Supervised by a civilian technical services manager, this section supports and oversees maintenance and configuration of a computer aided dispatch system, an emergency telephone system and interconnect network, a mobile data system, and a geographical information system used by WVCC and member agencies to enable swift and accurate response to citizens in need.	4.00	\$ 1,365,290

Total Willamette Valley Communications Center Divisions	73.00	\$ 10,710,180
	Staff	Cost

WILLAMETTE VALLEY COMMUNICATIONS CENTER FUND RESOURCES
9-1-1 COMMUNICATIONS
(330-35-50-00)
FY 2016-17

Acct. No.	Description	Adopted
35213	INTRA CITY BUDGETED TRANSFERS	
	Radio Communications Division support (355-35450000)	\$ 86,170
	Salem Fire Department (101-37202500)	1,470,030
	Salem Police Department (101-35201030)	2,744,620
		\$ 4,300,820
35395	OTHER GOVERNMENT AGENCIES	
	Following are the annual fees budgeted for the participating government agencies:	
	Central Coast Fire and Ambulance	\$ 67,550
	Dallas	371,410
	Depoe Bay	35,670
	Falls City	11,730
	Gervais	33,600
	Grand Ronde Tribe	25,660
	Independence	114,370
	Keizer Police	534,880
	Keizer Rural Fire Protection District	292,660
	Lincoln City CAD charges	29,040
	Lincoln County	670,330
	Marion County	1,496,160
	Marion County Rural Fire Protection District 1	415,170
	Monmouth	122,360
	Newport, City of	481,420
	Polk County	293,260
	Polk County Rural Fire Protection District 1	169,990
	Salem Suburban Rural Fire Protection District	43,430
	Seal Rock Rural Fire Protection District	18,550
	Siletz Valley Rural Fire Protection District	17,470
	Southwest Polk Rural Fire Protection District	45,360
	Spring Valley Rural Fire Protection District	7,810
	Yachats Rural Fire Protection District	24,270
		\$ 5,322,150
35495	OTHER AGENCIES	
	Following are the annual fees budgeted for the participating non-government agencies:	
	Pacific West Ambulance	\$ 194,370
	South Lincoln Ambulance	10,900
		\$ 205,270
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 10,710,180

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 330
WILLAMETTE VALLEY COMMUNICATIONS CENTER**

Department: Police
Cost Center: 9-1-1 Communications
Cost Center No: 35-50-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32320	DOCUMENT SALES	\$ 961	\$ 635	\$ 600	\$ 590	\$ 590	\$ 590	\$ (10)	-1.7%
32495	OTHER CHARGE FOR SERVICE	17,435	17,682	16,000	15,410	15,410	15,410	(590)	-3.7%
	Fees for Services	\$ 18,396	\$ 18,317	\$ 16,600	\$ 16,000	\$ 16,000	\$ 16,000	\$ (600)	-3.6%
34110	LAND/BUILDING RENT	\$ 19,010	\$ 24,400	\$ 19,940	\$ 19,890	\$ 19,890	\$ 19,890	\$ (50)	-0.3%
	Total Rent	\$ 19,010	\$ 24,400	\$ 19,940	\$ 19,890	\$ 19,890	\$ 19,890	\$ (50)	-0.3%
35212	INTRAFUND - DIRECT CHARGE	\$ 643	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFER	3,609,150	3,746,810	4,290,340	4,300,820	4,300,820	4,300,820	10,480	0.2%
35214	INTRAFUND - GENERAL LEDGER JV'S	8,743	-	-	-	-	-	-	-
	Total Internal	\$ 3,618,535	\$ 3,746,810	\$ 4,290,340	\$ 4,300,820	\$ 4,300,820	\$ 4,300,820	\$ 10,480	0.2%
35361	STATE REIMBURSEMENT	\$ 76,095	\$ 173,818	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	-
	Total State Reimbursement	\$ 76,095	\$ 173,818	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	-
35370	MARION COUNTY	\$ -	\$ 2,201	\$ -	\$ -	\$ -	\$ -	\$ -	-
35395	OTHER GOVERNMENT AGENCIES	4,430,200	4,640,893	5,006,680	5,322,150	5,322,150	5,322,150	315,470	6.3%
35495	OTHER AGENCIES	173,505	178,800	191,950	205,270	205,270	205,270	13,320	6.9%
	Total Intergovernmental	\$ 4,603,705	\$ 4,821,893	\$ 5,198,630	\$ 5,527,420	\$ 5,527,420	\$ 5,527,420	\$ 328,790	6.3%
36210	INTEREST	\$ 7,465	\$ 7,994	\$ 7,000	\$ 8,510	\$ 8,510	\$ 8,510	\$ 1,510	21.6%
	Total Interest on Investments	\$ 7,465	\$ 7,994	\$ 7,000	\$ 8,510	\$ 8,510	\$ 8,510	\$ 1,510	21.6%
36895	OTHER REVENUE	\$ 42,065	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other	\$ 42,065	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 1,315,032	\$ 1,061,548	\$ 646,810	\$ 683,400	\$ 683,400	\$ 737,540	\$ 90,730	14.0%
	Total Beginning Balances	\$ 1,315,032	\$ 1,061,548	\$ 646,810	\$ 683,400	\$ 683,400	\$ 737,540	\$ 90,730	14.0%
	Total Resources	\$ 9,700,303	\$ 9,854,791	\$ 10,279,320	\$ 10,656,040	\$ 10,656,040	\$ 10,710,180	\$ 431,460	4.2%

WILLAMETTE VALLEY COMMUNICATIONS CENTER
(330-35-50-00)
FY 2016-17

Acct No.	Description	Adopted
52510	TRAINING	
	.NET programmer training (1)	\$ 1,300
	Association of Public-Safety Communications Officials - national conference (2)	2,700
	Computer aided design and mobile data users group (2)	1,680
	Continuing education and in-service training (varies)	5,600
	Law Enforcement Data System conference (1)	700
	National Association of Public-Safety Communications Officials conference (1)	2,200
	National Emergency Number Association conference (1)	1,450
	New hire training academy (varies)	1,300
	Office software training (2)	500
	Oregon 911 Program quarterly meetings (4)	2,300
	SQL programming and report writing (1)	1,250
	State interoperability planning (1)	500
	Supervisor and management training (2)	700
	Telephone system training (1)	1,700
	Training officer program (1)	600
		<u>24,480</u>
		\$ 24,480
52670	OTHER PROFESSIONAL SERVICES	
	Background investigations	\$ 5,430
	Confidential document shredding	1,200
	Interpretive services	6,000
		<u>12,630</u>
		\$ 12,630
52815	CONTROLLED EQUIPMENT	
	Computers (replacements, 5)	\$ 8,500
	Laptop computer (replacement, 1)	1,200
	Monitors (replacement, 10)	2,200
	Printers (replacement, 1)	1,550
	Servers (replacement, 4)	24,000
		<u>37,450</u>
		\$ 37,450
53812	INTRA CITY - DIRECT CHARGE	
	Janitorial services provided by Facilities Services (101-22510000)	\$ 23,150
53813	INTRA CITY - BUDGETED TRANSFERS	
	Dedicated GIS analyst (101-59103515)	\$ 90,620
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 10,710,180

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 330
WILLAMETTE VALLEY COMMUNICATIONS CENTER**

Department: Police
Cost Center: 9-1-1 Communications
Cost Center No: 35-50-00-00

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
51010	SALARIES AND WAGES	\$ 3,975,034	\$ 4,221,989	\$ 4,568,920	\$ 4,617,320	\$ 4,617,320	\$ 4,617,320	\$ 48,400	1.1%
51020	SEASONAL AND RELIEF	70,760	33,925	40,000	51,400	51,400	51,400	11,400	28.5%
51025	HOLIDAY - REGULAR	58,924	59,632	67,800	87,920	87,920	87,920	20,120	29.7%
51030	OVERTIME	639,158	609,192	415,000	600,000	600,000	600,000	185,000	44.6%
51080	STANDBY	13,271	12,362	12,300	12,300	12,300	12,300	-	-
51090	DIFFERENTIAL	2,625	1	-	-	-	-	-	-
51100	INCENTIVES	19,803	18,443	24,680	19,880	19,880	19,880	(4,800)	-19.4%
51120	LEAVE PAYOFF	133,574	77,128	70,000	70,000	70,000	70,000	-	-
51135	CELL PHONE ALLOWANCE	-	835	940	940	940	940	-	-
51195	OTHER PAY/BENEFITS	1,028	343	-	-	-	-	-	-
51210	FICA AND MEDICARE	374,751	379,284	387,990	410,660	410,660	410,660	22,670	5.8%
51221	WORKERS' COMP PREMIUM	17,410	23,130	76,970	87,130	87,130	87,130	10,160	13.2%
51222	WORKERS' COMP STATE ASSMT	2,299	2,337	2,190	2,190	2,190	2,190	-	-
51230	UNEMPLOYMENT	8,581	7,156	30,000	30,000	30,000	30,000	-	-
51240	EMPLR - RETIREMENT PERS	610,540	609,523	875,480	651,400	651,400	651,400	(224,080)	-25.6%
51243	PERS UNFUNDED LIABILITY	177,610	261,490	277,740	288,820	288,820	288,820	11,080	4.0%
51245	EMPLR - PERS PICKUP	281,277	283,881	304,480	319,230	319,230	319,230	14,750	4.8%
51250	INSURANCE - MEDICAL	922,227	1,029,663	1,183,110	1,144,730	1,144,730	1,144,730	(38,380)	-3.2%
51255	INSURANCE - VISION	23,384	28,991	34,060	33,320	33,320	33,320	(740)	-2.2%
51260	INSURANCE - DENTAL	94,390	101,144	109,350	109,380	109,380	109,380	30	0.0%
51265	INSURANCE - LIFE	7,758	8,664	9,090	6,370	6,370	6,370	(2,720)	-29.9%
51270	INSURANCE - DISABILITY	12,391	14,651	16,990	17,360	17,360	17,360	370	2.2%
51275	OTHER HEALTH BENEFITS	-	559	-	-	-	-	-	-
	Total Personal Services	\$ 7,446,796	\$ 7,784,322	\$ 8,507,090	\$ 8,560,350	\$ 8,560,350	\$ 8,560,350	\$ 53,260	0.6%
	NUMBER OF POSITIONS	70.50	70.50	73.00	73.00	73.00	73.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ 281	\$ 264	\$ 1,000	\$ 1,020	\$ 1,020	\$ 1,020	\$ 20	2.0%
52120	MAIL	1,170	560	1,000	1,030	1,030	1,030	30	3.0%
52130	SUPPLIES	10,126	15,711	13,000	18,800	18,800	18,800	5,800	44.6%
52140	PRINTING AND DUPLICATION	344	48	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	113	507	800	140	140	140	(660)	-82.5%
52360	RECRUITMENT FEES	2,000	1,554	2,200	240	240	240	(1,960)	-89.1%
52405	TELEPHONE - OFFICE	68,317	65,056	68,400	52,250	52,250	52,250	(16,150)	-23.6%
52460	COMMUNICATION - OTHER	7,642	7,140	12,000	11,520	11,520	11,520	(480)	-4.0%
52510	TRAINING	22,124	14,875	30,000	24,480	24,480	24,480	(5,520)	-18.4%
52520	TRAVEL	206	-	-	-	-	-	-	-
52540	MEALS	290	19	-	-	-	-	-	-
52550	MILEAGE	1,418	1,752	3,000	3,440	3,440	3,440	440	14.7%
52670	OTHER PROFESSIONAL SERVICES	39,047	7,201	7,200	12,630	12,630	12,630	5,430	75.4%
52710	MEMBERSHIP DUES	797	922	950	1,330	1,330	1,330	380	40.0%
52720	LICENSES/CERTIFICATIONS	-	-	150	150	150	150	-	-
52810	SMALL TOOLS	-	-	1,000	1,020	1,020	1,020	20	2.0%
52815	CONTROLLED EQUIPMENT	25,315	23,600	36,900	37,450	37,450	37,450	550	1.5%
52820	SMALL EQUIPMENT AND SUPPLIES	9,340	7,155	8,300	9,000	9,000	9,000	700	8.4%
52830	COMPUTER SOFTWARE, LICENSES	213,736	255,105	373,320	403,450	403,450	457,590	84,270	22.6%
52910	DIESEL FUEL	372	-	-	-	-	-	-	-
53210	INSURANCE	2,380	2,380	10,110	23,920	23,920	23,920	13,810	136.6%
53320	EQUIPMENT MAINTENANCE	28,411	29,380	58,450	58,960	58,960	58,960	510	0.9%
53510	BUILDING RENTAL	181,705	173,463	180,350	183,080	183,080	183,080	2,730	1.5%
53530	OUTSIDE RENTAL	108	-	-	-	-	-	-	-
53610	GAS	3,071	2,284	6,500	6,200	6,200	6,200	(300)	-4.6%
53620	ELECTRIC	30,175	31,378	33,000	24,090	24,090	24,090	(8,910)	-27.0%
53650	REFUSE DISPOSAL	1,435	1,326	1,400	1,250	1,250	1,250	(150)	-10.7%
53812	INTRA CITY - DIRECT CHARGE LABOR	42,762	20,594	15,850	23,150	23,150	23,150	7,300	46.1%
53813	INTRA CITY - BUDGETED TRANSFER	-	63,530	79,700	90,620	90,620	90,620	10,920	13.7%
53830	RADIO	15,870	28,860	51,180	72,700	72,700	72,700	21,520	42.0%
53840	MOTOR POOL RENTAL	342	1,213	800	820	820	820	20	2.5%
53851	COPY	1,631	2,253	1,700	1,900	1,900	1,900	200	11.8%
53854	PHOTOCOPIES	3,845	3,664	3,800	4,900	4,900	4,900	1,100	28.9%

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 330
WILLAMETTE VALLEY COMMUNICATIONS CENTER**

Department: Police
Cost Center: 9-1-1 Communications
Cost Center No: 35-50-00-00

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
53860	BUILDING SERVICES	11,410	13,223	8,400	8,910	8,910	8,910	510	6.1%
53900	COST ALLOCATION PLAN	434,950	554,410	657,900	582,960	582,960	582,960	(74,940)	-11.4%
54850	OTHER SPECIAL PAYMENTS	-	3,225	-	-	-	-	-	-
	Total Materials and Services	\$ 1,160,733	\$ 1,332,652	\$ 1,668,360	\$ 1,661,410	\$ 1,661,410	\$ 1,715,550	\$ 47,190	2.8%
55130	EQUIPMENT AND MACHINERY	\$ 31,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 31,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ -	\$ -	\$ 103,870	\$ 434,280	\$ 434,280	\$ 434,280	\$ 330,410	318.1%
	Total Contingencies	\$ -	\$ -	\$ 103,870	\$ 434,280	\$ 434,280	\$ 434,280	\$ 330,410	318.1%
	Total Requirements	\$ 8,638,755	\$ 9,116,974	\$ 10,279,320	\$ 10,656,040	\$ 10,656,040	\$ 10,710,180	\$ 430,860	4.2%



Police Department

DIVISIONS

Administration

Investigations

Patrol

**Police Records Incident Offense Reporting System
(PRIORS)**

Radio Communications

Support

Willamette Valley Communications Center

This section includes the divisions in bold text.



PRIORS

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

PRIORS (Police Records Incident Offense Reporting System) Budget by Category represents three years of historical revenues and expenditures as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Materials / Services, Capital Outlay, and Contingencies.

PRIORS has been de-supported by the vendor. Agency representatives have begun the process to identify a replacement system.

PRIORS Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 771,727	\$ 867,413	\$ 948,582	\$ 1,111,110	\$ 1,288,090
Internal	174,600	174,580	185,230	199,170	208,290
Intergovernmental	150,741	137,195	137,670	150,000	151,340
Interest	3,972	4,685	6,106	5,500	10,000
Total Resources	\$ 1,101,040	\$ 1,183,874	\$ 1,277,589	\$ 1,465,780	\$ 1,657,720
Materials / Services	\$ 233,627	\$ 235,292	\$ 168,121	\$ 400,500	\$ 316,930
Capital Outlay	-	-	-	1,035,280	1,340,790
Contingencies	-	-	-	30,000	-
Total Expenditures	\$ 233,627	\$ 235,292	\$ 168,121	\$ 1,465,780	\$ 1,657,720
% Change		0.71%	-28.55%	771.86%	13.09%

PRIORS PROGRAM DESCRIPTION	Staff	Cost
Managed by the Police Records Section, PRIORS is an automated police records management system used by 12 law enforcement agencies in Marion, Polk, and Lincoln counties. The system manages crime reports, citations, field interview reports, exclusions, the special persons registry, and other files through a shared name database, and reports are automatically updated to local, state, and federal data systems. An advisory board of agency chiefs determines future expansion of the system. Since its implementation in October 2003, the system has been further developed for field reporting from patrol cars, real time hot sheets for stolen vehicles, automated citations, photo red light citations, automated transfer of citations into the Municipal Court's management system, automated use of force reporting, and property and evidence bar code tracking.	0.00	\$ 1,657,720
Total PRIORS Fund		\$ 1,657,720

**PRIORS FUND RESOURCES
POLICE REGIONAL RECORDS SYSTEM
(335-35-52-00)
FY 2016-17**

RESOURCES DETAIL

Acct. Code	Description	Adopted
35213	INTRA CITY BUDGETED TRANSFERS	
	Salem Police Department (101-35205000)	\$ 208,290
 35395	 OTHER GOVERNMENT AGENCIES	
	Following are the annual fees budgeted for participating agencies:	
	Aumsville	\$ 5,240
	Dallas	19,980
	Gervais	3,390
	Grand Ronde Tribal Police	610
	Independence	11,660
	Keizer	49,140
	Lincoln City	11,270
	Monmouth	12,810
	Polk County	24,430
	Stayton	10,260
	Turner	2,550
		<u>151,340</u>
		\$ 151,340

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 1,657,720

**CITY OF SALEM RESOURCES
POLICE REGIONAL RECORDS SYSTEM
2016 TO 2017
FUND NO. 335**

Department: Police
Cost Center: PRIORS
Cost Center No: 35-52-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35213	INTRA CITY - BUDGETED TRANSFER	\$ 174,580	\$ 185,230	\$ 199,170	\$ 208,290	\$ 208,290	\$ 208,290	\$ 9,120	4.58%
	Total Internal	\$ 174,580	\$ 185,230	\$ 199,170	\$ 208,290	\$ 208,290	\$ 208,290	\$ 9,120	4.58%
35367	CITY OF KEIZER	\$ 42,620	\$ 44,200	\$ 47,450	\$ 49,140	\$ 49,140	\$ 49,140	\$ 1,690	3.56%
35375	POLK COUNTY	21,200	22,020	23,590	24,430	24,430	24,430	840	3.56%
35395	OTHER GOVERNMENT AGENCIES	73,375	71,450	78,960	77,770	77,770	77,770	(1,190)	-1.51%
	Total Intergovernmental	\$ 137,195	\$ 137,670	\$ 150,000	\$ 151,340	\$ 151,340	\$ 151,340	\$ 1,340	0.89%
36210	INTEREST	\$ 4,685	\$ 6,106	\$ 5,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 4,500	81.82%
	Total Other	\$ 4,685	\$ 6,106	\$ 5,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 4,500	81.82%
39910	BEGINNING WORKING CAPITAL	\$ 867,413	\$ 948,582	\$ 1,111,110	\$ 1,288,090	\$ 1,288,090	\$ 1,288,090	\$ 176,980	15.93%
	Total Beginning Balances	\$ 867,413	\$ 948,582	\$ 1,111,110	\$ 1,288,090	\$ 1,288,090	\$ 1,288,090	\$ 176,980	15.93%
	Total Resources	\$ 1,183,874	\$ 1,277,589	\$ 1,465,780	\$ 1,657,720	\$ 1,657,720	\$ 1,657,720	\$ 191,940	13.09%

**POLICE DEPARTMENT
POLICE REGIONAL RECORDS SYSTEM
(335-35-52-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING Database administration and report writing for new records management system (1)	\$ 1,500
52670	OTHER PROFESSIONAL SERVICES CrimeReports.com annual subscription	\$ 7,360
52815	CONTROLLED EQUIPMENT Citrix servers (replacements, 3)	\$ 17,500
53812	INTRA CITY - DIRECT CHARGES Database administration maintenance (101-59103515) Support to RFP* process, project management, and programmer services for PRIORS replacement (101-59103515)	\$ 20,000 <u>131,590</u>
		\$ 151,590
53813	INTRA CITY - BUDGETED TRANSFERS Records Section support from General Fund Police Department (101-35205000)	\$ 91,180
55130	EQUIPMENT AND MACHINERY PRIORS system replacement (rebudgeted)	\$ 1,340,790

* Request for Proposals

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,657,720

**CITY OF SALEM BUDGET
POLICE REGIONAL RECORDS SYSTEM
2016 TO 2017
FUND NO. 335**

Department: Police
Cost Center: PRIORS
Cost Center No: 35-52-00-00

Acct Code	Account Name	Expenditures Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
52120	MAIL	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
52510	TRAINING	1,485	-	1,500	1,500	1,500	1,500	-	-	-
52670	OTHER PROFESSIONAL SERVICES	7,800	7,800	8,000	7,360	7,360	7,360	(640)	-8.0%	-
52815	CONTROLLED EQUIPMENT	1,100	6,820	9,000	17,500	17,500	17,500	8,500	94.4%	-
52820	SMALL EQUIPMENT AND SUPPLIES	532	373	1,000	1,000	1,000	1,000	-	-	-
52830	COMPUTER SOFTWARE, LICENSES	106,444	23,526	227,940	18,370	18,370	18,370	(209,570)	-91.9%	-
53320	EQUIPMENT MAINTENANCE	-	-	5,000	5,000	5,000	5,000	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	13,127	28,632	39,000	151,590	151,590	151,590	112,590	288.7%	-
53813	INTRA CITY - BUDGETED TRANSFER	89,410	82,140	87,000	91,180	91,180	91,180	4,180	4.8%	-
53900	COST ALLOCATION PLAN	15,390	18,830	22,060	23,430	23,430	23,430	1,370	6.2%	-
	Total Materials and Services	\$ 235,292	\$ 168,121	\$ 400,500	\$ 316,930	\$ 316,930	\$ 316,930	\$ (83,570)	-20.9%	-
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 1,035,280	\$ 1,340,790	\$ 1,340,790	\$ 1,340,790	\$ 305,510	29.5%	-
	Total Capital Outlay	\$ -	\$ -	\$ 1,035,280	\$ 1,340,790	\$ 1,340,790	\$ 1,340,790	\$ 305,510	29.5%	-
61110	CONTINGENCIES	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	-100.0%	-
	Total Contingency	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	-100.0%	-
	Total Requirements	\$ 235,292	\$ 168,121	\$ 1,465,780	\$ 1,657,720	\$ 1,657,720	\$ 1,657,720	\$ 221,940	13.1%	-





Human Resources Department
Employee Services

DIVISIONS

Administration

Benefits

Facilities Services

Fleet Services

Risk Management

Shops Facilities Maintenance

This section includes the divisions in bold text.



Fleet Services

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Fleet Services Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, Capital Outlay, and Transfers. The table shows the division's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for each year.

Warehouse Services, which previously appeared in the budget as a component of Fleet Services, has been segregated and is included in the FY 2016-17 budget as a separate section in Fund 355. The financial history in this display represents the Fleet Services cost centers for administration, equipment replacement, parts, maintenance, and fuel. The reduction in total FTE for FY 2016-17 is the result of an evaluation of position status as either Fleet Services or Warehouse Services.

Fleet Services Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Beginning Working Capital	\$ 4,403,799	\$ 4,568,176	\$ 1,950,708	\$ 1,950,710	\$ 2,192,830
Fees for Services	32,199	30,088	12,258	-	-
Internal	6,895,960	6,122,755	4,798,501	4,676,060	4,676,060
Intergovernmental	63,240	64,284	81,495	1,500	1,500
Interest	21,273	18,639	10,475	3,000	3,000
Loan Collection	123,471	-	-	-	-
Other Revenue	324,029	115,013	1,290	-	-
Total Resources	\$ 11,863,971	\$ 10,918,954	\$ 6,854,727	\$ 6,631,270	\$ 6,873,390
Personal Services	\$ 1,482,864	\$ 1,522,351	\$ 1,510,576	\$ 1,683,150	\$ 1,533,660
Materials / Services	3,848,075	4,070,896	3,187,772	3,779,300	4,135,560
Capital Outlay	1,653,656	-	-	32,200	12,200
Transfers	-	3,375,000	370,000	300,000	300,000
Total Expenditures	\$ 6,984,595	\$ 8,968,246	\$ 5,068,348	\$ 5,794,650	\$ 5,981,420
% Change		28.40%	-43.49%	14.33%	3.22%
FTE	22.00	17.00	16.80	17.00	16.00

FY 2016-17

Highlights and Significant Changes

Fleet Services

With the FY 2016-17 budget, Fleet Services' department designation has changed to the Human Resources Department.

Fleet Services continues to work with City departments to manage fuel consumption in a volatile market. Recent fuel price reductions have created budget savings that will be used to augment the equipment replacement reserve balances for vehicle user departments in FY 2016-17.

Fleet Services entered into a services agreement with Marion County Fire District 1 to replace the previous intergovernmental agreement. The new agreement does not require annual renewals, instead it remains effective until either jurisdiction decides to terminate it.

Fleet Services has completed the required contracting and training to be able to access GovDeals.com, a surplus auction company specializing in government surplus. The City will use the service to sell surplus vehicles and equipment.





Fleet Services

What We Do

PROGRAMS

Fleet Services

Administration, Fleet Acquisition and Disposal	Staff	Cost
Administration of Fleet Services including internal rate preparation, budget preparation and monitoring, and overall management of the City fleet. Fleet Services is also responsible for preparation of bid specifications, coordination with the Finance and Procurement Division to purchase vehicles and equipment, upfit of new equipment for service readiness, and retirement / disposal of used equipment. Fleet Services is also part of the City's Emergency Operations for catastrophic events.	4.00	\$ 1,047,430

Fuel Service	Staff	Cost
Provide a fueling operation, purchase fuel, ensure it is safely stored, and dispense fuel while meeting all regulatory requirements.	-	\$ 2,067,960

Vehicle Maintenance and Repair	Staff	Cost
Maintain approximately 1,500 vehicles and pieces of equipment including preventive maintenance, inspections, remedial repairs, road calls, towing, and modifications / rebuilds. Order and manage parts inventory.	12.00	\$ 2,866,030

Total Fleet Services Division	16.00	\$ 5,981,420
	Staff	Cost

**CITY SERVICES FUND RESOURCES
FLEET SERVICES
(355-20-30-00)
FY 2016-17**

Acct. No.	Description	Adopted
35105	INTERNAL USAGE REVENUE	
	Cost of parts needed for repairs and work sub-contracted out, billed to departments as costs are incurred	\$ 1,261,020
	Cost of providing service for the City fleet, billed as a bi-weekly charge to departments	2,065,040
	Revenue from fuel sold to departments	<u>1,350,000</u>
		\$ 4,676,060
35335	STATE GAS TAX REFUND	\$ 1,500
36210	INTEREST	\$ 3,000

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 6,873,390

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Human Resources
Cost Center: Fleet Services
Cost Center No: 20-30-00-00

Acct Code	Account Name	Resources Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
32310	ACCIDENT AND FIRE RECOVERY	\$ 30,088	\$ 12,258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Fees for Services	\$ 30,088	\$ 12,258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35105	INTRAFUND - FLEET/PARTS	\$ 5,174,337	\$ 4,798,501	\$ 4,676,060	\$ 4,676,060	\$ 4,676,060	\$ 4,676,060	\$ -	\$ -	-
35212	INTRA CITY - DIRECT CHARGE	108	-	-	-	-	-	-	-	-
35213	INTRA CITY - BUDGETED TRANSFER	948,310	-	-	-	-	-	-	-	-
	Total Internal	\$ 6,122,755	\$ 4,798,501	\$ 4,676,060	\$ 4,676,060	\$ 4,676,060	\$ 4,676,060	\$ -	\$ -	-
35335	STATE GAS TAX REFUND	\$ 1,554	\$ 1,268	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	-
35355	HOUSING AUTHORITY	24,472	19,868	-	-	-	-	-	-	-
35361	STATE REIMBURSEMENT	5,757	933	-	-	-	-	-	-	-
35370	MARION COUNTY	32,501	59,426	-	-	-	-	-	-	-
	Total Intergovernmental	\$ 64,284	\$ 81,495	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	-
36210	INTEREST	\$ 18,639	\$ 10,475	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ -	-
	Total Interest on Investments	\$ 18,639	\$ 10,475	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ -	-
36815	WAGE RECOVERY	\$ 1,432	\$ 746	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	415	544	-	-	-	-	-	-	-
	Total Other	\$ 1,847	\$ 1,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
38755	SALE OF ASSETS	\$ 113,166	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Disposal of Assets	\$ 113,166	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 4,568,176	\$ 1,950,708	\$ 1,950,710	\$ 2,192,830	\$ 2,192,830	\$ 2,192,830	\$ 242,120	12.4%	
	Total Beginning Balance	\$ 4,568,176	\$ 1,950,708	\$ 1,950,710	\$ 2,192,830	\$ 2,192,830	\$ 2,192,830	\$ 242,120	12.4%	
	Total Resources	\$ 10,918,954	\$ 6,854,727	\$ 6,631,270	\$ 6,873,390	\$ 6,873,390	\$ 6,873,390	\$ 242,120	3.7%	

**CITY SERVICES
FLEET SERVICES
(355-20-30-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Central Data Exchange diagnostic software (2)	\$ 1,500
	Class AB operator underground storage tank training (1)	400
	Clean Cities conference (1)	600
	FASTER vehicle management system training (4)	1,500
	Green Transportation Summit and Expo (1)	850
	Hydraulic systems training (2)	3,100
	Oregon Fire and Apparatus training (2)	1,900
	Oregon Fleet Managers conference (1)	1,200
	Vehicle maintenance management conference (1)	2,000
		<u>\$ 13,050</u>
52670	OTHER PROFESSIONAL SERVICES	
	Fuel tank / dispensing systems maintenance and repairs	\$ 6,800
	Oil filters and sludge disposal	3,200
		<u>\$ 10,000</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computers with monitors (replacement, 3)	\$ 3,390
	Shop equipment and transmission jack (replacement, 1)	2,100
		<u>\$ 5,490</u>
55130	EQUIPMENT AND MACHINERY	
	On vehicle brake lathe	\$ 12,200
62110	TRANSFERS TO OTHER FUNDS	
	Equipment Reserve (388-88101000)	\$ 300,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 5,981,420

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Human Resources
Cost Center: Fleet Services
Cost Center No: 20-30-00-00

Acct Code	Account Name	Expenditures Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
51010	SALARIES AND WAGES	\$ 896,086	\$ 892,860	\$ 951,530	\$ 909,700	\$ 909,700	\$ 909,700	\$ (41,830)	-4.4%
51030	OVERTIME	3,916	353	10,000	10,000	10,000	10,000	-	-
51080	STANDBY	-	-	1,000	-	-	-	(1,000)	-100.0%
51090	DIFFERENTIAL	2,453	3,473	2,500	5,500	5,500	5,500	3,000	120.0%
51100	INCENTIVES	10,435	11,285	15,020	11,710	11,710	11,710	(3,310)	-22.0%
51120	LEAVE PAYOFF	5,153	8,376	5,000	-	-	-	(5,000)	-100.0%
51130	CAR ALLOWANCE	1,084	1,084	1,080	1,080	1,080	1,080	-	-
51135	CELL PHONE ALLOWANCE	-	-	-	470	470	470	470	-
51145	MOVING ALLOWANCE	5,000	-	-	-	-	-	-	-
51210	FICA AND MEDICARE	69,202	68,918	72,760	71,800	71,800	71,800	(960)	-1.3%
51221	WORKERS' COMP PREMIUM	40,660	26,320	29,930	15,470	15,470	15,470	(14,460)	-48.3%
51222	WORKERS' COMP STATE ASSMT	478	478	510	510	510	510	-	-
51240	EMPLR - RETIREMENT PERS	112,770	109,298	160,530	108,930	108,930	108,930	(51,600)	-32.1%
51243	PERS UNFUNDED LIABILITY	47,800	52,290	54,600	56,860	56,860	56,860	2,260	4.1%
51245	EMPLR - PERS PICKUP	53,786	53,690	57,110	56,310	56,310	56,310	(800)	-1.4%
51250	INSURANCE - MEDICAL	240,919	248,393	284,330	251,800	251,800	251,800	(32,530)	-11.4%
51255	INSURANCE - VISION	6,346	7,101	8,120	7,290	7,290	7,290	(830)	-10.2%
51260	INSURANCE - DENTAL	24,937	24,547	26,390	24,380	24,380	24,380	(2,010)	-7.6%
51265	INSURANCE - LIFE	824	1,535	2,130	1,390	1,390	1,390	(740)	-34.7%
51270	INSURANCE - DISABILITY	502	575	610	460	460	460	(150)	-24.6%
	Total Personal Services	\$ 1,522,351	\$ 1,510,576	\$ 1,683,150	\$ 1,533,660	\$ 1,533,660	\$ 1,533,660	\$ (107,660)	-8.9%
	NUMBER OF POSITIONS	17.00	16.80	17.00	16.00	16.00	16.00	(1.00)	-5.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ 267	\$ 86	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	-
52120	MAIL	1,082	1,560	2,100	2,100	2,100	2,100	-	-
52130	SUPPLIES	5,062	6,961	9,500	9,500	9,500	9,500	-	-
52320	ADVERTISING	1,758	4,810	6,300	5,200	5,200	5,200	(1,100)	-17.5%
52340	EMPLOYEE RECOGNITION	67	-	-	-	-	-	-	-
52360	RECRUITMENT FEES	10	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	6,399	6,672	6,700	6,500	6,500	6,500	(200)	-3.0%
52410	TELEPHONE - CELLULAR	559	660	770	670	670	670	(100)	-13.0%
52510	TRAINING	6,464	6,210	11,100	13,050	13,050	13,050	1,950	17.6%
52530	LODGING	298	102	-	-	-	-	-	-
52540	MEALS	46	-	100	100	100	100	-	-
52620	CONSTRUCTION CONTRACTS	-	1,461	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	2,842	2,663	10,000	10,000	10,000	10,000	-	-
52710	MEMBERSHIP DUES	599	609	700	1,100	1,100	1,100	400	57.1%
52720	LICENSES/CERTIFICATIONS	4,463	5,053	3,200	5,200	5,200	5,200	2,000	62.5%
52740	PERMITS	1,114	506	1,050	1,050	1,050	1,050	-	-
52810	SMALL TOOLS	8,462	7,576	9,100	9,100	9,100	9,100	-	-
52815	CONTROLLED EQUIPMENT	6,180	909	5,100	5,490	5,490	5,490	390	7.6%
52820	SMALL EQUIPMENT AND SUPPLIES	10,506	11,063	10,300	19,500	19,500	19,500	9,200	89.3%
52830	COMPUTER SOFTWARE, LICENSES	27,614	29,646	79,500	82,030	82,030	82,030	2,530	3.2%
52840	AUTOMOTIVE PARTS	494,020	509,576	525,000	525,000	525,000	525,000	-	-
52850	TIRES AND TUBES	239,838	253,513	205,500	300,000	300,000	300,000	94,500	46.0%
52860	OTHER AUTO SUPPLIES	21,664	15,294	19,520	19,520	19,520	19,520	-	-
52910	DIESEL FUEL	514,206	408,790	656,240	656,240	656,240	656,240	-	-
52930	GASOLINE	777,562	629,338	1,088,940	1,088,940	1,088,940	1,088,940	-	-
52940	LP/CNG GAS	5,200	5,007	8,600	8,600	8,600	8,600	-	-
52950	LUBRICANTS	34,492	28,404	31,840	33,000	33,000	33,000	1,160	3.6%
53210	INSURANCE	3,520	3,560	14,760	21,740	21,740	21,740	6,980	47.3%
53310	VEHICLE MAINTENANCE	689,872	646,358	495,000	650,000	650,000	650,000	155,000	31.3%
53320	EQUIPMENT MAINTENANCE	6,752	2,305	71,600	71,600	71,600	71,600	-	-
53350	RADIO MAINTENANCE	-	-	1,600	-	-	-	(1,600)	-100.0%
53530	OUTSIDE RENTAL	3,974	-	-	-	-	-	-	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Human Resources
Cost Center: Fleet Services
Cost Center No: 20-30-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53610	GAS	8,397	7,476	7,100	8,000	8,000	8,000	900	12.7%
53620	ELECTRIC	28,782	23,868	30,000	30,000	30,000	30,000	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	2,202	1,220	2,500	2,500	2,500	2,500	-	-
53740	CLOTHING - CLEANING CHARGES	5,775	5,960	4,300	7,000	7,000	7,000	2,700	62.8%
53750	INVENTORY PURCHASES	336	199	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	969	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHARGE LABOR	26,345	1,958	25,000	-	-	-	(25,000)	-100.0%
53813	INTRA CITY - BUDGETED TRANSFER	508,410	-	-	-	-	-	-	-
53830	RADIO	4,010	4,020	3,600	3,600	3,600	3,600	-	-
53840	MOTOR POOL RENTAL	6	-	-	-	-	-	-	-
53841	EQUIPMENT REPLACEMENT CHG	-	-	-	50,000	50,000	50,000	50,000	-
53851	COPY	306	993	2,020	1,020	1,020	1,020	(1,000)	-49.5%
53854	PHOTOCOPIES	2,236	2,373	3,000	2,700	2,700	2,700	(300)	-10.0%
53855	SHOPS FACILITIES MAINTENANCE	30,827	19,053	18,270	22,820	22,820	22,820	4,550	24.9%
53860	BUILDING SERVICES	58,110	-	1,000	-	-	-	(1,000)	-100.0%
53900	COST ALLOCATION PLAN	519,290	531,960	407,190	461,490	461,490	461,490	54,300	13.3%
	Total Materials and Services	\$ 4,070,896	\$ 3,187,772	\$ 3,779,300	\$ 4,135,560	\$ 4,135,560	\$ 4,135,560	\$ 356,260	9.4%
55120	BUILDINGS AND BLDG IMPROVEMENTS	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ (20,000)	-100.0%
55130	EQUIPMENT AND MACHINERY	-	-	12,200	12,200	12,200	12,200	-	-
	Total Capital Outlay	\$ -	\$ -	\$ 32,200	\$ 12,200	\$ 12,200	\$ 12,200	\$ (20,000)	-62.1%
62110	TRANSFERS TO OTHER FUNDS	\$ 3,375,000	\$ 370,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Interfund Transfers	\$ 3,375,000	\$ 370,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Requirements	\$ 8,968,246	\$ 5,068,348	\$ 5,794,650	\$ 5,981,420	\$ 5,981,420	\$ 5,981,420	\$ 228,600	3.2%



Human Resources Department
Employee Services

DIVISIONS

Administration

Benefits

Facilities Services

Fleet Services

Risk Management

Shops Facilities Maintenance

This section includes the divisions in bold text.



Shops Facilities Maintenance

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Shops Facilities Budget by Category represents three years of historical revenue and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The table shows the division total budget and the percent change in total budget for each year.

Shops Facilities Maintenance Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 50,853	\$ 38,488	\$ 47,598	\$ 16,200	\$ 46,300
Internal	93,880	93,880	101,750	92,030	130,000
Interest	264	266	334	250	300
Total Resources	\$ 144,997	\$ 132,634	\$ 149,682	\$ 108,480	\$ 176,600
<hr/>					
Materials / Services	\$ 106,509	\$ 85,036	\$ 116,086	\$ 79,740	\$ 153,940
Total Expenditures	\$ 106,509	\$ 85,036	\$ 116,086	\$ 79,740	\$ 153,940
% Change		-20.16%	36.51%	-31.31%	93.05%

FY 2016-17 Highlights and Significant Changes

Shops Facilities Maintenance

To comply with the City of Salem's National Pollutant Discharge Elimination System Municipal Separate Storm Sewer permit (MS4), exterior maintenance in the complex has been increased to reduce the amount of pollutants that enter the City's stormwater discharge system. These activities include additional drain signage and sweeping of paved areas, gravel containment, and catch basin repairs.

FY 2016-17 projects include installation of a stormwater treatment facility in the east yard, replacement of Gate 12, and recycling area improvements.

Shops Facilities Maintenance Program Description	Staff	Cost
Preserve the common areas and grounds for the multiple City services located at the City of Salem Shops Complex by identifying, executing, and managing exterior, common area maintenance and projects.	-	153,940

**CITY SERVICES FUND RESOURCES
SHOPS FACILITIES MAINTENANCE
(355-22-35-00)
FY 2016-17**

Acct. No.	Description	Adopted
35213	INTRA CITY - BUDGETED TRANSFER	
	INTERNAL USAGE REVENUE	
	Revenues received from participating / benefitting funds:	
	General Fund:	
	Facilities Services (101-22510000)	\$ 6,750
	Parks Operations (101-21501000)	13,930
	Police (101-35201000)	860
	Transportation Services Fund (155-58301000)	24,190
	Utility Fund (310-58504010)	48,720
	City Services Fund:	
	Document Services (355-59200000)	1,500
	Fleet Services (355-20306000)	22,820
	Radio Communications (355-35450000)	3,260
	Warehouse Services (355-60891000)	7,970
		<u>130,000</u>
		\$ 130,000

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 176,600

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Human Resources
Cost Center: Shops Facilities Maintenance
Cost Center No: 22-35-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35213	INTRAFUND - BUDGETED TRANSFER	\$ 93,880	\$ 101,750	\$ 92,030	\$ 130,000	\$ 130,000	\$ 130,000	\$ 37,970	41.3%
	Total Internal	\$ 93,880	\$ 101,750	\$ 92,030	\$ 130,000	\$ 130,000	\$ 130,000	\$ 37,970	41.3%
36210	INTEREST	\$ 266	\$ 334	\$ 250	\$ 300	\$ 300	\$ 300	\$ 50	20.0%
	Total Interest on Investments	\$ 266	\$ 334	\$ 250	\$ 300	\$ 300	\$ 300	\$ 50	20.0%
39910	BEGINNING WORKING CAPITAL	\$ 38,488	\$ 47,598	\$ 16,200	\$ 46,300	\$ 46,300	\$ 46,300	\$ 30,100	185.8%
	Total Beginning Balance	\$ 38,488	\$ 47,598	\$ 16,200	\$ 46,300	\$ 46,300	\$ 46,300	\$ 30,100	185.8%
	Total Resources	\$ 132,634	\$ 149,682	\$ 108,480	\$ 176,600	\$ 176,600	\$ 176,600	\$ 68,120	62.8%

**CITY SERVICES
SHOPS FACILITIES MAINTENANCE
(355-22-35)
FY 2016-17**

Acct No.	Description	Adopted
53815	INTRA CITY - INTERDEPARTMENTAL REIMBURSEMENT	
	Concrete and pothole repairs (155-58304520)	\$ 15,000
	Fencing and gate repairs (101-22510000)	8,120
	Gate No. 12 replacement (101-22510000)	12,000
	Grounds clean up of litter and leaves, garbage collection, irrigation, landscape maintenance (101-21501000)	21,470
	Hydrocleaning storm sewer and catch basin cleaning (310-58503020)	4,900
	Install stormwater treatment facility for east yard (310-58503065)	31,500
	Recycling area improvements (101-22510000)	10,000
	Signage and sweeping (155-58304515)	14,360
		<u>\$ 117,350</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 153,940

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Human Resources
Cost Center: Shops Facilities Maintenance
Cost Center No: 22-35-00-00

Acct Code	Account Name	Expenditures Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
52120	MAIL	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
52670	OTHER PROFESSIONAL SERVICES	-	113	-	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	10,079	-	-	-	-	-	-	-
53210	INSURANCE	2,710	2,710	-	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	3	-	-	500	500	500	500	500	-
53320	EQUIPMENT MAINTENANCE	445	-	500	-	-	-	(500)	(500)	-100.0%
53380	OTHER MAINTENANCE AND REPAIRS	-	576	-	-	-	-	-	-	-
53620	ELECTRIC	15,954	16,297	16,000	16,700	16,700	16,700	700	700	4.4%
53650	REFUSE DISPOSAL	10,228	9,796	11,790	11,500	11,500	11,500	(290)	(290)	-2.5%
53812	INTRA CITY - DIRECT CHARGE LABOR	687	3,908	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPART. BILLING	45,842	56,245	43,870	117,350	117,350	117,350	73,480	73,480	167.5%
53860	BUILDING SERVICES	2,816	-	-	-	-	-	-	-	-
53900	COST ALLOCATION PLAN	6,350	16,360	7,580	7,890	7,890	7,890	310	310	4.1%
	Total Materials and Services	\$ 85,036	\$ 116,086	\$ 79,740	\$ 153,940	\$ 153,940	\$ 153,940	\$ 74,200	\$ 74,200	93.1%
	Total Requirements	\$ 85,036	\$ 116,086	\$ 79,740	\$ 153,940	\$ 153,940	\$ 153,940	\$ 74,200	\$ 74,200	93.1%





Police Department

DIVISIONS

Administration

Investigations

Patrol

Police Records Incident Offense Reporting System

Radio Communications

Support

Willamette Valley Communications Center

This section includes the divisions in bold text.



Radio Communications

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Radio Communications Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, Capital Outlay, and Transfers. The table shows the total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for this division.

Radio Communications Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 7,425,248	\$ 8,538,197	\$ 9,227,496	\$ 1,603,120	\$ 2,670,000
Rent	1,645,242	1,664,038	1,658,405	1,686,800	1,756,620
Intergovernmental	96,651	92,449	85,711	90,500	130,940
Interest	39,067	46,652	42,386	20,000	15,000
Other Revenue	30,383	-	2,450	-	-
Total Resources	\$ 9,236,590	\$ 10,341,336	\$ 11,016,448	\$ 3,400,420	\$ 4,572,560
Personal Services	\$ 342,938	\$ 355,996	\$ 373,873	\$ 404,860	\$ 396,920
Materials / Services	355,454	757,844	495,909	812,150	836,830
Capital Outlay	-	-	-	139,830	100,000
Transfers	-	-	8,314,000	-	1,500,000
Total Expenditures	\$ 698,393	\$ 1,113,840	\$ 9,183,782	\$ 1,356,840	\$ 2,833,750
% Change		59.49%	724.52%	-85.23%	108.85%
FTE	4.00	4.00	4.00	4.00	4.00

FY 2016-17

Highlights and Significant Changes

The division is moving forward with the selection of a replacement radio system to serve the needs of the City in the coming years. The project will be managed by the City's Public Works Department and is included in the FY 2016-17 capital improvements budget, volume 2 of the budget document. The FY 2016-17 Radio Communications operating budget includes a transfer of \$1,500,000 to the capital project (in Fund 255, Capital Improvements) to further augment funding for the system replacement.





Radio Communications

What We Do

PROGRAMS

Radio Communications

	Staff	Cost
Radio Communications maintains the City's entire radio communication infrastructure, including voice and mobile data communication, fire station alerting system, and the City Hall public address system. Maintenance of these systems includes items such as radio sites, transmitters, microwave systems, antennas, line kits, receivers, base stations, mobile data computer, mobile radios, portable radios, and simulcast equipment.	4.00	\$ 2,833,750

Total Radio Communications Division	4.00	\$ 2,833,750
	Staff	Cost

**CITY SERVICES FUND RESOURCES
RADIO COMMUNICATIONS
(355-35-45-00)
FY 2016-17**

Acct. No.	Description	Adopted
34120	RADIO RENT Various funds - radio and mobile data communication systems	\$ 1,621,620
35212	INTRA CITY - DIRECT CHARGE Various radio programming requests and mobile data terminal installations	\$ 35,000

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 4,572,560

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Police
Cost Center: Communications
Cost Center No: 35-45-00-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
34110	LAND/BUILDING RENT	\$ 138,388	\$ 138,365	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ -	-
34120	RADIO RENT	1,525,650	1,520,040	1,551,800	1,621,620	1,621,620	1,621,620	69,820	4.5%
	Total Rent	\$ 1,664,038	\$ 1,658,405	\$ 1,686,800	\$ 1,756,620	\$ 1,756,620	\$ 1,756,620	\$ 69,820	4.1%
35212	INTRAFUND - DIRECT CHARGE	\$ 24,145	\$ 10,553	\$ 7,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 28,000	400.0%
	Total Internal	\$ 24,145	\$ 10,553	\$ 7,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 28,000	400.0%
35367	CITY OF KEIZER	\$ 31,164	\$ 28,758	\$ 33,500	\$ 33,850	\$ 33,850	\$ 33,850	\$ 350	1.0%
35370	MARION COUNTY	180	391	-	-	-	-	-	-
35495	OTHER AGENCIES	36,960	46,008	50,000	62,090	62,090	62,090	12,090	24.2%
	Total Intergovernmental	\$ 68,304	\$ 75,157	\$ 83,500	\$ 95,940	\$ 95,940	\$ 95,940	\$ 12,440	14.9%
36210	INTEREST	\$ 46,652	\$ 42,386	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ (5,000)	-25.0%
	Total Interest on Investments	\$ 46,652	\$ 42,386	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ (5,000)	-25.0%
36895	OTHER REVENUE	\$ -	\$ 2,450	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other	\$ -	\$ 2,450	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 8,538,197	\$ 9,227,496	\$ 1,603,120	\$ 2,670,000	\$ 2,670,000	\$ 2,670,000	\$ 1,066,880	66.6%
	Total Beginning Balances	\$ 8,538,197	\$ 9,227,496	\$ 1,603,120	\$ 2,670,000	\$ 2,670,000	\$ 2,670,000	\$ 1,066,880	66.6%
	Total Resources	\$ 10,341,336	\$ 11,016,448	\$ 3,400,420	\$ 4,572,560	\$ 4,572,560	\$ 4,572,560	\$ 1,172,140	34.5%

**CITY SERVICES
RADIO COMMUNICATIONS
(355-35-45-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	New radio training (3)	\$ 9,280
	Personal computer application training (2)	700
	Regional planning meetings (1)	700
		\$ 10,680
52640	ENGINEERING/ARCHITECT SERVICES	
	Radio system engineering	\$ 30,000
52670	OTHER PROFESSIONAL SERVICES	
	Unspecified professional services	\$ 64,690
52815	CONTROLLED EQUIPMENT	
	Antenna and line kits (replacement, 6)	\$ 30,000
	Mobile data computers (replacement, 12)	72,000
	Mobile trunked system radios (replacement, 18)	58,000
	Portable trunked system radios (replacement, 15)	42,000
		\$ 202,000
53812	INTRA CITY - DIRECT CHARGE LABOR	
	Tower maintenance provided by Facilities Services (101-22510000)	\$ 3,000
53813	INTRA CITY - BUDGETED TRANSFER	
	Administration and support provided by Willamette Valley Comm Center staff	\$ 86,170
53815	INTRA CITY - INTRADEPARTMENTAL BILLING	
	Landscape services (101-21500000)	\$ 4,000
55130	EQUIPMENT AND MACHINERY	
	Service monitor (replacement, 1)	\$ 60,000
	Site transmitters & receivers (replacement, 2)	40,000
		\$ 100,000
62110	TRANSFERS TO OTHER FUNDS	
	Transfer to Radio Construction Fund (255-35904500)	\$ 1,500,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,833,750

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Police
Cost Center: Communications
Cost Center No: 35-45-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 226,177	\$ 240,538	\$ 239,130	\$ 250,460	\$ 250,460	\$ 250,460	\$ 11,330	4.7%
51020	SEASONAL AND RELIEF	-	-	6,210	-	-	-	(6,210)	-100.0%
51025	HOLIDAY - REGULAR	329	13	490	-	-	-	(490)	-100.0%
51030	OVERTIME	3,271	891	4,080	3,500	3,500	3,500	(580)	-14.2%
51120	LEAVE PAYOFF	1,562	-	1,750	1,750	1,750	1,750	-	-
51210	FICA AND MEDICARE	17,419	18,380	19,200	19,560	19,560	19,560	360	1.9%
51221	WORKERS' COMP PREMIUM	540	600	2,430	2,500	2,500	2,500	70	2.9%
51222	WORKERS' COMP STATE ASSMT	118	114	120	120	120	120	-	-
51240	EMPLR - RETIREMENT PERS	28,716	29,964	42,310	30,920	30,920	30,920	(11,390)	-26.9%
51243	PERS UNFUNDED LIABILITY	11,100	13,200	13,750	14,380	14,380	14,380	630	4.6%
51245	EMPLR - PERS PICKUP	13,793	14,555	15,060	15,340	15,340	15,340	280	1.9%
51250	INSURANCE - MEDICAL	47,076	49,037	53,060	51,140	51,140	51,140	(1,920)	-3.6%
51255	INSURANCE - VISION	819	1,247	1,640	1,640	1,640	1,640	-	-
51260	INSURANCE - DENTAL	4,960	5,005	5,150	5,270	5,270	5,270	120	2.3%
51265	INSURANCE - LIFE	116	330	480	340	340	340	(140)	-29.2%
	Total Personal Services	\$ 355,996	\$ 373,873	\$ 404,860	\$ 396,920	\$ 396,920	\$ 396,920	\$ (7,940)	-2.0%
	NUMBER OF POSITIONS	4.00	4.00	4.00	4.00	4.00	4.00	-	-
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 187	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	-
52120	MAIL	480	443	520	520	520	520	-	-
52130	SUPPLIES	526	245	650	650	650	650	-	-
52140	PRINTING AND DUPLICATION	-	-	90	90	90	90	-	-
52320	ADVERTISING	1,942	-	500	500	500	500	-	-
52340	EMPLOYEE RECOGNITION	-	-	100	100	100	100	-	-
52360	RECRUITMENT FEES	-	-	250	250	250	250	-	-
52405	TELEPHONE - OFFICE	2,560	2,471	3,000	3,000	3,000	3,000	-	-
52410	TELEPHONE - CELLULAR	-	-	200	840	840	840	640	320.0%
52430	PAGERS	-	-	200	-	-	-	(200)	-100.0%
52460	COMMUNICATION - OTHER	14,477	14,549	18,000	18,000	18,000	18,000	-	-
52510	TRAINING	-	200	10,680	10,680	10,680	10,680	-	-
52640	ENGINEERING/ARCHITECT SERVICES	135,762	31,451	30,000	30,000	30,000	30,000	-	-
52670	OTHER PROFESSIONAL SERVICES	10,536	1,495	64,690	64,690	64,690	64,690	-	-
52710	MEMBERSHIP DUES	85	85	300	300	300	300	-	-
52720	LICENSES/CERTIFICATIONS	-	150	1,000	1,000	1,000	1,000	-	-
52810	SMALL TOOLS	8	-	2,000	1,320	1,320	1,320	(680)	-34.0%
52815	CONTROLLED EQUIPMENT	231,729	74,266	202,000	202,000	202,000	202,000	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	17,451	19,869	52,000	52,000	52,000	52,000	-	-
52830	COMPUTER SOFTWARE, LICENSES	-	9,088	14,130	14,810	14,810	14,810	680	4.8%
52910	DIESEL FUEL	30	-	100	100	100	100	-	-
52930	GASOLINE	1,798	1,207	2,000	1,500	1,500	1,500	(500)	-25.0%
52940	LP/CNG GAS	-	526	400	400	400	400	-	-
53210	INSURANCE	-	-	3,940	3,590	3,590	3,590	(350)	-8.9%
53310	VEHICLE MAINTENANCE	746	564	750	750	750	750	-	-
53320	EQUIPMENT MAINTENANCE	146,280	151,386	200,000	201,630	201,630	201,630	1,630	0.8%
53340	FACILITIES MAINTENANCE	5	-	990	500	500	500	(490)	-49.5%
53510	BUILDING RENTAL	15,487	9,616	15,600	15,600	15,600	15,600	-	-

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Police
Cost Center: Communications
Cost Center No: 35-45-00-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
53610	GAS	3,911	3,772	4,100	4,100	4,100	4,100	-	-
53620	ELECTRIC	12,187	11,801	13,600	13,600	13,600	13,600	-	-
53720	TAXES AND ASSESSMENTS	9,987	10,192	10,500	15,350	15,350	15,350	4,850	46.2%
53734	SAFETY CLOTHING AND EQUIPMENT	-	1	300	300	300	300	-	-
53767	BANKING AND INVESTMENT FEES	-	-	-	6,400	6,400	6,400	6,400	-
53812	INTRA CITY - DIRECT CHARGE LABOR	3,765	736	3,000	3,000	3,000	3,000	-	-
53813	INTRA CITY - BUDGETED TRANSFER	65,710	76,840	82,050	86,170	86,170	86,170	4,120	5.0%
53814	INTRA CITY - GENERAL LEDGER JV'S	8,743	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPART. BILLING	2,020	2,036	4,000	4,000	4,000	4,000	-	-
53840	MOTOR POOL RENTAL	1,653	2,557	2,650	2,950	2,950	2,950	300	11.3%
53841	EQUIPMENT REPLACEMENT CHG	5,684	5,472	-	-	-	-	-	-
53851	COPY	791	319	400	400	400	400	-	-
53854	PHOTOCOPIES	119	123	-	-	-	-	-	-
53855	SHOPS FACILITIES MAINTENANCE	2,420	2,650	990	3,260	3,260	3,260	2,270	229.3%
53860	BUILDING SERVICES	6,162	6,080	6,000	6,000	6,000	6,000	-	-
53900	COST ALLOCATION PLAN	54,790	55,530	60,170	66,180	66,180	66,180	6,010	10.0%
	Total Materials and Services	\$ 757,844	\$ 495,909	\$ 812,150	\$ 836,830	\$ 836,830	\$ 836,830	\$ 24,680	3.0%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 139,830	\$ 100,000	\$ 100,000	\$ 100,000	\$ (39,830)	-28.5%
	Total Capital Outlay	\$ -	\$ -	\$ 139,830	\$ 100,000	\$ 100,000	\$ 100,000	\$ (39,830)	-28.5%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ 8,314,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	-
	Total Interfund Transfers	\$ -	\$ 8,314,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	-
	Total Requirements	\$ 1,113,840	\$ 9,183,782	\$ 1,356,840	\$ 2,833,750	\$ 2,833,750	\$ 2,833,750	\$ 1,476,910	108.8%



Information Technology

DIVISIONS

Administration

Document Services

Geographic Information Systems (GIS)

Network Services

Systems and Programming

Telecommunications Operations

This section includes the divisions in bold text.



Document Services

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Document Services Budget by Category represents three years of historical revenue and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services, Materials / Services, and Capital Outlay. The table shows the division's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for each year.

Document Services Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 375,545	\$ 426,624	\$ 654,716	\$ 459,200	\$ 370,100
Internal	1,444,493	1,451,151	1,115,655	1,456,990	1,333,120
Intergovernmental	9,646	1,610	444	2,000	2,000
Interest	2,250	2,284	3,371	3,000	3,500
Other Revenue	-	12,243	352	-	-
Total Resources	\$ 1,831,934	\$ 1,893,911	\$ 1,774,537	\$ 1,921,190	\$ 1,708,720
Personal Services	\$ 371,456	\$ 375,633	\$ 415,414	\$ 443,690	\$ 447,160
Materials / Services	1,033,854	848,623	922,050	985,710	1,070,290
Capital Outlay	-	14,939	40,695	50,000	51,000
Total Expenditures	\$ 1,405,310	\$ 1,239,195	\$ 1,378,158	\$ 1,479,400	\$ 1,568,450
% Change		-11.82%	11.21%	7.35%	6.02%
FTE	6.00	6.00	6.00	6.00	6.00

Document Services and Mail Services Program	Staff	Cost
Enhances communication with City departments and the community by providing cost-effective production of City documents (design, duplication, and mailing) and archiving.	6.00	\$ 1,568,450

**CITY SERVICES FUND RESOURCES
DOCUMENT SERVICES
(355-59-20-00)
FY 2016-17**

Acct. No.	Description	Adopted
35105	INTERFUND - POSTAGE / COPY / PRINTING Cost of postage and copying billed back to departments	\$ 1,069,870
35213	INTRA CITY - BUDGETED TRANSFER Payment for centralized mail and microfilm costs not charged to individual departments (101-60961000)	\$ 263,250
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 1,708,720

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Information Technology
Cost Center: Document Services
Cost Center No: 59-20-10-00

Acct Code	Account Name	Resources Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
35105	INTERNAL USAGE REVENUE	\$ 1,195,151	\$ 1,069,895	\$ 1,192,990	\$ 1,069,870	\$ 1,069,870	\$ 1,069,870	\$ (123,120)	-10.3%
35213	INTRAFUND - BUDGETED TRANSFER	256,000	45,760	264,000	263,250	263,250	263,250	(750)	-0.3%
	Total Internal	\$ 1,451,151	\$ 1,115,655	\$ 1,456,990	\$ 1,333,120	\$ 1,333,120	\$ 1,333,120	\$ (123,870)	-8.5%
35355	HOUSING AUTHORITY	\$ 1,610	\$ 444	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	-
	Total Intergovernmental	\$ 1,610	\$ 444	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	-
36210	INTEREST	\$ 2,284	\$ 3,371	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500	\$ 500	16.7%
	Total Interest on Investments	\$ 2,284	\$ 3,371	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500	\$ 500	16.7%
36895	OTHER REVENUE	\$ 12,243	\$ 352	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Revenue	\$ 12,243	\$ 352	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 426,624	\$ 654,716	\$ 459,200	\$ 370,100	\$ 370,100	\$ 370,100	\$ (89,100)	-19.4%
	Total Beginning Balances	\$ 426,624	\$ 654,716	\$ 459,200	\$ 370,100	\$ 370,100	\$ 370,100	\$ (89,100)	-19.4%
	Total Resources	\$ 1,893,911	\$ 1,774,537	\$ 1,921,190	\$ 1,708,720	\$ 1,708,720	\$ 1,708,720	\$ (212,470)	-11.1%

**CITY SERVICES
DOCUMENT SERVICES
(355-59-20-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	US Postal Customer Council conference	\$ 100
52670	OTHER PROFESSIONAL SERVICES	
	Mailing services	\$ 21,000
	Unanticipated services	70,000
		<u>\$ 91,000</u>
52815	CONTROLLED EQUIPMENT	
	Department copiers (replacement, 4-5)	\$ 35,500
	Desktop computers (replacement, 2)	1,700
	Production scanner (new, 1)	7,000
		<u>\$ 44,200</u>
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Administration provided by geographic information system supervisor (101-59103515)	\$ 72,110
55130	EQUIPMENT AND MACHINERY	
	Plotter and scanner (new, 1)	\$ 16,000
	Production copier (replacement, 1)	35,000
		<u>\$ 51,000</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 1,568,450

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Information Technology
Cost Center: Document Services
Cost Center No: 59-20-10-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 225,525	\$ 244,109	\$ 249,040	\$ 259,270	\$ 259,270	\$ 259,270	\$ 10,230	4.1%
51020	SEASONAL AND RELIEF	1,614	(2)	-	-	-	-	-	-
51030	OVERTIME	3,100	4,068	2,800	4,250	4,250	4,250	1,450	51.8%
51120	LEAVE PAYOFF	2,513	197	1,500	2,000	2,000	2,000	500	33.3%
51210	FICA AND MEDICARE	17,457	18,400	19,050	20,310	20,310	20,310	1,260	6.6%
51221	WORKERS' COMP PREMIUM	810	890	2,440	2,480	2,480	2,480	40	1.6%
51222	WORKERS' COMP STATE ASSMT	181	178	180	180	180	180	-	-
51240	EMPLR - RETIREMENT PERS	22,675	27,557	37,680	26,960	26,960	26,960	(10,720)	-28.5%
51243	PERS UNFUNDED LIABILITY	12,060	13,300	14,320	14,890	14,890	14,890	570	4.0%
51245	EMPLR - PERS PICKUP	11,936	14,825	14,940	15,930	15,930	15,930	990	6.6%
51250	INSURANCE - MEDICAL	68,421	80,997	90,030	89,210	89,210	89,210	(820)	-0.9%
51255	INSURANCE - VISION	1,900	2,398	2,650	2,650	2,650	2,650	-	-
51260	INSURANCE - DENTAL	7,270	8,001	8,340	8,530	8,530	8,530	190	2.3%
51265	INSURANCE - LIFE	172	495	720	500	500	500	(220)	-30.6%
	Total Personal Services	\$ 375,633	\$ 415,414	\$ 443,690	\$ 447,160	\$ 447,160	\$ 447,160	\$ 3,470	0.8%
	NUMBER OF POSITIONS	6.00	6.00	6.00	6.00	6.00	6.00	-	0.0%
52120	MAIL	\$ 463,280	\$ 510,316	\$ 514,920	\$ 507,740	\$ 507,740	\$ 507,740	\$ (7,180)	-1.4%
52130	SUPPLIES	6,870	7,636	10,020	10,020	10,020	10,020	-	-
52140	PRINTING AND DUPLICATION	14,631	12,066	31,500	22,500	22,500	22,500	(9,000)	-28.6%
52320	ADVERTISING	758	852	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	3,792	3,834	3,900	2,700	2,700	2,700	(1,200)	-30.8%
52410	TELEPHONE - CELLULAR	973	757	1,080	660	660	660	(420)	-38.9%
52510	TRAINING	222	124	100	100	100	100	-	-
52550	MILEAGE	65	291	350	100	100	100	(250)	-71.4%
52670	OTHER PROFESSIONAL SERVICES	18,498	29,775	22,000	91,000	91,000	91,000	69,000	313.6%
52815	CONTROLLED EQUIPMENT	12,255	11,890	50,250	44,200	44,200	44,200	(6,050)	-12.0%
52820	SMALL EQUIPMENT AND SUPPLIES	390	3,601	400	400	400	400	-	-
52830	COMPUTER SOFTWARE, LICENSES	-	-	2,500	24,900	24,900	24,900	22,400	896.0%
52930	GASOLINE	4,554	4,750	4,780	4,200	4,200	4,200	(580)	-12.1%
53210	INSURANCE	-	-	2,800	2,780	2,780	2,780	(20)	-0.7%
53310	VEHICLE MAINTENANCE	370	839	1,000	1,180	1,180	1,180	180	18.0%
53320	EQUIPMENT MAINTENANCE	50,449	41,678	50,260	54,010	54,010	54,010	3,750	7.5%
53380	OTHER MAINTENANCE AND REPAIRS	-	250	-	-	-	-	-	-
53610	GAS	959	810	900	760	760	760	(140)	-15.6%
53620	ELECTRIC	1,657	1,765	1,800	1,800	1,800	1,800	-	-
53750	INVENTORY PURCHASES	72,938	83,456	76,000	65,200	65,200	65,200	(10,800)	-14.2%
53767	BANKING AND INVESTMENT FEES	-	-	-	490	490	490	490	-
53812	INTRA CITY - DIRECT CHARGE LABOR	64,684	69,421	71,070	72,110	72,110	72,110	1,040	1.5%
53840	MOTOR POOL RENTAL	4,646	4,112	3,810	2,490	2,490	2,490	(1,320)	-34.6%
53841	EQUIPMENT REPLACEMENT CHG	3,285	3,163	-	21,500	21,500	21,500	21,500	-
53851	COPY	1,228	263	1,500	800	800	800	(700)	-46.7%
53855	SHOPS FACILITIES MAINTENANCE	1,120	1,220	1,090	1,500	1,500	1,500	410	37.6%
53900	COST ALLOCATION PLAN	121,000	129,180	133,680	137,150	137,150	137,150	3,470	2.6%
	Total Materials and Services	\$ 848,623	\$ 922,050	\$ 985,710	\$ 1,070,290	\$ 1,070,290	\$ 1,070,290	\$ 84,580	8.6%
55130	EQUIPMENT AND MACHINERY	\$ 14,939	\$ 40,695	\$ 50,000	\$ 51,000	\$ 51,000	\$ 51,000	\$ 1,000	2.0%
	Total Capital Outlay	\$ 14,939	\$ 40,695	\$ 50,000	\$ 51,000	\$ 51,000	\$ 51,000	\$ 1,000	2.0%
	Total Requirements	\$ 1,239,195	\$ 1,378,158	\$ 1,479,400	\$ 1,568,450	\$ 1,568,450	\$ 1,568,450	\$ 89,050	6.0%





Public Works Department

DIVISIONS

Administration

Engineering

Operations

Parks Operations

Recreation Services

Streetlight

Transportation Services

Warehouse Services

Wastewater Treatment

This section includes the divisions in bold text.



Warehouse Services

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Warehouses Services Budget by Category represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services and Materials / Services. The table shows the division's total budget, the percent change in total budget, and the full-time equivalent (FTE) position count for each year.

Warehouse Services, which previously appeared in the budget as a component of Fleet Services, has been segregated and is included in the FY 2016-17 budget as a separate section in Fund 355. The increase in cost and total FTE for FY 2016-17 is the result of an evaluation of position status as either Fleet Services or Warehouse Services.

Warehouse Services Budget by Category					
	Actual 12-13	Actual 13-14	Actual 14-15	Adopted 15-16	Adopted 16-17
Beginning Working Capital	\$ -	\$ 297,000	\$ 310,875	\$ 310,880	\$ 352,350
Internal	1,652,087	1,758,794	1,699,500	1,906,700	2,127,300
Intergovernmental	1,171	302	538	-	-
Other Revenue	8,079	7,239	15,793	-	-
Total Resources	\$ 1,661,338	\$ 2,063,335	\$ 2,026,706	\$ 2,217,580	\$ 2,479,650
Personal Services	\$ 135,053	\$ 137,822	\$ 138,683	\$ 147,450	\$ 230,370
Materials / Services	1,540,485	1,614,638	1,416,444	1,755,820	1,916,170
Total Expenditures	\$ 1,675,538	\$ 1,752,461	\$ 1,555,126	\$ 1,903,270	\$ 2,146,540
% Change		4.59%	-11.26%	22.39%	12.78%
FTE	2.00	2.00	2.00	2.00	3.00

FY 2016-17 Highlights and Significant Changes

Warehouse

The warehouse budget remains in the City Services Fund, but the centralized warehouse is now a service provided and managed by the Public Works Department. Approximately 85 to 90 percent of the inventory is managed in support of utility, transportation, and park operations. This management change allows an improved integration of the warehouse with operational units while still maintaining services to other City departments.

Centralized Warehouse Program	Staff	Cost
Warehouse services include the purchase, storage, and distribution of materials used by City departments; procurement of goods and services; contract administration; maintaining adequate inventory; and reporting and auditing functions.	3.00	\$ 2,146,540

**CITY SERVICES FUND RESOURCES
WAREHOUSE SERVICES
(355-20-30-00)
FY 2016-17**

Acct. No.	Description	Adopted
35105	INTERNAL USAGE REVENUE	
	Revenue from warehouse purchases made by departments	\$ 2,127,300

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 2,479,650

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Public Works
Cost Center: Warehouse Services
Cost Center No: 60-89-10-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35105	INTRAFUND - FLEET/PARTS/WAREHOUSE	\$ 1,758,794	\$ 1,699,500	\$ 1,906,700	\$ 2,127,300	\$ 2,127,300	\$ 2,127,300	\$ 220,600	11.6%
	Total Internal	\$ 1,758,794	\$ 1,699,500	\$ 1,906,700	\$ 2,127,300	\$ 2,127,300	\$ 2,127,300	\$ 220,600	11.6%
35367	CITY OF KEIZER	\$ 302	\$ 538	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Intergovernmental	\$ 302	\$ 538	\$ -	\$ -	\$ -	\$ -	\$ -	-
36815	WAGE RECOVERY								
36895	OTHER REVENUE	\$ 7,239	\$ 15,793	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other	\$ 7,239	\$ 15,793	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 297,000	\$ 310,875	\$ 310,880	\$ 352,350	\$ 352,350	\$ 352,350	\$ 41,470	13.3%
	Total Beginning Balance	\$ 297,000	\$ 310,875	\$ 310,880	\$ 352,350	\$ 352,350	\$ 352,350	\$ 41,470	13.3%
	Total Resources	\$ 2,063,335	\$ 2,026,706	\$ 2,217,580	\$ 2,479,650	\$ 2,479,650	\$ 2,479,650	\$ 262,070	11.8%

The Warehouse Services section was moved from the Administrative Services Department to the Public Works Department in FY 2016-17 and segregated from the cost center grouping of Fleet Services. Accounting totals in the above line item detail represent Warehouse Services resources.

**CITY SERVICES
WAREHOUSE SERVICES
(355-60-89-00)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Key performance area training (3)	\$ 400

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 2,146,540

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 355
CITY SERVICES**

Department: Public Works
Cost Center: Warehouse Services
Cost Center No: 60-89-10-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES & WAGES	\$ 81,526	\$ 81,591	\$ 82,540	\$ 148,170	\$ 148,170	\$ 148,170	\$ 65,630	79.5%
51030	OVERTIME	-	31	500	-	-	-	(500)	-100.0%
51210	FICA & MEDICARE	6,048	6,119	6,320	11,340	11,340	11,340	5,020	79.4%
51221	WORKERS' COMP PREMIUM	4,840	2,320	2,320	1,330	1,330	1,330	(990)	-42.7%
51222	WORKERS' COMP STATE ASSMT	61	59	60	60	60	60	-	-
51240	EMPLR - RETIREMENT PERS	10,016	10,136	14,210	15,830	15,830	15,830	1,620	11.4%
51243	PERS UNFUNDED LIABILITY	4,200	4,590	4,780	4,910	4,910	4,910	130	2.7%
51245	EMPLR - PERS PICKUP	4,814	4,876	4,960	8,890	8,890	8,890	3,930	79.2%
51250	INSURANCE - MEDICAL	23,118	25,515	28,120	35,170	35,170	35,170	7,050	25.1%
51255	INSURANCE - VISION	685	775	820	1,030	1,030	1,030	210	25.6%
51260	INSURANCE - DENTAL	2,457	2,506	2,580	3,190	3,190	3,190	610	23.6%
51265	INSURANCE - LIFE	58	165	240	270	270	270	30	12.5%
51270	INSURANCE - DISABILITY	-	-	-	180	180	180	180	-
	Total Personal Services	\$ 137,822	\$ 138,683	\$ 147,450	\$ 230,370	\$ 230,370	\$ 230,370	\$ 82,920	56.2%
	NUMBER OF POSITIONS	2.00	2.00	2.00	3.00	3.00	3.00	1.00	50.0%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	-
52120	MAIL	62	76	-	-	-	-	-	-
52130	SUPPLIES	2,556	2,688	2,500	2,600	2,600	2,600	100	4.0%
52320	ADVERTISING	629	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	-	-	-	1,100	1,100	1,100	1,100	-
52460	COMMUNICATION - OTHER	750	743	700	750	750	750	50	7.1%
52510	TRAINING	125	69	400	400	400	400	-	-
52670	OTHER PROFESSIONAL SERVICES	-	100	-	-	-	-	-	-
52720	LICENSES/CERTIFICATIONS	106	107	-	120	120	120	120	-
52830	COMPUTER SOFTWARE, LICENSES	-	-	-	680	680	680	680	-
52910	DIESEL FUEL	1,399	1,498	2,700	2,000	2,000	2,000	(700)	-25.9%
52940	LP/CNG GAS	379	221	500	500	500	500	-	-
53210	INSURANCE	-	-	4,640	800	800	800	(3,840)	-82.8%
53310	VEHICLE MAINTENANCE	5,386	2,928	5,000	5,000	5,000	5,000	-	-
53320	EQUIPMENT MAINTENANCE	2,708	-	3,000	3,000	3,000	3,000	-	-
53380	OTHER MAINTENANCE AND REPAIRS	1,443	1,128	-	3,590	3,590	3,590	3,590	-
53530	OUTSIDE RENTAL	1,915	-	2,000	2,000	2,000	2,000	-	-
53620	ELECTRIC	-	-	-	6,700	6,700	6,700	6,700	-
53750	INVENTORY PURCHASES	1,449,384	1,394,906	1,650,000	1,815,000	1,815,000	1,815,000	165,000	10.0%
53813	INTRA CITY - BUDGETED TRANSFER	134,070	111	-	-	-	-	-	-
53830	RADIO	-	-	-	900	900	900	900	-
53840	MOTOR POOL RENTAL	6,859	6,848	7,000	7,000	7,000	7,000	-	-
53841	EQUIPMENT REPLACEMENT CHG	1,163	1,376	1,200	1,200	1,200	1,200	-	-
53851	COPY	3,393	1,265	600	2,000	2,000	2,000	1,400	233.3%
53854	PHOTOCOPIES	-	-	300	300	300	300	-	-
53855	SHOPS FACILITIES MAINTENANCE	2,310	2,381	2,400	7,970	7,970	7,970	5,570	232.1%
53860	BUILDING SERVICES	-	-	-	500	500	500	500	-
53900	COST ALLOCATION PLAN	-	-	72,880	51,960	51,960	51,960	(20,920)	-28.7%
	Total Materials and Services	\$ 1,614,638	\$ 1,416,444	\$ 1,755,820	\$ 1,916,170	\$ 1,916,170	\$ 1,916,170	\$ 160,350	9.1%
	Total Requirements	\$ 1,752,461	\$ 1,555,126	\$ 1,903,270	\$ 2,146,540	\$ 2,146,540	\$ 2,146,540	\$ 243,270	12.8%

The Warehouse Services section was moved from the Administrative Services Department to the Public Works Department in FY 2016-17 and segregated from the cost center grouping of Fleet Services. Accounting totals in the above line item detail represent Warehouse Services expenses.





Human Resources
Employee Services

DIVISIONS

Administration

Benefits

Facilities Services

Fleet Services

Risk Management

Shops Facilities Maintenance

This section includes the divisions in bold text.



Self Insurance - Benefits

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Benefits Budget by Division represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the three health benefit types within the Self Insurance Fund. Benefits is a division of the Human Resources Department.

Benefits Budget by Division					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Fund Balance	\$ 5,125,553	\$ 5,400,340	\$ 6,002,732	\$ 4,932,650	\$ 5,229,760
Employer Premiums	17,026,005	17,980,446	19,257,429	21,079,230	20,952,060
Employee and COBRA	1,735,009	1,842,337	1,953,368	2,060,280	2,081,580
Other Revenue	1,158,468	865,307	1,178,046	279,300	385,530
Total Resources	\$ 25,045,034	\$ 26,088,431	\$ 28,391,575	\$ 28,351,460	\$ 28,648,930
Medical	\$ 17,452,081	\$ 17,813,727	\$ 20,058,865	\$ 25,368,560	\$ 25,526,950
Vision	472,207	518,346	487,420	766,140	769,000
Dental	1,720,406	1,753,626	1,681,033	2,216,760	2,352,980
Total Expenditures	\$ 19,644,694	\$ 20,085,699	\$ 22,227,319	\$ 28,351,460	\$ 28,648,930
% Change		2.24%	10.66%	27.55%	1.05%

Benefits Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services and Materials / Services. The table shows total budget, the percent change in budget, and the full-time equivalent (FTE) position count for the division.

Benefits Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 218,367	\$ 251,783	\$ 276,255	\$ 290,070	\$ 291,590
Materials / Services	19,426,327	19,833,915	21,951,064	28,061,390	28,357,340
Total	\$ 19,644,694	\$ 20,085,699	\$ 22,227,319	\$ 28,351,460	\$ 28,648,930
% Change		2.24%	10.66%	27.55%	1.05%
FTE	3.00	3.00	3.00	3.00	3.00

FY 2016-17

Highlights and Significant Changes

The Benefits Division provides ongoing monitoring of the employee benefits programs in order to ensure the programs are meeting the expectations of the City and needs of the participants.

A high deductible health plan with a health savings account and an employee opt out incentive were added in plan year 2016. A consultant has been retained to assist the benefits staff to transition the City's deferred compensation plan to a single, lower cost provider. The benefits staff continues to analyze important health insurance plan design options in an effort to manage and contain costs, as well as monitor changes mandated by ongoing federal health insurance reform.



Self Insurance Fund Recap Fund 365

FISCAL YEAR 2016-17 BUDGET

	Medical	Vision	Dental	Workers' Comp.	Liability	TOTAL
RESOURCES						
Beginning Balance	\$ 4,600,000	\$ 179,760	\$ 450,000	\$ 4,100,000	\$ 2,900,000	\$ 12,229,760
Interest Earnings	40,000	1,200	2,100	13,500	13,750	70,550
Unclassified Other	342,230	-	-	20,000	10,000	372,230
Premium Billed to Departments	18,636,040	546,820	1,769,200	2,126,590	2,068,000	25,146,650
Premium Over-the-Counter	1,908,680	41,220	131,680	-	-	2,081,580
	\$ 25,526,950	\$ 769,000	\$ 2,352,980	\$ 6,260,090	\$ 4,991,750	\$ 39,900,770
EXPENDITURES						
Services Provided by General Fund	\$ 150,590	\$ -	\$ -	\$ 56,550	\$ 342,990	\$ 550,130
Contract for Handling Claims	450,000	17,850	85,000	83,790	-	636,640
Insurance Premiums	3,432,170	-	145,260	219,030	669,250	4,465,710
Claims Expenses	16,483,250	559,000	1,788,040	1,591,000	1,000,000	21,421,290
Claims Expense Reserve	4,000,000	-	250,000	4,127,600	2,455,300	10,832,900
Other Operating Expenses	353,780	192,150	84,680	139,380	388,740	1,158,730
Employee Assistance Program	36,850	-	-	-	-	36,850
Contracted Programs	620,310	-	-	42,740	135,470	798,520
	\$ 25,526,950	\$ 769,000	\$ 2,352,980	\$ 6,260,090	\$ 4,991,750	\$ 39,900,770
UNAPPROPRIATED BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Self Insurance - Benefits

What We Do

PROGRAMS

Benefits

Medical / Dental / Vision (Health Care)	Staff	Cost
<p>The Benefits Division of Human Resources manages and coordinates all employee benefits programs and ensures compliance with all applicable state and federal laws. Benefits administration includes the following programs: health, life, and disability insurance, Comprehensive Omnibus Budget Reconciliation Act (COBRA), employee assistance program (EAP), deferred compensation, PERS, and wellness.</p>	3.00	\$ 28,648,930

Total Benefits Division	3.00	\$ 28,648,930
	Staff	Cost

**SELF INSURANCE FUND RESOURCES
BENEFITS - MEDICAL
(365-15-20-20-00)
FY 2016-17**

Acct. No.	Description	Adopted
35135	INSURANCE PREMIUM - COBRA / RETIREE	
	Premium income received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 1,189,660
35140	INSURANCE PREMIUM - EMPLOYEE	
	Premium income received for employee share not covered by City	\$ 719,020
35145	INSURANCE PREMIUM - EMPLOYER	
	Premium income billed back to departments	\$ 18,636,040
TOTAL FY 2016-17 RESOURCES BUDGET		\$ 25,526,950

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Medical
Cost Center No: 15-20-20-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35135	INSURANCE PREMIUM - COBRA/RETIREE	\$ 1,227,269	\$ 1,214,955	\$ 1,271,260	\$ 1,189,660	\$ 1,189,660	\$ 1,189,660	\$ (81,600)	-6.4%
35140	INSURANCE PREMIUM - EMPLOYEE	494,428	573,446	618,000	719,020	719,020	719,020	101,020	16.3%
35145	INSURANCE PREMIUM - EMPLOYER	15,943,945	17,098,859	18,803,300	18,636,040	18,636,040	18,636,040	(167,260)	-0.9%
	Total Internal	\$ 17,665,642	\$ 18,887,259	\$ 20,692,560	\$ 20,544,720	\$ 20,544,720	\$ 20,544,720	\$ (147,840)	9.0%
36210	INTEREST	\$ 28,743	\$ 32,840	\$ 26,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 14,000	53.8%
36895	OTHER REVENUE	833,427	1,142,048	250,000	342,230	342,230	342,230	92,230	36.9%
	Total Other	\$ 862,170	\$ 1,174,888	\$ 276,000	\$ 382,230	\$ 382,230	\$ 382,230	\$ 106,230	90.7%
39910	BEGINNING WORKING CAPITAL	\$ 4,836,965	\$ 5,551,049	\$ 4,400,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 200,000	4.5%
	Total Beginning Balances	\$ 4,836,965	\$ 5,551,049	\$ 4,400,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 200,000	4.5%
	Total Resources	\$ 23,364,776	\$ 25,613,197	\$ 25,368,560	\$ 25,526,950	\$ 25,526,950	\$ 25,526,950	\$ 158,390	0.6%

**SELF INSURANCE FUND
BENEFITS - MEDICAL
(365-15-20-20)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Benefits training (1)	\$ 1,560
52670	OTHER PROFESSIONAL SERVICES	
	Employee assistance program	\$ 36,850
	Flexible spending program	25,000
	Request for proposal expenses for employee assistance program and agent broker	2,000
	Third party administration	450,000
	Underwriting / agent of record	78,500
	Wellness clinic research, implementation, and service	500,000
	Wellness program	14,810
		<u>\$ 1,107,160</u>
52815	CONTROLLED EQUIPMENT	
	Desktop computer with monitor (replacement, 1)	\$ 1,190
53210	INSURANCE	
	Excess insurance	\$ 1,140,000
	Kaiser Permanente insurance	2,290,750
	Liability insurance	1,420
		<u>\$ 3,432,170</u>
53720	TAXES AND ASSESSMENTS	
	Affordable Care Act Transitional Reinsurance fee	86,400
	Oregon Transitional Reinsurance pool fee	84,500
	Patient-Centered Outcomes Research Institute (PCORI) fee	7,000
		<u>\$ 177,900</u>

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$25,526,950

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Medical
Cost Center No: 15-20-20-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARY AND WAGES	\$ 62,556	\$ 78,209	\$ 79,260	\$ 81,870	\$ 81,870	\$ 81,870	\$ 2,610	3.3%
51120	LEAVE PAYOFF	-	-	-	610	610	610	610	-
51210	FICA AND MEDICARE	4,705	5,609	6,060	6,310	6,310	6,310	250	4.1%
51221	WORKERS' COMP PREMIUM	660	520	2,200	770	770	770	(1,430)	-65.0%
51222	WORKERS' COMP STATE ASSMT	27	31	30	30	30	30	-	-
51240	EMPLR - RETIREMENT PERS	6,362	7,576	10,800	7,110	7,110	7,110	(3,690)	-34.2%
51243	PERS UNFUNDED LIABILITY	2,190	4,410	4,310	4,690	4,690	4,690	380	8.8%
51245	EMPLR - PERS PICKUP	3,713	4,449	4,760	4,950	4,950	4,950	190	4.0%
51250	INSURANCE - MEDICAL	10,402	9,125	7,200	7,180	7,180	7,180	(20)	-0.3%
51255	INSURANCE - VISION	296	270	210	210	210	210	-	-
51260	INSURANCE - DENTAL	1,048	884	660	680	680	680	20	3.0%
51265	INSURANCE - LIFE	134	150	150	110	110	110	(40)	-26.7%
51270	INSURANCE - DISABILITY	165	207	230	240	240	240	10	4.3%
	Total Personal Services	\$ 92,258	\$ 111,439	\$ 115,870	\$ 114,760	\$ 114,760	\$ 114,760	\$ (1,110)	-1.0%
	NUMBER OF POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00	-	-
52120	MAIL	\$ 714	\$ 500	\$ 1,810	\$ 1,810	\$ 1,810	\$ 1,810	\$ -	-
52130	SUPPLIES	3,132	1,969	1,120	840	840	840	(280)	-25.0%
52405	TELEPHONE - OFFICE	566	563	600	560	560	560	(40)	-6.7%
52510	TRAINING	209	1,439	1,560	1,560	1,560	1,560	-	-
52550	MILEAGE	107	-	180	180	180	180	-	-
52650	LEGAL/COURT SERVICES	-	-	19,000	19,000	19,000	19,000	-	-
52670	OTHER PROFESSIONAL SERVICES	599,964	537,795	1,132,160	1,107,160	1,107,160	1,107,160	(25,000)	-2.2%
52710	MEMBERSHIP DUES	-	185	210	210	210	210	-	-
52815	CONTROLLED EQUIPMENT	-	2,067	-	1,190	1,190	1,190	1,190	-
52830	COMPUTER SOFTWARE, LICENSES	5,999	9,679	15,000	15,510	15,510	15,510	510	3.4%
53210	INSURANCE	2,450,058	2,586,935	3,030,350	3,432,170	3,432,170	3,432,170	401,820	13.3%
53220	INSURANCE - RESERVE	-	-	4,000,000	4,000,000	4,000,000	4,000,000	-	-
53710	CLAIMS AND DAMAGES	14,511,291	16,395,196	16,483,250	16,483,250	16,483,250	16,483,250	-	-
53720	TAXES AND ASSESSMENTS	78,525	268,302	397,000	177,900	177,900	177,900	(219,100)	-55.2%
53767	BANKING AND INVESTMENT FEES	8,038	8,544	13,400	14,960	14,960	14,960	1,560	11.6%
53851	COPY	2,774	2,721	5,300	5,300	5,300	5,300	-	-
53900	COST ALLOCATION PLAN	60,090	131,530	151,750	150,590	150,590	150,590	(1,160)	-0.8%
	Total Materials and Services	\$ 17,721,469	\$ 19,947,426	\$ 25,252,690	\$ 25,412,190	\$ 25,412,190	\$ 25,412,190	\$ 159,500	0.6%
	Total Requirements	\$ 17,813,727	\$ 20,058,865	\$ 25,368,560	\$ 25,526,950	\$ 25,526,950	\$ 25,526,950	\$ 158,390	0.6%

**SELF INSURANCE FUND RESOURCES
BENEFITS - VISION
(365-15-20-25)
FY 2016-17**

Acct. No.	Description	Adopted
35135	INSURANCE PREMIUM - COBRA / RETIREE Premium received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 28,070
35140	INSURANCE PREMIUM - EMPLOYEE Premium income received for employee share not covered by City	\$ 13,150
35145	INSURANCE PREMIUM - EMPLOYER Premium income billed back to departments	\$ 546,820

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 769,000

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Vision
Cost Center No: 15-20-25-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35135	INSURANCE PREMIUM - COBRA/RETIREE	\$ 25,039	\$ 28,464	\$ 29,330	\$ 28,070	\$ 28,070	\$ 28,070	\$ (1,260)	-4.3%
35140	INSURANCE PREMIUM - EMPLOYEE	1,279	11,464	12,280	13,150	13,150	13,150	870	7.1%
35145	INSURANCE PREMIUM - EMPLOYER	413,388	489,202	544,330	546,820	546,820	546,820	2,490	0.5%
	Total Internal	\$ 439,706	\$ 529,130	\$ 585,940	\$ 588,040	\$ 588,040	\$ 588,040	\$ 2,100	0.4%
36210	INTEREST	\$ 1,359	\$ 1,192	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	-
	Total Interest on Investments	\$ 1,359	\$ 1,192	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 238,075	\$ 160,793	\$ 179,000	\$ 179,760	\$ 179,760	\$ 179,760	\$ 760	0.4%
	Total Beginning Balances	\$ 238,075	\$ 160,793	\$ 179,000	\$ 179,760	\$ 179,760	\$ 179,760	\$ 760	0.4%
	Total Resources	\$ 679,139	\$ 691,115	\$ 766,140	\$ 769,000	\$ 769,000	\$ 769,000	\$ 2,860	0.4%

**SELF INSURANCE FUND
BENEFITS - VISION
(365-15-20-25)
FY 2016-17**

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES Third party administration	\$ 17,850

TOTAL FY 2016-17 EXPENDITURES BUDGET	\$ 769,000
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**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Vision
Cost Center No: 15-20-25-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 45,550	\$ 45,273	\$ 46,980	\$ 50,430	\$ 50,430	\$ 50,430	\$ 3,450	7.3%
51100	INCENTIVES	2,244	2,324	3,160	2,520	2,520	2,520	(640)	-20.3%
51120	LEAVE PAYOFF	355	372	-	380	380	380	380	-
51210	FICA AND MEDICARE	3,376	3,454	3,590	4,080	4,080	4,080	490	13.6%
51221	WORKERS' COMP PREMIUM	-	-	-	480	480	480	480	-
51222	WORKERS' COMP STATE ASSMT	29	27	30	30	30	30	-	-
51240	EMPLR - RETIREMENT PERS	4,801	4,942	6,400	4,600	4,600	4,600	(1,800)	-28.1%
51243	PERS UNFUNDED LIABILITY	2,260	2,560	2,640	2,780	2,780	2,780	140	5.3%
51245	EMPLR - PERS PICKUP	2,802	2,903	2,820	3,200	3,200	3,200	380	13.5%
51250	INSURANCE - MEDICAL	18,004	19,444	20,870	20,820	20,820	20,820	(50)	-0.2%
51255	INSURANCE - VISION	510	580	610	610	610	610	-	-
51260	INSURANCE - DENTAL	1,756	1,825	1,910	1,960	1,960	1,960	50	2.6%
51265	INSURANCE - LIFE	145	150	150	110	110	110	(40)	-26.7%
51270	INSURANCE - DISABILITY	119	135	130	150	150	150	20	15.4%
	Total Personal Services	\$ 81,950	\$ 83,988	\$ 89,290	\$ 92,150	\$ 92,150	\$ 92,150	\$ 2,860	3.2%
	NUMBER OF POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00	-	-
52120	MAIL	\$ 2	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	-
52510	TRAINING	-	45	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	11,905	17,238	17,850	17,850	17,850	17,850	-	-
53220	INSURANCE - RESERVE	-	-	100,000	100,000	100,000	100,000	-	-
53710	CLAIMS AND DAMAGES	423,235	385,571	559,000	559,000	559,000	559,000	-	-
53851	COPY	1,253	575	-	-	-	-	-	-
	Total Materials and Services	\$ 436,395	\$ 403,432	\$ 676,850	\$ 676,850	\$ 676,850	\$ 676,850	\$ -	-
	Total Requirements	\$ 518,346	\$ 487,420	\$ 766,140	\$ 769,000	\$ 769,000	\$ 769,000	\$ 2,860	0.4%

**SELF INSURANCE FUND RESOURCES
BENEFITS - DENTAL
(365-15-20-30)
FY 2016-17**

Acct.		
No.	Description	Adopted
35135	INSURANCE PREMIUM - COBRA / RETIREE	
	Premium received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 90,710
35140	INSURANCE PREMIUM - EMPLOYEE	
	Premium income received for employee share not covered by City	\$ 40,970
35145	INSURANCE PREMIUM - EMPLOYER	
	Premium income billed back to departments	\$ 1,769,200

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 2,352,980

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Dental
Cost Center No: 15-20-30-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35135	INSURANCE PREMIUM - COBRA/RETIREE	\$ 88,065	\$ 87,397	\$ 89,150	\$ 90,710	\$ 90,710	\$ 90,710	\$ 1,560	1.7%
35140	INSURANCE PREMIUM - EMPLOYEE	6,257	37,643	40,260	40,970	40,970	40,970	710	1.8%
35145	INSURANCE PREMIUM - EMPLOYER	1,623,114	1,669,368	1,731,600	1,769,200	1,769,200	1,769,200	37,600	2.2%
	Total Internal	\$ 1,717,436	\$ 1,794,408	\$ 1,861,010	\$ 1,900,880	\$ 1,900,880	\$ 1,900,880	\$ 39,870	2.1%
36210	INTEREST	\$ 1,779	\$ 1,965	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	-
	Total Other	\$ 1,779	\$ 1,965	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 325,300	\$ 290,889	\$ 353,650	\$ 450,000	\$ 450,000	\$ 450,000	\$ 96,350	27.2%
	Total Beginning Balances	\$ 325,300	\$ 290,889	\$ 353,650	\$ 450,000	\$ 450,000	\$ 450,000	\$ 96,350	27.2%
	Total Resources	\$ 2,044,515	\$ 2,087,262	\$ 2,216,760	\$ 2,352,980	\$ 2,352,980	\$ 2,352,980	\$ 136,220	6.1%

**SELF INSURANCE FUND
BENEFITS - DENTAL
(365-15-20-30)
FY 2016-17**

Acct No.	Description	Adopted
52670	OTHER PROFESSIONAL SERVICES	
	Third party administration	\$ 85,000
53210	INSURANCE	
	Willamette Dental insurance	\$ 145,260
<hr/> TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 2,352,980

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Benefits - Dental
Cost Center No: 15-20-30-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 49,011	\$ 50,593	\$ 51,860	\$ 53,160	\$ 53,160	\$ 53,160	\$ 1,300	2.5%
51120	LEAVE PAYOFF	382	390	-	400	400	400	400	-
51210	FICA AND MEDICARE	3,722	3,773	3,970	4,100	4,100	4,100	130	3.3%
51221	WORKERS' COMP PREMIUM	-	-	-	500	500	500	500	-
51222	WORKERS' COMP STATE ASSMT	29	29	30	30	30	30	-	-
51240	EMPLR - RETIREMENT PERS	5,124	5,194	7,060	4,620	4,620	4,620	(2,440)	-34.6%
51243	PERS UNFUNDED LIABILITY	2,720	3,160	3,260	3,070	3,070	3,070	(190)	-5.8%
51245	EMPLR - PERS PICKUP	2,991	3,051	3,110	3,210	3,210	3,210	100	3.2%
51250	INSURANCE - MEDICAL	11,796	12,739	13,670	13,640	13,640	13,640	(30)	-0.2%
51255	INSURANCE - VISION	334	380	400	400	400	400	-	-
51260	INSURANCE - DENTAL	1,197	1,228	1,250	1,290	1,290	1,290	40	3.2%
51265	INSURANCE - LIFE	145	150	150	110	110	110	(40)	-26.7%
51270	INSURANCE - DISABILITY	127	142	150	150	150	150	-	-
	Total Personal Services	\$ 77,575	\$ 80,828	\$ 84,910	\$ 84,680	\$ 84,680	\$ 84,680	\$ (230)	-0.3%
	NUMBER OF POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00	-	-
52130	SUPPLIES	\$ 116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	108,340	90,096	100,940	85,000	85,000	85,000	(15,940)	-15.8%
53210	INSURANCE	17,349	49,322	50,000	145,260	145,260	145,260	95,260	190.5%
53220	INSURANCE - RESERVE	-	-	250,000	250,000	250,000	250,000	-	-
53710	CLAIMS AND DAMAGES	1,550,246	1,460,787	1,730,910	1,788,040	1,788,040	1,788,040	57,130	3.3%
	Total Materials and Services	\$ 1,676,051	\$ 1,600,205	\$ 2,131,850	\$ 2,268,300	\$ 2,268,300	\$ 2,268,300	\$ 136,450	6.4%
	Total Requirements	\$ 1,753,626	\$ 1,681,033	\$ 2,216,760	\$ 2,352,980	\$ 2,352,980	\$ 2,352,980	\$ 136,220	6.1%





Self Insurance - Risk Management Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

Risk Management Budget by Division represents three years of historical revenues and expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets for the two risk-related benefit types within the Self Insurance Fund. Risk Management is a division of the Human Resources Department.

Risk Management Budget by Division					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital	\$ 4,567,384	\$ 5,209,043	\$ 5,819,174	\$ 6,252,510	\$ 7,000,000
Internal	3,996,220	4,033,317	4,111,289	3,866,360	4,194,590
Interest	23,182	27,064	35,711	27,250	27,250
Other Revenue	52,660	59,331	67,956	30,000	30,000
Total Resources	\$ 8,639,446	\$ 9,328,755	\$ 10,034,130	\$ 10,176,120	\$ 11,251,840
<hr/>					
Workers' Compensation	\$ 1,697,998	\$ 1,628,328	\$ 1,204,353	\$ 5,239,220	\$ 6,260,090
Liability	1,732,406	1,881,253	1,918,950	4,936,900	4,991,750
Total Expenditures	\$ 3,430,404	\$ 3,509,581	\$ 3,123,303	\$ 10,176,120	\$ 11,251,840
% Change		2.31%	-11.01%	225.81%	10.57%

Risk Management Budget by Category represents three years of historical expenditures, as well as the adopted FY 2015-16 and FY 2016-17 budgets by category. The expense categories include Personal Services and Materials / Services. The table shows the division's total budget, the percent change in budget, and the full-time equivalent (FTE) position count.

Risk Management Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Personal Services	\$ 391,534	\$ 404,160	\$ 362,804	\$ 435,940	\$ 444,260
Materials / Services	3,038,870	3,105,422	2,760,499	9,740,180	10,807,580
Total	\$ 3,430,404	\$ 3,509,581	\$ 3,123,303	\$ 10,176,120	\$ 11,251,840
% Change		2.31%	-11.01%	225.81%	10.57%
FTE	4.00	4.00	4.00	4.00	4.00

Workers' compensation claims expenses in FY 2015-16 were lower than budgeted, which has allowed an increase in the appropriated reserves for FY 2016-17. Reserves in workers' compensation were increased to align with actuarial projections. An independent actuarial analysis of workers' compensation and general liability is completed no less than every two years. The Risk Management Division continues to work with the City's third party administrator to manage and control claims costs.

Liability claims typically take multiple years to reach resolution. Staffing shortages resulted in temporary increases in third party claims adjustors and outside legal expenses. While liability claims costs for FY 2015-16 were under budget, slight increases in the claims incurred costs will be seen during the corresponding period. Staffing levels have been restored and claims expenses in outgoing years are expected to stabilize as external expenses decrease.



Self Insurance - Risk Management

What We Do

PROGRAMS

Risk Management

Workers' Compensation	Staff	Cost
The workers' compensation program oversees the coordination of workers' compensation claims for all City departments. The City has a self-insured retention of \$500,000 per claim. The management and administration of the self-insured workers' compensation fund includes: active early return to work of injured workers; implementation of effective safety, training, and loss prevention programs; and coordination with the third party claims administrator and regulatory agencies.	1.00	\$ 6,260,090

Liability	Staff	Cost
The liability program oversees the coordination of all first party, third party, and subrogation claims. The City has a self-insured retention for all third party liability claims of \$1,000,000 per occurrence. The management of the self-insured liability fund includes: analysis of risks and exposures, investigation and resolution of claims, coordination of tort claim defense, negotiation and purchase of property and excess liability contracts, and consultation with City departments on contractual insurance requirements.	3.00	\$ 4,991,750

Total Risk Management Division	4.00	\$ 11,251,840
	Staff	Cost

**SELF INSURANCE FUND RESOURCES
RISK MANAGEMENT - WORKERS' COMPENSATION
(365-15-30-20)
FY 2016-17**

Acct. No.	Description	Adopted
35145	INSURANCE PREMIUM - EMPLOYER	
	Premium income billed back to departments	\$ 2,126,590

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 6,260,090

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Risk Management - Workers' Compensation
Cost Center No: 15-30-20-00

Acct Code	Account Name	Resources Budget							% Chg from 15-16
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	
35145	INSURANCE PREMIUM - EMPLOYER	\$ 1,843,497	\$ 1,921,429	\$ 2,072,800	\$ 2,126,590	\$ 2,126,590	\$ 2,126,590	\$ 53,790	2.6%
	Total Internal	\$ 1,843,497	\$ 1,921,429	\$ 2,072,800	\$ 2,126,590	\$ 2,126,590	\$ 2,126,590	\$ 53,790	2.6%
36210	INTEREST	\$ 13,321	\$ 17,695	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ -	-
	Total Interest on Investments	\$ 13,321	\$ 17,695	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ -	-
36895	OTHER REVENUE	\$ 55,150	\$ 15,141	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	-
	Total Other	\$ 55,150	\$ 15,141	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 2,454,883	\$ 2,738,524	\$ 3,132,920	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 967,080	30.9%
	Total Beginning Balances	\$ 2,454,883	\$ 2,738,524	\$ 3,132,920	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 967,080	30.9%
	Total Resources	\$ 4,366,852	\$ 4,692,790	\$ 5,239,220	\$ 6,260,090	\$ 6,260,090	\$ 6,260,090	\$ 1,020,870	19.5%

**SELF INSURANCE FUND
RISK MANAGEMENT - WORKERS' COMPENSATION
(365-15-30-20)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	International Workers' Compensation Foundation conference (1)	\$ 350
	Oregon Public Risk Management Association conference (1)	50
	Sather, Byerly Workers' Compensation conference (1)	100
		<u>\$ 500</u>
52670	OTHER PROFESSIONAL SERVICES	
	Claims administration	\$ 83,790
	Ergonomic assessments	1,540
	Hearing conservation	8,240
	Industrial hygiene testing services	5,150
	Materials and safety data information sheets	11,330
	Respirator medical testing	3,090
	Special medical examinations	8,240
	Wellness / safety program	5,150
		<u>\$ 126,530</u>
52815	CONTROLLED EQUIPMENT	
	Automated external defibrillator parts / equipment (replacement, 6-8)	\$ 2,500
53210	INSURANCE	
	Liability insurance	\$ 710
	Workers' compensation excess insurance	111,830
	Workers' compensation state assessment	107,200
		<u>\$ 219,740</u>
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Fire Department CPR / First Aid classes for City staff (101-37202500, 80%; 320-37401000, 20%)	\$ 2,500
TOTAL FY 2016-17 EXPENDITURES BUDGET		\$ 6,260,090

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Risk Management - Workers' Compensation
Cost Center No: 15-30-20-00

Acct Code	Account Name	Expenditures Budget								
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16	
51010	SALARIES AND WAGES	\$ 64,276	\$ 65,677	\$ 65,980	\$ 72,230	\$ 72,230	\$ 72,230	\$ 6,250	9.5%	
51120	LEAVE PAYOFF	-	-	-	560	560	560	560	-	
51210	FICA AND MEDICARE	4,737	4,786	5,050	5,570	5,570	5,570	520	10.3%	
51221	WORKERS' COMP PREMIUM	-	-	-	640	640	640	640	-	
51222	WORKERS' COMP STATE ASSMT	30	29	30	30	30	30	-	-	
51240	EMPLR - RETIREMENT PERS	9,296	9,512	13,740	11,520	11,520	11,520	(2,220)	-16.2%	
51243	PERS UNFUNDED LIABILITY	3,330	3,650	3,760	3,900	3,900	3,900	140	3.7%	
51245	EMPLR - PERS PICKUP	3,805	3,881	3,960	4,370	4,370	4,370	410	10.4%	
51250	INSURANCE - MEDICAL	18,004	19,444	20,870	20,820	20,820	20,820	(50)	-0.2%	
51255	INSURANCE - VISION	510	580	610	610	610	610	-	-	
51260	INSURANCE - DENTAL	1,827	1,875	1,910	1,960	1,960	1,960	50	2.6%	
51265	INSURANCE - LIFE	145	150	150	110	110	110	(40)	-26.7%	
51270	INSURANCE - DISABILITY	161	180	190	210	210	210	20	10.5%	
	Total Personal Services	\$ 106,120	\$ 109,764	\$ 116,250	\$ 122,530	\$ 122,530	\$ 122,530	\$ 6,280	5.4%	
	NUMBER OF POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00	-	-	
52120	MAIL	\$ 170	\$ 195	\$ 950	\$ 950	\$ 950	\$ 950	\$ -	-	
52130	SUPPLIES	1,041	560	2,610	2,610	2,610	2,610	-	-	
52405	TELEPHONE - OFFICE	974	916	1,030	330	330	330	(700)	-68.0%	
52410	TELEPHONE - CELLULAR	505	312	450	220	220	220	(230)	-51.1%	
52510	TRAINING	-	900	720	500	500	500	(220)	-30.6%	
52550	MILEAGE	327	494	1,100	1,100	1,100	1,100	-	-	
52670	OTHER PROFESSIONAL SERVICES	90,221	101,029	122,850	126,530	126,530	126,530	3,680	3.0%	
52710	MEMBERSHIP DUES	-	-	150	-	-	-	(150)	-100.0%	
52815	CONTROLLED EQUIPMENT	1,012	-	2,500	2,500	2,500	2,500	-	-	
52830	COMPUTER SOFTWARE, LICENSES	-	-	900	170	170	170	(730)	-81.1%	
53210	INSURANCE	167,469	190,924	179,080	219,740	219,740	219,740	40,660	22.7%	
53220	INSURANCE - RESERVE	-	-	3,117,620	4,127,600	4,127,600	4,127,600	1,009,980	32.4%	
53710	CLAIMS AND DAMAGES	1,203,481	754,364	1,627,390	1,591,000	1,591,000	1,591,000	(36,390)	-2.2%	
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	200	200	200	200	-	-	
53767	BANKING AND INVESTMENT FEES	-	-	-	2,560	2,560	2,560	2,560	-	
53812	INTRA CITY - DIRECT CHARGE LABOR	-	-	-	2,500	2,500	2,500	2,500	-	
53830	RADIO	1,610	2,010	-	-	-	-	-	-	
53851	COPY	817	816	2,000	2,000	2,000	2,000	-	-	
53854	PHOTOCOPIES	-	-	1,000	500	500	500	(500)	-50.0%	
53900	COST ALLOCATION PLAN	54,580	42,070	62,420	56,550	56,550	56,550	(5,870)	-9.4%	
	Total Materials and Services	\$ 1,522,208	\$ 1,094,589	\$ 5,122,970	\$ 6,137,560	\$ 6,137,560	\$ 6,137,560	\$ 1,014,590	19.8%	
	Total Requirements	\$ 1,628,328	\$ 1,204,353	\$ 5,239,220	\$ 6,260,090	\$ 6,260,090	\$ 6,260,090	\$ 1,020,870	19.5%	

**SELF INSURANCE FUND RESOURCES
RISK MANAGEMENT - LIABILITY
(365-15-30-30)
FY 2016-17**

Acct. No.	Description	Adopted
35105	INTERNAL USAGE REVENUE	
	Premiums billed back to the operating funds:	
	City Manager's Office (Fund 101)	\$ 4,010
	Community Development (Fund 101)	16,580
	Facilities Services (Fund 101)	19,610
	Finance and Procurement (Fund 101)	9,820
	Fire (Fund 101)	379,670
	Human Resources (Fund 101)	2,770
	Information Technology (Fund 101)	18,820
	Legal (Fund 101)	6,560
	Library (Fund 101)	11,680
	Municipal Court (Fund 101)	4,270
	Parks Operations (Fund 101)	88,550
	Police (Fund 101)	576,600
	Recreation (Fund 101)	6,090
	Urban Development (Fund 101)	73,940
	Public Works (Fund 155)	288,670
	Airport (Fund 160)	5,220
	Parking (Fund 170)	27,160
	Leasehold (Fund 180)	4,390
	Building and Safety (Fund 185)	21,760
	Riverfront Downtown Urban Renewal Area (Fund 265)	28,550
	Utility (Fund 310)	414,930
	Emergency Medical Services (Fund 320)	2,670
	Willamette Valley Communications Center (Fund 330)	23,920
	City Services (Fund 355, Fleet Services, 20-30)	21,740
	City Services (Fund 355, Radio Communications, 35-45)	3,590
	City Services (Fund 355, Document Services, 59-20)	2,780
	City Services (Fund 355, Warehouse Services, 60-89)	800
	Self Insurance (Fund 365)	2,850
		<u>\$ 2,068,000</u>

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 4,991,750

**CITY OF SALEM RESOURCES
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Risk Management - Liability
Cost Center No: 15-30-30-00

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
35145	INSURANCE PREMIUM - EMPLOYER	\$ 2,189,820	\$ 2,189,860	\$ 1,793,560	\$ 2,068,000	\$ 2,068,000	\$ 2,068,000	\$ 274,440	15.3%
	Total Internal	\$ 2,189,820	\$ 2,189,860	\$ 1,793,560	\$ 2,068,000	\$ 2,068,000	\$ 2,068,000	\$ 274,440	15.3%
36210	INTEREST	\$ 13,743	\$ 18,016	\$ 13,750	\$ 13,750	\$ 13,750	\$ 13,750	\$ -	-
36895	OTHER REVENUE	4,181	52,814	10,000	10,000	10,000	10,000	-	-
	Total Other	\$ 17,924	\$ 70,831	\$ 23,750	\$ 23,750	\$ 23,750	\$ 23,750	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 2,754,159	\$ 3,080,650	\$ 3,119,590	\$ 2,900,000	\$ 2,900,000	\$ 2,900,000	\$ (219,590)	-7.0%
	Total Beginning Balances	\$ 2,754,159	\$ 3,080,650	\$ 3,119,590	\$ 2,900,000	\$ 2,900,000	\$ 2,900,000	\$ (219,590)	-7.0%
	Total Resources	\$ 4,961,903	\$ 5,341,340	\$ 4,936,900	\$ 4,991,750	\$ 4,991,750	\$ 4,991,750	\$ 54,850	1.1%

**SELF INSURANCE FUND
RISK MANAGEMENT - LIABILITY
(365-15-30-30)
FY 2016-17**

Acct No.	Description	Adopted
52510	TRAINING	
	Oregon Public Risk Management Association conference (3)	\$ 1,000
	Risk Insurance Management Society training (1)	150
	Safety online training courses for all City employees	750
	Sather, Byerly Workers' Compensation conference (1)	100
	The Institutes training (3)	750
		<u>2,750</u>
		\$ 2,750
52670	OTHER PROFESSIONAL SERVICES	
	Adjuster services	\$ 12,500
	Agent of record	50,000
	Document shredding services	400
	Driver license records	250
	Drug and alcohol testing	30,090
	Exposure testing program	42,230
		<u>135,470</u>
		\$ 135,470
52815	CONTROLLED EQUIPMENT	
	Automated external defibrillator replacement parts / equipment (6-8)	\$ 2,500
	Desktop computer with monitor (replacement, 1)	1,190
		<u>3,690</u>
		\$ 3,690
53210	INSURANCE	
	Property / liability insurance	\$ 669,250
53812	INTRA CITY - DIRECT CHARGE (LABOR)	
	Fire Department CPR / First Aid classes for city staff (101-37202500, 80%; 320-37401000, 20%)	\$ 2,550

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 4,991,750

**CITY OF SALEM BUDGET
2016 TO 2017
FUND NO. 365
SELF INSURANCE**

Department: Human Resources
Cost Center: Risk Management - Liability
Cost Center No: 15-30-30-00

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
51010	SALARIES AND WAGES	\$ 188,054	\$ 158,214	\$ 191,010	\$ 195,190	\$ 195,190	\$ 195,190	\$ 4,180	2.2%
51020	SEASONAL AND RELIEF	-	750	-	-	-	-	-	-
51120	LEAVE PAYOFF	646	1,783	10,000	1,450	1,450	1,450	(8,550)	-85.5%
51130	CAR ALLOWANCE	1,084	744	1,080	1,080	1,080	1,080	-	-
51135	CELL PHONE ALLOWANCE	-	-	-	470	470	470	470	-
51195	OTHER PAY/BENEFITS	-	-	-	1,430	1,430	1,430	1,430	-
51210	FICA AND MEDICARE	14,680	12,408	14,610	15,160	15,160	15,160	550	3.8%
51221	WORKERS' COMP PREMIUM	650	520	2,200	1,940	1,940	1,940	(260)	-11.8%
51222	WORKERS' COMP STATE ASSMT	83	69	90	90	90	90	-	-
51240	EMPLR - RETIREMENT PERS	21,912	18,883	29,400	17,080	17,080	17,080	(12,320)	-41.9%
51243	PERS UNFUNDED LIABILITY	10,060	11,080	11,430	11,300	11,300	11,300	(130)	-1.1%
51245	EMPLR - PERS PICKUP	11,635	9,895	11,460	11,890	11,890	11,890	430	3.8%
51250	INSURANCE - MEDICAL	42,026	33,699	42,460	56,040	56,040	56,040	13,580	32.0%
51255	INSURANCE - VISION	861	953	1,240	1,830	1,830	1,830	590	47.6%
51260	INSURANCE - DENTAL	4,164	3,210	3,720	5,890	5,890	5,890	2,170	58.3%
51265	INSURANCE - LIFE	435	388	450	320	320	320	(130)	-28.9%
51270	INSURANCE - DISABILITY	490	445	540	570	570	570	30	5.6%
51310	PHYSICAL EXAMINATIONS	1,262	-	-	-	-	-	-	-
	Total Personal Services	\$ 298,039	\$ 253,040	\$ 319,690	\$ 321,730	\$ 321,730	\$ 321,730	\$ 2,040	0.6%
	NUMBER OF POSITIONS	3.00	3.00	3.00	3.00	3.00	3.00	-	-
52120	MAIL	\$ 107	\$ 183	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ -	-
52130	SUPPLIES	2,508	6,514	2,600	2,600	2,600	2,600	-	-
52360	RECRUITMENT FEES	3,962	10,440	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	898	819	820	1,150	1,150	1,150	330	40.2%
52410	TELEPHONE - CELLULAR	641	779	1,250	450	450	450	(800)	-64.0%
52510	TRAINING	1,550	6,623	1,120	2,750	2,750	2,750	1,630	145.5%
52550	MILEAGE	1,635	958	1,500	1,500	1,500	1,500	-	-
52640	ENGINEERING/ARCHITECT SERVICES	2,632	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	175,668	247,132	206,220	135,470	135,470	135,470	(70,750)	-34.3%
52710	MEMBERSHIP DUES	-	705	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	98	3,316	3,610	3,690	3,690	3,690	80	2.2%
52830	COMPUTER SOFTWARE, LICENSES	-	-	500	45,510	45,510	45,510	45,010	9002.0%
53210	INSURANCE	711,598	675,261	783,390	669,250	669,250	669,250	(114,140)	-14.6%
53220	INSURANCE - RESERVE	-	-	2,270,720	2,455,300	2,455,300	2,455,300	184,580	8.1%
53310	VEHICLE MAINTENANCE	-	-	930	30	30	30	(900)	-96.8%
53320	EQUIPMENT MAINTENANCE	-	-	2,070	-	-	-	(2,070)	-100.0%
53710	CLAIMS & DAMAGES	424,648	414,402	1,000,000	1,000,000	1,000,000	1,000,000	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	200	200	200	200	-	-
53767	BANKING AND INVESTMENT FEES	-	-	-	2,610	2,610	2,610	2,610	-
53812	INTRA CITY - DIRECT CHARGE LABOR	-	2,946	-	2,550	2,550	2,550	2,550	-
53830	RADIO	1,610	2,010	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	2,490	1,691	1,400	-	-	-	(1,400)	-100.0%
53841	EQUIPMENT REPLACEMENT CHG	-	192	-	-	-	-	-	-
53851	COPY	458	501	1,000	1,000	1,000	1,000	-	-
53854	PHOTOCOPIES	953	130	1,200	1,200	1,200	1,200	-	-
53900	COST ALLOCATION PLAN	251,760	291,310	336,910	342,990	342,990	342,990	6,080	1.8%
	Total Materials and Services	\$ 1,583,214	\$ 1,665,910	\$ 4,617,210	\$ 4,670,020	\$ 4,670,020	\$ 4,670,020	\$ 52,810	1.1%
	Total Requirements	\$ 1,881,253	\$ 1,918,950	\$ 4,936,900	\$ 4,991,750	\$ 4,991,750	\$ 4,991,750	\$ 54,850	1.1%





Equipment and Asset
Replacement Reserve

DIVISIONS

Fleet Equipment Replacement

Parking Meter Equipment Replacement

Permitting System Replacement

Police Equipment Reserve



Equipment and Asset Replacement Reserve

FISCAL YEAR 2016-17 BUDGET

Budget Summaries

The Equipment and Asset Replacement Reserve Fund was created in FY 2013-14 to provide an accounting structure for vehicle and equipment replacement costs (that were previously part of Fleet Services' operating budget in Fund 355). During FY 2016-17, City departments will be assessed charges to provide for the cost of scheduled fleet equipment replacement that appears on the final page of this section.

The utility of this equipment replacement reserve fund has been expanded to include an accrual for the City's parking meter technology. Each year a reserve allocation will be transferred from the Urban Development Department's Parking Services to build a reserve in anticipation of future replacement needs for the meter system.

In FY 2016-17, a replacement reserve for the Building and Safety Division's permitting system and for a Police Department mobile command vehicle were added to this fund.

Equipment Replacement Reserve Budget by Category					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Beginning Working Capital \$	-	-	\$ 3,855,152	\$ 3,931,880	\$ 4,651,850
Internal	-	2,037,639	2,176,370	2,248,200	2,590,150
Transfers	-	3,375,000	370,000	335,890	1,139,250
Interest/Other	-	6,425	131,897	9,260	20,000
Total Resources \$	-	\$ 5,419,064	\$ 6,533,419	\$ 6,525,230	\$ 8,401,250
Materials / Services \$	-	\$ 344,621	\$ 28,446	\$ 2,690	-
Capital Outlay	-	1,219,291	2,234,103	2,662,460	4,943,230
Total Expenditures \$	-	\$ 1,563,912	\$ 2,262,550	\$ 2,665,150	\$ 4,943,230
% Change			44.67%	17.79%	85.48%

Equipment Replacement Reserve Fund Budget by Category represents the budgets by category. The expense categories include Materials / Services and Capital Outlay. **Equipment Replacement Reserve Fund Budget by Division** provides the expenditure budget by division in the fund.

Equipment Replacement Reserve Budget by Division					
	Actual	Actual	Actual	Adopted	Adopted
	12-13	13-14	14-15	15-16	16-17
Fleet Replacement \$	-	\$ 1,563,912	\$ 2,262,550	\$ 2,665,150	\$ 4,068,090
Permit System Replacement	-	-	-	-	500,000
Parking Meter Replacement	-	-	-	-	175,140
Police Equipment Reserve	-	-	-	-	200,000
Total Expenditures \$	-	\$ 1,563,912	\$ 2,262,550	\$ 2,665,150	\$ 4,943,230
% Change			44.67%	17.79%	85.48%

**EQUIPMENT REPLACEMENT RESERVE FUND EXPENDITURES
COMMUNITY DEVELOPMENT, HUMAN RESOURCES / FLEET,
POLICE, URBAN DEVELOPMENT / PARKING
(388-88-10-25, 388-88-10-10, 388-88-10-35, 388-88-10-64)
FY 2016-17**

Acct. Code	Description	Adopted
35105	INTERNAL USAGE	
HR / FLEET	Equipment replacement charged to departments	\$ 2,590,150
39110	INTERFUND TRANSFERS	
CD / B&S	Permitting system replacement (185-25500000)	\$ 500,000
HR / FLEET	Equipment replacement (355-203040000)	300,000
POLICE	Mobile command vehicle (101-35352070)	200,000
UD / PARKING	Parking meter equipment replacement (101-64141500)	139,250
		<u>\$ 1,139,250</u>

TOTAL FY 2016-17 RESOURCES BUDGET

\$ 7,701,250

**CITY OF SALEM RESOURCES
EQUIPMENT REPLACEMENT RESERVE
2016 TO 2017
FUND NO. 388**

Department: Human Resources
Cost Center No: 88-10-10-00

Cost Center: Fleet Equipment Replacement Reserve

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 19,477	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Fees for Services	\$ -	\$ 19,477	\$ -	\$ -	\$ -	\$ -	\$ -	-
35105	INTERNAL USAGE	\$ 2,037,639	\$ 2,176,370	\$ 2,248,200	\$ 2,590,150	\$ 2,590,150	\$ 2,590,150	\$ 341,950	15.2%
	Total Internal	\$ 2,037,639	\$ 2,176,370	\$ 2,248,200	\$ 2,590,150	\$ 2,590,150	\$ 2,590,150	\$ 341,950	15.2%
36210	INTEREST	\$ 6,425	\$ 23,734	\$ 9,260	\$ 20,000	\$ 20,000	\$ 20,000	\$ 10,740	116.0%
38755	SALE OF ASSETS	-	88,685	-	-	-	-	-	-
	Total Other	\$ 6,425	\$ 112,420	\$ 9,260	\$ 20,000	\$ 20,000	\$ 20,000	\$ 10,740	116.0%
39110	INTERFUND TRANSFERS	\$ 3,375,000	\$ 370,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Operating Transfers	\$ 3,375,000	\$ 370,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ -	\$ 3,855,152	\$ 3,931,880	\$ 4,376,870	\$ 4,376,870	\$ 4,615,960	\$ 684,080	17.4%
	Total Beginning Balances	\$ -	\$ 3,855,152	\$ 3,931,880	\$ 4,376,870	\$ 4,376,870	\$ 4,615,960	\$ 684,080	17.4%
	Total Resources	\$ 5,419,064	\$ 6,533,419	\$ 6,489,340	\$ 7,287,020	\$ 7,287,020	\$ 7,526,110	\$ 1,036,770	16.0%

Department: Urban Development
Cost Center No: 88-10-64-14

Cost Center: Parking Meter Equipment Replacement Reserve

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ 35,890	\$ 139,250	\$ 139,250	\$ 139,250	\$ 103,360	288.0%
	Total Operating Transfers	\$ -	\$ -	\$ 35,890	\$ 139,250	\$ 139,250	\$ 139,250	\$ 103,360	288.0%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ 35,890	\$ 35,890	\$ 35,890	\$ 35,890	-
	Total Beginning Balances	\$ -	\$ -	\$ -	\$ 35,890	\$ 35,890	\$ 35,890	\$ 35,890	-
	Total Resources	\$ -	\$ -	\$ 35,890	\$ 175,140	\$ 175,140	\$ 175,140	\$ 139,250	388.0%

Department: Community Development
Cost Center No: 88-10-25-00

Cost Center: Permitting System Replacement Reserve

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-
	Total Operating Transfers	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-
	Total Resources	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-

Department: Police
Cost Center No: 88-10-35-00

Cost Center: Police Equipment Reserve

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-
	Total Operating Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-
	Total Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-

**EQUIPMENT REPLACEMENT RESERVE FUND EXPENDITURES
COMMUNITY DEVELOPMENT, HUMAN RESOURCES / FLEET,
POLICE, URBAN DEVELOPMENT / PARKING
(388-88-10-25, 388-88-10-10, 388-88-10-35, 388-88-10-64)
FY 2016-17**

Acct No.	Description	Adopted
55130	EQUIPMENT AND MACHINERY	
CD / B&S	Permitting system replacement	\$ 500,000
UD / PARKING	Parking meter equipment replacement	<u>175,140</u>
		\$ 675,140
55150	FLEET REPLACEMENT	
HR / FLEET	Replacement due to uninsured driver	\$ 100,000
HR / FLEET	Unspecified vehicle / equipment purchases	360,000
HR / FLEET	Vehicles and equipment	2,590,150
HR / FLEET	Vehicles and equipment (rebudgeted)	778,850
POLICE	Mobile command vehicle	<u>200,000</u>
		\$ 4,029,000

TOTAL FY 2016-17 EXPENDITURES BUDGET

\$ 4,243,230

**CITY OF SALEM EXPENDITURES
EQUIPMENT REPLACEMENT RESERVE
2016 TO 2017
FUND NO. 388**

Department: Human Services
Cost Center No: 88-10-10-00

Cost Center: Fleet Equipment Replacement Reserve

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52120	MAIL	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52405	TELEPHONE - OFFICE	67	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	38,721	4,573	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFER	305,830	-	-	-	-	-	-	-
53841	EQUIPMENT REPLACEMENT CHG	-	23,874	-	-	-	-	-	-
53900	COST ALLOCATION PLAN	-	-	2,690	-	-	-	(2,690)	-100.0%
	Total Materials & Services	\$ 344,621	\$ 28,446	\$ 2,690	\$ -	\$ -	\$ -	\$ (2,690)	-100.0%
55150	FLEET REPLACEMENT	\$ 1,219,291	\$ 2,234,103	\$ 2,662,460	\$ 3,829,000	\$ 3,829,000	\$ 4,068,090	\$ 1,405,630	52.8%
	Total Capital Outlay	\$ 1,219,291	\$ 2,234,103	\$ 2,662,460	\$ 3,829,000	\$ 3,829,000	\$ 4,068,090	\$ 1,405,630	52.8%
	Total Requirements	\$ 1,563,912	\$ 2,262,550	\$ 2,665,150	\$ 3,829,000	\$ 3,829,000	\$ 4,068,090	\$ 1,402,940	52.6%

Department: Urban Development
Cost Center No: 88-10-64-14

Cost Center: Parking Meter Equipment Replacement Reserve

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ 175,140	\$ 175,140	\$ 175,140	\$ 175,140	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ 175,140	\$ 175,140	\$ 175,140	\$ 175,140	-
	Total Requirements	\$ -	\$ -	\$ -	\$ 175,140	\$ 175,140	\$ 175,140	\$ 175,140	-

Department: Community Development
Cost Center No: 88-10-25-00

Cost Center: Permitting System Replacement Reserve

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-
	Total Requirements	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-

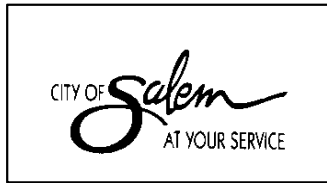
Department: Police
Cost Center No: 88-10-25-00

Cost Center: Police Equipment Reserve

Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
55150	FLEET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-
	Total Requirements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	-

FY 2016-17 FLEET REPLACEMENT

Number	Eq #	Year	Replacement Description	Estimated	Primary User	Disposition
				Purchase Price		
1	10513	2009	Mower riding 72" 4X4	\$ 26,400	Parks Operations - General Fund	Sell
2	10514	1990	Mower riding 72" 4X4	26,400	Parks Operations - General Fund	Sell
3	1104	2011	Truck util 1T 4X2 crew cab DRW 11200 gvw	55,000	Parks Operations - General Fund	Sell
4	1141	2008	Pickup 1T 4X2 DRW crew cab p/u	55,000	Parks Operations - General Fund	Sell
5	5716	1996	Mower riding F1565 4X4 72" Front State	60,500	Parks Operations - General Fund	Sell
6	9135	1997	Truck util 3/4T 4X2 std cab 8600gvw	49,500	Parks Operations - General Fund	Sell
7	2864	2002	Van mid-sz cargo Windstar	32,850	Facilities - General Fund	Sell
8	10649	2009	CVPI 4DR Patrol Car	47,000	Police - General Fund	Sell
9	10681	2011	SUV Tahoe 2WD 4DR	47,000	Police - General Fund	Sell
10	10682	2011	SUV Tahoe 2WD 4DR	47,000	Police - General Fund	Sell
11	10683	2011	SUV 4x2 4-drTahoe	47,000	Police - General Fund	Sell
12	10761	2012	SUV SPD Tahoe	47,000	Police - General Fund	Sell
13	10762	2012	SUV SPD Tahoe	47,000	Police - General Fund	Sell
14	10763	2007	SUV SPD Tahoe	47,000	Police - General Fund	Sell
15	10765	2012	SUV SPD Tahoe	47,000	Police - General Fund	Sell
16	2115	2001	Dump trk 2ydW 4x2 14500gvw w/Crane #6983	82,500	Public Works - Transportation Services Fund	Sell
17	2702	2002	Trailer 7990gvw 2-axle tilt w/roller	23,100	Public Works - Transportation Services Fund	Sell
18	5907	2000	Asphalt Distributor MU6SKD 600gl skid-	66,000	Public Works - Transportation Services Fund	Sell
19	7700	1986	Trailer 2-axle beavertail, 30250 gvwr	27,500	Public Works - Transportation Services Fund	Sell
20	9982	1996	Dump truck 10yd FLD112S 6X4 49500gvw	247,500	Public Works - Transportation Services Fund	Sell
21	9451	2000	Sedan mid-sz 4dr Malibu former detective	25,300	Community Dev - Building and Safety Fund	Sell
22	2603	2001	Pickup 1/2T 4X2 x-cab	38,500	Public Works - Utility Fund	Sell
23	0678	2000	Pickup mid-sz 4X2 std cab Ranger	28,600	Public Works - Utility Fund	Sell
24	3811	2000	Tractor 4X4 w/LOADER ATTACHMENT	79,200	Public Works - Utility Fund	Sell
25	10196	2007	Van cargo 1T Super Duty	66,000	Public Works - Utility Fund	Sell
26	0605	2000	Pickup mid-sz 4X2 std cab Ranger	28,600	Public Works - Utility Fund	Sell
27	10189	2007	Pickup mid-sz 4x4 std cab Colorado	27,500	Public Works - Utility Fund	Sell
28	1176	2000	Truck util 3/4T 4X4 8800gvw	49,500	Public Works - Utility Fund	Sell
29	1270	2002	Step van 14ft 14100gvw (METER SHOP)	66,000	Public Works - Utility Fund	Sell
30	1669	2000	Pickup 1/2T 4X2 std cab	33,000	Public Works - Utility Fund	Sell
31	1960	2000	Excavator mini Bobcat331D rubber tracks	99,000	Public Works - Utility Fund	Sell
32	4501	1986	Pickup Mid-sz 4X2 x-cab Ranger	35,200	Public Works - Utility Fund	Sell
33	10323	2008	Pickup 1/2T 4x4 std cab w/#3033 100-gl	44,000	Public Works - Utility Fund	Sell
34	3802	2003	Truck box van 17600# 4x2 Grout + #3803	121,000	Public Works - Utility Fund	Sell
35	9984	2000	Dump truck Mod376 10yd 6X4 49500gvw	247,500	Public Works - Utility Fund	Sell
36	5201	2000	Truck util 23450# Lopro w/crane #5901	126,500	Public Works - Utility Fund	Sell
37	9983	2000	Dump truck Mod376 10yd 6X4 49500gvw	247,500	Public Works - Utility Fund	Sell
38	8516	1998	Sedan mid-sz 4dr Lumina	27,500	Public Works - Utility Fund	Sell
39	1816	2001	Van mid-sz cargo Windstar	21,500	IT Document Svcs- City Services Fund	Sell
40	1911	1989	Forklift 10,000# lift capacity	50,000	Fleet Services - City Services Fund	Sell
re-budget	4408	2004	SUV Tahoe	53,683	Police - General Fund	Sell
re-budget	0300	2000	Truck tractor FLD120 54kgvw 4-axle	150,000	Public Works - Utility Fund	Sell
re-budget	10166	2007	12 yard Hydro Vacuum Excavator	300,000	Public Works - Utility Fund	Sell
re-budget	0908	2001	Step van TV/grout 16kgvw	142,000	Public Works - Utility Fund	Sell
re-budget	6973	1997	Water truck	133,167	Public Works - Utility Fund	Sell
reappropriation	5104	1995	Truck util 3/4T 4X2 8600gvw	24,760	Facilities Services - General Fund	Sell
reappropriation	1177	2001	Dump truck 2yd with upfitting - upfit	17,500	Parks Operations - General Fund	Sell
reappropriation	0199	2000	Dump trk 2yd 1T 4x2 DRW C3500 - upfit	15,280	Parks Operations - General Fund	Sell
reappropriation	1114	2001	Dump truck 2yd 1T 4X2 DRW - upfit	14,240	Parks Operations - General Fund	Sell
reappropriation	9047	1999	Mower riding F1145 72" 4x4	61,000	Parks Operations - General Fund	Sell
reappropriation	10442	2009	Motorcycle Police BMW R1200RTP	32,620	Police - General Fund	Sell
reappropriation	0863	2000	Van cargo 3/4t w/bins - upfit	9,690	Public Works - Transportation Services Fund	Sell
reappropriation	1105	2001	Pickup 3/4T 4X2 std cab - upfit	12,790	Public Works - Transportation Services Fund	Sell
reappropriation	1105	2001	Pickup 3/4T 4X2 std cab - upfit	12,790	Public Works - Transportation Services Fund	Sell
reappropriation	8865	1998	Van mid-sz cargo Windstar - upfit	9,690	Public Works - Utility Fund	Sell
reappropriation	2806	2002	Van mid-sz 7-psgr Caravan - upfit	5,710	Public Works - Utility Fund	Sell
reappropriation	2806	2002	Van mid-sz 7-psgr Caravan	23,020	Public Works - Utility Fund	Sell
Subtotal				\$ 3,608,090		
Uninsured Motorist				100,000		
Unspecified				360,000		
TOTAL				\$ 4,068,090		

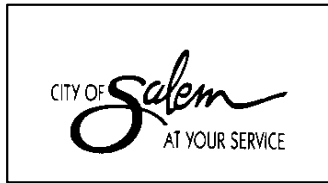


Trust (Special Revenue) Funds

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 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.
- 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.
- 421-20981700:** To receive rent from Salem Cellular Telephone Company's use of the Kingwood Tower and to provide associated maintenance.
- 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.
- 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.
- 435-60982000:** Pursuant to City Ordinance, funds are held by the City serving as the fiscal agent for the Youth Commission.
- 436-58982600:** Only the interest earnings can be expended for maintenance of Pioneer Cemetery.
- 440-21983500:** To receive, hold, and disburse donations and requests for the benefit of the Center 50+ (Salem Senior Center).
- 445-25984000:** To receive funds donated for project materials and newsletters for the Southeast Salem Neighborhood Association (SESNA) response effort.
- 446-64989800:** To receive funds donated for funding maintenance of the railroad pedestrian bridge over the Willamette River.
- 447-58983105, 10, 15, 17, 20:** 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.
- 448-259852, 53, 54, 55, 56:** To receive, hold and disburse private donations for the benefit of neighborhoods, youth, historic preservation, and the City's tree canopy.
- 460-33982200:** This account receives and disburses donations from the Friends of the Salem Public 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.
- 462-33984200:** To receive funds donated for library purposes and expended at the direction of the Library Board.



Trust (Special Revenue) Funds

Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

- 463-33985900:** Donations received from a settlement to be used to keep the library collection current through additions and replacements of books and music.
- 464-33986400:** Funds received through settlement of a will to be used to purchase library materials pertaining to a variety of topics.
- 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.
- 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.
- 469-35981002:** Donations received for the exclusive support and use of the Police Department's K9 unit.
- 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.
- 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.
- 474-35983900:** To receive private sector donations to purchase materials for students participating in the D.A.R.E. program.
- 475-35987100:** Receives contributions from citizens; proceeds are used to install neighborhood watch signs in residential areas.
- 477-37987500:** Receives donations from citizens; proceeds are used for Fire Department prevention and education programs.
- 479-35983105, 10:** 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.
- 479-35983610:** Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
- 479-35983715, 20:** Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
- 483-37987200:** Established to restore, care for, and store older fire vehicles of historic value.
- 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.
- 490-58988705, 06, 07, 15, 35:** To receive and hold funds resulting from development to be applied to localized public works improvements, reservoirs, and the Mill Creek Corporate Center.



Trust (Special Revenue) Funds Summaries, Programs, and Budgets

FISCAL YEAR 2016-17 BUDGET

- 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.
- 551-10983100:** Pursuant to City resolution to receive gifts donations and bequests for the Willard Marshall Special Citizen Award.
- 560-58985100:** Funds are held by Pioneer Trust with interest only paid to the City to be used for maintenance at Woodmansee Park.
- 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.



**TRUST FUNDS
FY 2016-17**

ACTUAL Cash Balance		Account Number	Trust Account Title	Estimated Cash Bal. 6/30/2016	Anticipated FY 16-17			Projected Cash Bal. 6/30/2017
7/1/2014	7/1/2015				Receipts	Total Res	Disbursements	
\$ 565	\$ 565	401 10980400	Civic Center Trust	\$ 570	\$ -	\$ 570	\$ -	\$ 570
1,338,464	1,355,481	420 59980500	Telephone System Replacement	1,261,500	222,170	1,483,670	1,343,100	140,570
142,002	19,471	421 20981700	Kingwood Tower	270	-	270	-	270
67,304	67,729	429 64989700	Enterprise Zone	68,090	350	68,440	68,440	-
28,037	28,516	430 25989800	Seismic Response	18,670	-	18,670	15,000	3,670
786	791	435 60982000	Youth Commission	550	-	550	550	-
56,634	36,884	436 58982600	Pioneer Cemetery Trust	19,780	10,850	30,630	25,000	5,630
34,534	42,061	440 21983500	Senior Center	29,160	27,040	56,200	39,000	17,200
4,481	3,510	445 25984000	SESNA Neighborhood Response	1,030	-	1,030	1,030	-
506,812	497,320	446 64989800	Railroad Bridge Maintenance	474,120	3,500	477,620	175,000	302,620
148,306	98,358	447 589831--	Parks Facilities Reserves	95,560	40,250	135,810	75,500	60,310
24,330	20,099	448 25985---	Neighborhood Enhancement	18,200	66,720	84,920	69,390	15,530
17,252	14,109	460 33982200	Friends of SPL	27,920	15,000	42,920	15,000	27,920
880,833	923,903	461 33982400	Library Gifts	917,600	45,400	963,000	60,000	903,000
13,315	13,399	462 33984200	Nora Anderson Estate	13,480	80	13,560	-	13,560
9,517	9,577	463 33985900	Dr. Helen Pearce Music Fund	9,630	50	9,680	1,000	8,680
29,514	25,459	464 33986400	Rise Estate	24,680	120	24,800	5,000	19,800
8,142	8,194	465 33986500	Rutter Bond Donation	8,230	40	8,270	-	8,270
-	-	467 35981700	Police Property Income	200,000	100,000	300,000	200,000	100,000
697	19,674	469 35981200	K-9 Trust	12,270	80	12,350	10,000	2,350
202,284	178,170	470 35981400	Police - Other Income	198,170	50,000	248,170	75,000	173,170
15,938	16,001	472 35982900	Police - Misc. Donations	16,000	10,000	26,000	16,000	10,000
13,824	5,628	474 35983900	D.A.R.E. Program	6,530	50	6,580	5,850	730
2,965	2,576	475 35987100	Neighborhood Watch	2,080	400	2,480	2,000	480
1,035	1,103	477 37987500	Fire - Prevention/Educ./Trauma	1,100	100,000	101,100	100,000	1,100
121,634	206,118	479 35983---	Federal and State Forfeitures	155,380	30,550	185,930	112,170	73,760
62,380	62,774	483 37987200	Antique Fire Apparatus	33,070	300	33,370	30,000	3,370
79,273	39,372	486 58981900	Street Right-of-Way	39,870	1,000	40,870	39,000	1,870
1,469,609	1,408,860	490 589887--	Future Public Works Projects	1,531,480	80,600	1,612,080	240,520	1,371,560
9,651	9,454	493 58982210	Environmental Prgrm Donations	9,800	5,350	15,150	5,000	10,150
-	-	500 60989500	Unanticipated	-	500,000	500,000	500,000	-
3,126	3,145	551 10983100	Willard C. Marshall	3,160	-	3,160	-	3,160
203,950	213,047	560 58985100	Woodmansee Park	222,250	9,400	231,650	50,000	181,650
7,993	8,043	570 33984700	J. Wesley Sullivan Trust	8,080	-	8,080	-	8,080
\$ 5,505,185	\$ 5,339,391			\$ 5,428,280	\$ 1,319,300	6,747,580	\$ 3,278,550	\$ 3,469,030

TRUST FUNDS
400
FY 2016-17

Acct No.	Description	Adopted
TRUST FUND RESOURCES DETAIL		
36310 / 15	LOAN PRINCIPAL AND INTEREST	
	Loan principal to Telephone Replacement (420-59980500)	\$ 39,520
	Loan interest to Telephone Replacement (420-59980500)	3,300
		<u>\$ 42,820</u>
39110	TRANSFERS IN FROM OTHER FUNDS	
	Neighborhood Enhancement Historic Residential Toolbox (448 25985310)	\$ 5,000
	Senior Center (440-21983500)	12,000
		<u>\$ 17,000</u>

TRUST FUND EXPENDITURES DETAIL

53812	INTRA CITY - DIRECT CHARGE	
	Minto Brown Restoration Maintenance (490-58988706)	\$ 15,000
	Minto Brown Conservation Stewardship (490-58988707)	35,000
	Pioneer Cemetery (436-58982600)	2,000
		<u>\$ 52,000</u>
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	
	Telephone Replacement (420-59980500)	\$ 143,100
62110	TRANSFERS TO OTHER FUNDS	
	Environmental Program (493-8982210)	\$ 5,000
	Miscellaneous Public Works Projects (490-58988705)	100,000
	Telephone Replacement (420-59980500)	1,200,000
	Woodmansee Park (560-58985100)	50,000
		<u>\$ 1,355,000</u>

**CITY OF SALEM
2016 TO 2017
FUND NO. 400
TRUST**

TRUST FUNDS - RESOURCES

Acct Code	Account Name	Resources Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
32695	OTHER FEE	\$ 136,559	\$ 56,245	\$ 3,000,000	\$ -	\$ -	\$ -	\$ (3,000,000)	-100.0%
	Total Other Fee	\$ 136,559	\$ 56,245	\$ 3,000,000	\$ -	\$ -	\$ -	\$ (3,000,000)	-100.0%
35615	OTHER FEDERAL GRANTS	\$ 398,332	\$ 164,256	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Federal Grants	\$ 398,332	\$ 164,256	\$ -	\$ -	\$ -	\$ -	\$ -	-
36310	LOAN PRINCIPAL	\$ 228,726	\$ 37,915	\$ 37,920	\$ 39,520	\$ 39,520	\$ 39,520	\$ 1,600	4.2%
36315	LOAN INTEREST	3,973	4,904	4,910	3,300	3,300	3,300	(1,610)	-32.8%
	Total Loan Repayment	\$ 232,699	\$ 42,819	\$ 42,830	\$ 42,820	\$ 42,820	\$ 42,820	\$ (10)	0.0%
36895	OTHER REVENUE*	\$ 528,755	\$ 540,835	\$ 1,048,400	\$ 1,259,480	\$ 1,259,480	\$ 1,259,480	\$ 211,080	20.1%
	Total Other Revenue	\$ 528,755	\$ 540,835	\$ 1,048,400	\$ 1,259,480	\$ 1,259,480	\$ 1,259,480	\$ 211,080	20.1%
39110	INTERFUND TRANSFERS	\$ 24,426	\$ 32,030	\$ 171,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ (154,000)	-90.1%
	Total Interfund Transfers	\$ 24,426	\$ 32,030	\$ 171,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ (154,000)	-90.1%
39910	BEGINNING WORKING CAPITAL	\$ 5,530,517	\$ 5,505,185	\$ 5,420,190	\$ 5,367,430	\$ 5,367,430	\$ 5,428,280	\$ 8,090	0.1%
	Total Beginning Balances	\$ 5,530,517	\$ 5,505,185	\$ 5,420,190	\$ 5,367,430	\$ 5,367,430	\$ 5,428,280	\$ 8,090	0.1%
	Total Resources	\$ 6,851,287	\$ 6,341,369	\$ 9,682,420	\$ 6,686,730	\$ 6,686,730	\$ 6,747,580	\$ (2,934,840)	-30.3%

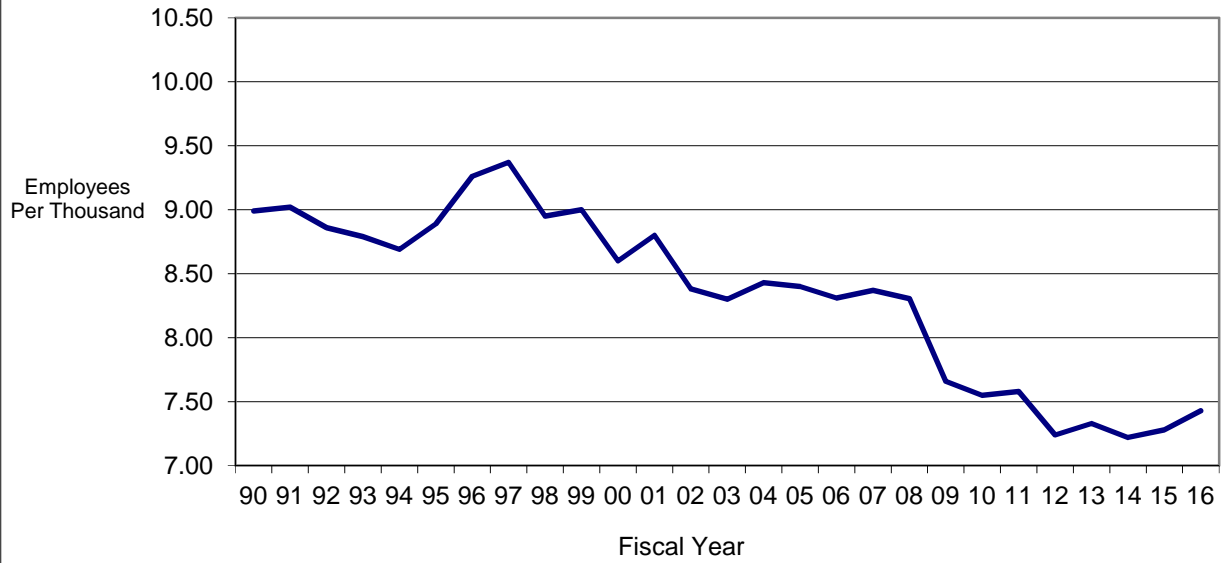
*Includes interest earnings, donations, and other revenues sources

TRUST FUNDS - EXPENDITURES

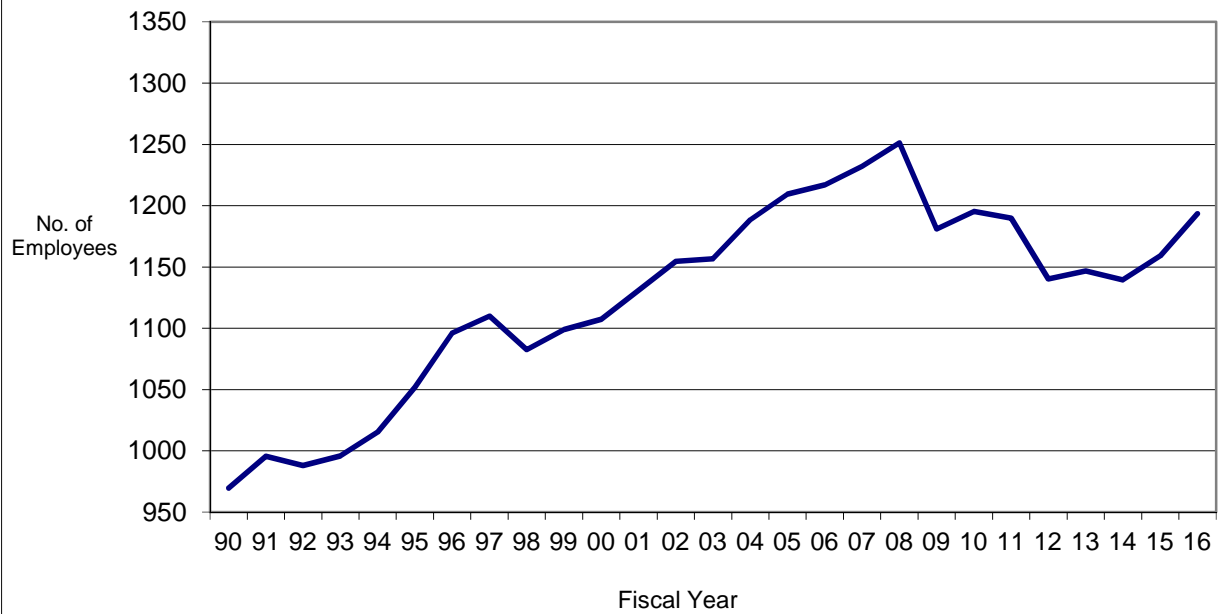
Acct Code	Account Name	Expenditures Budget							
		Actual 13-14	Actual 14-15	Budget 15-16	Mgr Rec 16-17	BC Rec 16-17	Adopted 16-17	Difference from 15-16	% Chg from 15-16
52110	SUBSCRIPTIONS AND BOOKS	\$ 53,904	\$ 44,924	\$ -	\$ -	\$ -	\$ -	\$ -	-
52620	CONSTRUCTION CONTRACTS	39,420	64,889	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	56,045	209,271	15,000	-	-	-	(15,000)	-100.0%
52815	CONTROLLED EQUIPMENT	84,206	72,834	100,000	-	-	-	(100,000)	-100.0%
52830	COMPUTER LICENSES, SOFTWARE	31,759	-	-	-	-	-	-	-
53799	OTHER EXPENSES	129,496	147,990	928,570	1,157,600	1,157,600	1,218,450	695,869	31.2%
53812	INTRA CITY - DIRECT CHARGE	26,994	31,610	60,000	52,000	52,000	52,000	(8,000)	-13.3%
53813	INTRA CITY - BUDGETED TRANSFER	30,000	34,750	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPT. BILLING	102,703	144,686	138,410	143,100	143,100	143,100	4,690	3.4%
54850	OTHER SPECIAL PAYMENTS	23,033	15,437	10,000	10,000	10,000	10,000	-	-
	Total Materials and Services	\$ 577,559	\$ 766,391	\$ 1,251,980	\$ 1,362,700	\$ 1,362,700	\$ 1,423,550	\$ 577,559	13.7%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 540,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ (40,000)	-7.4%
	Total Capital Outlay	\$ -	\$ -	\$ 540,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ (40,000)	-7.4%
62110	TRANSFER TO OTHER FUNDS	\$ 768,543	\$ 167,154	\$ 3,096,000	\$ 1,355,000	\$ 1,355,000	\$ 1,355,000	\$ (1,741,000)	-56.2%
	Total Interfund Transfers	\$ 768,543	\$ 167,154	\$ 3,096,000	\$ 1,355,000	\$ 1,355,000	\$ 1,355,000	\$ (1,741,000)	-56.2%
	Total Requirements	\$ 1,346,103	\$ 933,544	\$ 4,887,980	\$ 3,217,700	\$ 3,217,700	\$ 3,278,550	\$ (1,203,441)	-32.9%



Number of Employees Per Thousand Population



Permanent Position Recap



¹ Line chart FTE counts are based on Budget Adoption

**CITY OF SALEM
PERMANENT POSITION RECAP**

The "Permanent Position Recap" reflects changes in full time equivalent position authority as positions are added or eliminated through the annual budget adoption.

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Adopted 2016-17</u>	<u>Change from 15-16</u>
GENERAL FUND						
City Manager's Office	9.00	9.00	10.00	9.50	11.00	1.50
Finance and Procurement ¹	30.00	30.00	30.00	30.00	30.00	0.00
Municipal Court ¹	13.00	14.00	14.00	13.50	14.00	0.50
Human Resources	8.00	8.00	8.00	8.00	8.00	0.00
Facilities Services ²	27.00	27.00	27.00	27.00	27.00	0.00
Legal	13.00	13.00	15.00	15.00	15.00	0.00
Administrative Services ³	3.00	3.00	3.00	3.00	0.00	(3.00)
Parks Operations	0.00	0.00	0.00	32.00	38.50	6.50
Recreation Services	9.70	9.70	9.70	9.70	10.70	1.00
Community Development	29.85	29.85	30.20	30.20	31.20	1.00
Library ⁴	45.40	45.05	45.05	44.70	44.70	0.00
Police	226.75	228.00	228.00	228.00	230.00	2.00
Fire	160.00	154.00	152.00	152.00	164.00	12.00
Information Technology	33.00	35.00	37.00	40.00	42.00	2.00
Urban Development	32.00	29.50	28.50	32.50	32.50	0.00
TOTAL GENERAL FUND	639.70	635.10	637.45	675.10	698.60	23.50
TRANSPORTATION SVCS FUND	126.00	77.00	73.00	48.00	53.00	5.00
PARKS ⁵	28.00	28.00	28.00	0.00	0.00	0.00
AIRPORT FUND	5.00	5.00	5.00	4.00	4.00	0.00
BUILDING & SAFETY FUND	19.00	21.00	22.00	21.00	23.00	2.00
UTILITY FUND ⁶	246.30	296.30	293.80	299.80	303.80	4.00
EMERGENCY SERVICES FUND	6.00	6.00	2.00	2.00	2.00	0.00
WILLAMETTE VALLEY COMM. CENTER FUND	60.00	70.50	70.50	73.00	73.00	0.00
CITY SERVICES FUND	31.50	28.80	28.80	29.00	29.00	0.00
SELF INSURANCE FUND	7.00	7.00	7.00	7.00	7.00	0.00
TOTAL ALL FUNDS	1,140.50	1,146.70	1,139.55	1,158.90	1,193.40	34.50

¹ Finance and Procurement and Municipal Court were part of the Administrative Services Department until its dissolution. Both divisions transferred to the City Manager's Office in FY 2016-17.

² Facilities Services was part of the Information Technology Department during FY 2012-13 and FY 2013-14. It was transferred to the City Manager's Office for FY 2014-15 and FY 2015-16. For FY 2016-17, Facilities Services will be in the Human Resources Department.

³ The Administrative Services Department has been dissolved and its divisions were assigned to other departments for FY 2016-17.

⁴ The Library was part of the Community Development Department for FY 2012-13 and FY 2013-14. It transferred to the City Manager's Office for FY 2014-15 and FY 2015-16, then moved back to Community Development for FY 2016-17.

⁵ Parks Operations positions broken out for information purposes only. Public Works Fund total includes Parks Operations positions through FY 2014-15. The division was transferred to the General Fund for FY 2015-16.

⁶ Engineering Division transferred from the Transportation Services Fund to the Utility Fund for FY 2013-14

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: CITY MANAGER		DIVISION: MUNICIPAL COURT				
K11	Municipal Judge	1.00	112,090	1.00	1.00	117,180
B28	Court Administrator	1.00	92,200	1.00	1.00	94,500
A19	Administrative Analyst I	1.00	54,440	1.00	1.00	56,080
A16	Court Operations Specialist, Sr.	5.00	236,390	5.00	5.00	245,300
A14	Court Operations Specialist ¹	5.50	233,300	6.00	6.00	262,960
DIVISION TOTAL		13.50	728,420	14.00	14.00	776,020

All positions transferred from Administrative Services Department for FY 16-17

¹ .50 FTE position added for FY 16-17

DEPARTMENT: CITY MANAGER		DIVISION: CITY MANAGER'S OFFICE				
J05	City Manager	1.00	180,150	1.00	1.00	216,070
K05	Deputy City Manager	1.00	130,210	1.00	1.00	146,430
B30	Budget Officer	1.00	101,650	1.00	1.00	104,190
B29	Manager, Project ¹	1.00	87,660	-	-	-
B27	Franchise & Budget Analyst ²	1.00	79,870	1.00	-	-
B27	Senior Fiscal Analyst	-	-	-	1.00	89,850
B27	Manager, Communications & Engagement ³	-	-	1.00	1.00	87,680
B27	Policy Analyst, Senior	-	-	1.00	1.00	89,850
B25	Management Analyst II ^{4,5}	1.50	115,370	2.00	2.00	149,250
B21	Administrative Analyst III	-	-	1.00	1.00	59,990
B17	Executive Assistant	-	-	-	2.00	100,840
B15	Staff Assistant II ⁶	2.00	93,960	2.00	-	-
A19	Administrative Analyst I ⁷	1.00	54,440	-	-	-
DIVISION TOTAL		9.50	843,310	11.00	11.00	1,044,150

¹ 1.0 FTE reclassified to Senior Policy Analyst during FY 15-16

² Retitled to Senior Fiscal Analyst during FY 15-16

³ 1.0 FTE added for FY 16-17

⁴ 1.0 FTE transferred from Administrative Services for FY 16-17

⁵ .50 FTE eliminated for FY 16-17

⁶ Reclassified to Executive Assistant during FY 15-16

⁷ 1.0 FTE reclassified to Administrative Analyst III during FY 15-16

DEPARTMENT: CITY MANAGER		DIVISION: CONTRACTS & PROCUREMENT				
B28	Purchasing Administrator ¹	1.00	92,200	-	-	-
B27	Manager, Contracts and Procurement	-	-	1.00	1.00	72,780
B23	Supvsr, Asst Purchasing ²	1.00	72,750	-	-	-
B23	Procurement Analyst	-	-	1.00	1.00	74,560
A21	Buyer	1.00	51,020	1.00	1.00	54,680
A14	Buyer Assistant	1.00	37,640	1.00	1.00	38,770
DIVISION TOTAL		4.00	253,610	4.00	4.00	240,790

¹ 1.0 FTE reclassified to Manager, Contracts and Procurement during FY 15-16

² 1.0 FTE retitled to Procurement Analyst during FY 15-16

ANALYSIS OF POSITIONS AND WAGES

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Job	Job Name	Adopted FY 2015-16		FY 2016-17			
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount		
DEPARTMENT: CITY MANAGER		DIVISION: FINANCE					
B32	Financial Svcs Admin	-	-	1.00	1.00	114,880	
B31	Asst. Finance Director ¹	1.00	106,720	-	-	-	
B28	Chief Accountant	1.00	92,200	1.00	1.00	94,510	
B27	Senior Fiscal Analyst	-	-	-	1.00	81,870	
B25	Management Analyst II ²	1.00	79,870	1.00	-	-	
B24	Supvsr II, Accounting	3.00	228,660	3.00	3.00	234,400	
B18	Payroll Specialist ³	3.00	155,580	3.00	3.00	168,310	
A30	Accountant II	3.00	209,130	3.00	3.00	215,360	
A23	Accountant	4.00	256,440	4.00	4.00	264,090	
A19	Administrative Analyst I	-	-	-	1.00	46,100	
A16	Accounting Assistant Sr ⁴	1.00	48,370	-	-	-	
A14	Accounting Assistant	5.00	203,920	5.00	5.00	220,300	
A14	Cashier	4.00	179,080	4.00	4.00	170,880	
A14	Staff Assistant I ^{5, 6}	-	-	1.00	-	-	
DIVISION TOTAL		26.00	1,559,970	26.00	26.00	1,610,700	

¹ 1.0 FTE reclassified to Financial Services Administrator during FY 15-16

² 1.0 FTE reclassified to Senior Fiscal Analyst during FY 15-16

³ 3.0 FTE specialized adjustment from B16 to B18 and retitled from Payroll Specialist II for FY 16-17

⁴ 1.0 FTE eliminated for FY 16-17

⁵ 1.0 FTE transferred from Administrative Services Admin for FY 16-17

⁶ 1.0 FTE reclassified to Senior Fiscal Analyst during FY 15-16

DEPARTMENT: HUMAN RESOURCES						
K09	Director, Human Resources	1.00	116,030	1.00	1.00	131,570
B25	Human Resources Analyst, Sr ¹	3.00	223,630	3.00	3.00	249,870
B23	Management Analyst I	1.00	72,170	1.00	1.00	74,560
B21	Administrative Analyst III	-	-	-	1.00	58,750
B19	Human Resources Specialist	1.00	59,630	1.00	1.00	61,120
B19	Supvsr, Office ²	1.00	59,630	1.00	-	-
B16	Human Resources Assistant	-	-	1.00	1.00	53,160
B14	Staff Assistant II ³	1.00	47,900	-	-	-
DEPARTMENT TOTAL		8.00	578,990	8.00	8.00	629,030

¹ Specialized adjustments from B25 to B27 for FY 16-17

² 1.0 FTE reclassified to Administrative Analyst III during FY 15-16

³ 1.0 FTE reclassified to Human Resources Assistant for FY 16-17

DEPARTMENT: HUMAN RESOURCES		DIVISION: FACILITIES SERVICES				
B27	Manager, Facilities & Comm ¹	1.00	83,420	1.00	1.00	89,850
B24	Supvsr, GS Operations	2.00	152,450	2.00	2.00	151,320
B21	Administrative Analyst III	1.00	65,980	1.00	1.00	67,630
A25	Facility Project Leader	4.00	274,590	4.00	4.00	286,240
A22	Facility HVAC Tech	2.00	122,490	2.00	2.00	121,650
A21	Facility Maintenance Tech	2.00	113,360	2.00	2.00	118,930
A15	Facility Maintenance II	4.00	185,880	4.00	4.00	191,430
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
A12	Facility Maintenance I	2.00	77,600	2.00	2.00	81,280
A11	Custodial Worker II	3.00	116,090	3.00	3.00	122,380
A09	Custodial Worker I	5.00	177,380	5.00	5.00	186,670
DIVISION TOTAL		27.00	1,414,010	27.00	27.00	1,463,480

¹ Specialized salary adjustment from B26 for FY 16-17

ANALYSIS OF POSITIONS AND WAGES

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Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: LEGAL		DIVISION: ATTORNEY				
K01	City Attorney	1.00	130,330	1.00	1.00	148,500
B32	Deputy City Attorney	1.00	112,090	1.00	1.00	117,180
W01	Assistant City Attorney II	6.00	584,920	6.00	6.00	616,690
B21	Supvsr, Legal Office	1.00	65,980	1.00	1.00	67,630
B19	Legal Assistant	3.00	166,010	3.00	3.00	178,130
A14	Staff Assistant I	1.00	39,130	1.00	1.00	43,620
DIVISION TOTAL		13.00	1,098,460	13.00	13.00	1,171,750

DEPARTMENT: LEGAL		DIVISION: RECORDER				
B23	City Recorder	1.00	64,890	1.00	1.00	69,960
B19	Deputy City Recorder	1.00	44,770	1.00	1.00	46,100
DIVISION TOTAL		2.00	109,660	2.00	2.00	116,060

DEPARTMENT: ADMINISTRATIVE SERVICES		DIVISION: ADMINISTRATION				
K06	Director, Administrative Services ¹	1.00	136,070	-	-	-
B25	Management Analyst II ²	1.00	64,410	-	-	-
A14	Staff Assistant I ³	1.00	44,770	-	-	-
DIVISION TOTAL		3.00	245,250	-	-	-

¹ 1.0 FTE eliminated for FY 16-17

² 1.0 FTE transferred to City Manager's Office for FY 16-17

³ 1.0 FTE transferred to Finance for FY 16-17

DEPARTMENT: PUBLIC WORKS		DIVISION: RECREATION SERVICES				
B24	Supvsr, Recreation	2.00	152,440	2.00	2.00	156,270
B21	Recreation Coordinator	1.00	65,980	1.00	1.00	67,630
B17	Recreation Specialist ¹	3.00	162,750	4.00	4.00	214,960
A22	Program Coordinator	1.00	61,550	1.00	1.00	63,410
A14	Staff Assistant I	1.70	76,110	1.70	1.70	78,370
A09	Custodial Worker I	1.00	36,970	1.00	1.00	38,080
DIVISION TOTAL		9.70	555,800	10.70	10.70	618,720

¹ 1.0 seasonal converted to FTE for FY 16-17

DEPARTMENT: PUBLIC WORKS		DIVISION: PARKS OPERATIONS				
B29	Supt, Parks	1.00	96,710	1.00	1.00	99,140
B24	Urban Forester	1.00	76,220	1.00	1.00	78,130
B23	Supvsr, Parks Operations	2.00	142,300	2.00	2.00	149,130
B21	Administrative Analyst III	1.00	65,980	1.00	1.00	67,630
A22	Program Coordinator	1.00	61,550	1.00	1.00	63,410
A22	Park Ranger ¹	-	-	-	0.50	31,710
A19	Parks Project Coordinator ²	6.00	317,460	7.00	7.00	379,110
A16	Tree Trimmer	4.00	187,540	4.00	4.00	196,900
A15	Parks Maint Operator ³	16.00	722,150	17.00	17.00	785,260
A09	Laborer ⁴	-	-	4.00	4.00	131,790
DIVISION TOTAL		32.00	1,669,910	38.00	38.50	1,982,210

¹ .50 Park Ranger position added for FY 16-17

² 1.0 seasonal converted to FTE for FY 16-17

³ 1.0 FTE added for FY 16-17

⁴ 3.0 seasonal converted to FTE and 1.0 FTE added for FY 16-17

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Adopted Amount
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: ADMINISTRATION				
K02	Director, Community Development	1.00	116,030	1.00	1.00	130,320
B25	Management Analyst II	1.00	79,870	1.00	1.00	81,870
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
A12	Office Assistant	1.00	41,270	1.00	1.00	42,510
DIVISION TOTAL		4.00	281,940	4.00	4.00	300,800
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: PLANNING				
B31	Urban Planning Administrator	1.00	94,830	1.00	1.00	107,390
A28	Planner III	3.00	233,190	3.00	3.00	243,420
A24	Planner II	6.00	395,600	6.00	6.00	398,430
A24	GIS Analyst	1.00	66,850	1.00	1.00	68,860
A14	Staff Assistant I	2.00	85,920	2.00	2.00	90,270
DIVISION TOTAL		13.00	876,390	13.00	13.00	908,370
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: NEIGHBORHOOD ENHANCEMENT				
B27	Compliance Services Administrator	1.00	87,660	1.00	1.00	89,850
B23	Supvsr, Code Compliance	1.00	72,750	1.00	1.00	74,570
B21	Recreation Coordinator	1.00	65,980	1.00	1.00	67,630
A22	Code Enforcement Officer 2	6.00	369,300	6.00	6.00	370,200
A22	Program Coordinator	1.00	61,550	1.00	1.00	63,410
A18	Community Svcs Counselor II	1.20	57,920	1.20	1.20	57,990
A14	Code Enforcement Officer 1 ¹	1.00	44,770	2.00	2.00	84,880
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
DIVISION TOTAL		13.20	804,700	14.20	14.20	854,630
¹ 1.0 FTE added for FY 16-17						
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: LIBRARY				
B31	Manager, Library Services	1.00	106,720	1.00	1.00	100,500
B25	Management Analyst II	1.00	74,490	1.00	1.00	80,000
B24	Librarian, Division	3.00	220,060	3.00	3.00	219,020
B23	Supvsr, Circulation	1.00	72,750	1.00	1.00	74,560
A25	Dept Tech Support Analyst I	1.00	69,710	1.00	1.00	71,790
A24	Librarian, Sr ¹	5.75	382,330	5.50	5.50	378,740
A21	Librarian	2.75	154,280	2.75	3.75	212,900
A17	Library Associate ²	7.00	338,710	7.00	6.00	300,010
A15	Library Assistant III ³	6.10	259,810	5.10	6.10	269,320
A14	Staff Assistant I	2.00	82,410	2.00	2.00	78,630
A12	Library Assistant II ^{4,5}	4.50	185,720	6.00	5.00	199,800
A09	Custodial Worker I	1.00	36,970	1.00	1.00	38,090
A08	Library Assistant I ¹	7.60	272,200	7.35	7.35	269,430
A04	Security Officer	1.00	34,010	1.00	1.00	28,120
DIVISION TOTAL		44.70	2,290,170	44.70	44.70	2,320,910
¹ .25 FTE reduced during FY 15-16						
² 1.0 FTE reclassified to Librarian during FY 15-16						
³ 1.0 FTE reclassified to Library Assistant II during FY 15-16						
⁴ .50 FTE added during FY 15-16						
⁵ 1.0 FTE reclassified to Library Assistant III during FY 15-16						

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: POLICE		1.00				
K04	Police Chief	1.00	136,070	1.00	1.00	146,450
B19	Supvsr, Office	1.00	59,630	1.00	1.00	61,120
A12	Office Assistant	1.00	41,270	1.00	1.00	38,560
DIVISION TOTAL		3.00	236,970	3.00	3.00	246,130

DEPARTMENT: POLICE		DIVISION: SUPPORT				
F04	Deputy Police Chief	1.00	114,520	1.00	1.00	123,260
F03	Lieutenant	1.00	101,740	1.00	1.00	106,390
F01	Sergeant	3.00	270,510	3.00	3.00	277,310
E12	Police Officer	2.00	143,080	2.00	2.00	148,850
B27	Manager, Customer Svc & Records	-	-	1.00	1.00	89,520
B25	Budget Analyst	1.00	79,870	1.00	1.00	81,870
B25	Supvsr, Police Records ¹	1.00	79,870	-	-	-
B21	Supvsr, Police Records Shift	3.00	185,980	3.00	3.00	195,930
B17	Human Resources Tech	1.00	54,250	1.00	1.00	55,610
A34	Dept Tech Support Analyst II	-	-	1.00	1.00	78,860
A25	Dept Tech Support Analyst I ²	1.00	69,710	-	-	-
A22	Crime Analyst	1.00	61,550	1.00	1.00	63,400
A21	Buyer	1.00	54,250	1.00	1.00	60,460
A16	Police Property Technician	3.00	133,970	3.00	3.00	137,950
A16	Police Records Technician	14.00	636,040	14.00	14.00	666,100
A14	Staff Assistant I	1.00	43,290	1.00	1.00	39,250
DIVISION TOTAL		34.00	2,028,630	34.00	34.00	2,124,760

¹ 1.0 FTE reclassified to Manager, Cust Svc & Records during FY 15-16

² 1.0 FTE reclassified to Dept Tech Support Analyst II during FY 15-16

DEPARTMENT: POLICE		DIVISION: INVESTIGATIONS				
F04	Deputy Police Chief	1.00	114,520	1.00	1.00	123,260
F03	Lieutenant	3.00	305,220	3.00	3.00	319,150
F01	Sergeant	7.00	631,190	7.00	7.00	647,050
E24	Police Lab Technician	2.00	171,780	2.00	2.00	177,410
E16	Corporal	4.00	300,360	4.00	4.00	312,490
E12	Police Officer	36.00	2,575,440	36.00	36.00	2,675,410
B23	Management Analyst I	1.00	72,750	1.00	1.00	74,560
B14	Staff Assistant II	1.00	41,270	1.00	1.00	46,100
A22	Program Coordinator ¹	2.00	123,100	1.00	1.00	63,410
A15	Facility Maintenance II	-	-	1.00	1.00	40,190
A16	Police Records Technician	1.00	48,370	1.00	1.00	49,820
DIVISION TOTAL		58.00	4,384,000	58.00	58.00	4,528,850

¹ 1.0 FTE reclassified to Facility Maintenance II during FY 15-16

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Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: POLICE		DIVISION: PATROL				
F04	Deputy Police Chief	1.00	114,520	1.00	1.00	120,340
F03	Lieutenant	4.00	406,960	4.00	4.00	422,950
F01	Sergeant	14.00	1,262,380	14.00	14.00	1,291,850
E16	Corporal	14.00	1,047,710	14.00	14.00	1,088,930
E12	Police Officer ¹	95.00	6,542,660	97.00	97.00	6,810,110
A22	Program Coordinator	1.00	61,550	1.00	1.00	63,410
A17	Telephone Report Specialist, Sr	1.00	50,350	1.00	1.00	51,860
A15	Telephone Report Specialist	2.00	78,510	2.00	2.00	85,260
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
DIVISION TOTAL		133.00	9,609,410	135.00	135.00	9,980,810
¹ 2.0 FTE added for FY 16-17						
DEPARTMENT: FIRE		DIVISION: ADMINISTRATION				
K10	Fire Chief	1.00	136,070	1.00	1.00	146,460
B25	Management Analyst II	1.00	79,870	1.00	1.00	81,870
B23	Management Analyst I	-	-	1.00	1.00	73,740
B21	Administrative Analyst III ¹	1.00	65,980	-	-	-
A22	Administrative Analyst II	1.00	61,550	1.00	1.00	63,410
A15	Records Specialist	1.00	46,470	1.00	1.00	47,860
A14	Staff Assistant I	1.00	41,850	1.00	1.00	38,930
DIVISION TOTAL		6.00	431,790	6.00	6.00	452,270
¹ 1.0 FTE reclassified to Management Analyst I during FY 15-16						
DEPARTMENT: FIRE		DIVISION: EMERGENCY OPERATIONS				
D10	Asst Fire Chief of Operations	-	-	1.00	1.00	123,510
D07	Deputy Fire Chief ¹	2.00	229,500	1.00	1.00	119,980
C04	Battalion Chief	6.00	642,780	6.00	7.00	740,850
C99	Training Officer	1.00	98,340	1.00	1.00	100,310
C50	Fire Apparatus Operator ²	36.00	2,744,950	36.00	39.00	2,980,910
C10	Firefighter-Medic ^{3,4}	58.00	3,987,950	58.00	63.00	4,189,720
C09	Fire Captain ²	36.00	3,340,080	36.00	39.00	3,624,800
A14	Staff Assistant I	1.00	44,330	1.00	1.00	46,100
DIVISION TOTAL		140.00	11,087,930	140.00	152.00	11,926,180
¹ 1.0 FTE reclassified to Asst Fire Chief of Operations during FY 15-16						
² 3.0 FTE added for FY 16-17						
³ 1.0 FTE reclassified to Battalion Chief during FY 15-16						
⁴ 6.0 FTE added for FY 16-17						
DEPARTMENT: FIRE		DIVISION: FIRE AND LIFE SAFETY (PREVENTION SERVICES)				
D07	Deputy Fire Chief	1.00	114,750	1.00	1.00	117,140
C93	Deputy Fire Marshall	4.00	344,080	4.00	4.00	350,950
B26	Manager, Emergency Preparedness	1.00	83,420	1.00	1.00	85,500
DIVISION TOTAL		6.00	542,250	6.00	6.00	553,590

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Job	Job Name	Adopted FY 2015-16		Mgr Rec FTE	FY 2016-17 Adopted	
		FTE	Amount		FTE	Amount
DEPARTMENT: INFORMATION TECHNOLOGY						
K06	Director, Information Technology	1.00	121,060	1.00	1.00	139,480
B32	Manager, IT Division	-	-	1.00	1.00	108,590
B31	Manager, Systems Programming	1.00	106,720	1.00	1.00	109,390
B29	Supvsr, IT ¹	1.00	96,710	-	-	-
B28	Manager, GIS	1.00	92,200	1.00	1.00	94,500
B27	Manager, Project	-	-	1.00	1.00	89,850
B25	Management Analyst II ²	1.00	79,870	-	-	-
A40	Solutions Architect	1.00	96,570	1.00	1.00	99,000
A39	IT Programmer Analyst ³	5.00	426,310	6.00	6.00	528,710
A38	Oracle Programmer Analyst, Lead	1.00	99,520	1.00	1.00	102,500
A38	Oracle Database Admin	2.00	183,460	2.00	2.00	192,610
A38	Systems Analyst, Lead	1.00	99,520	1.00	1.00	102,500
A37	IT Programmer Analyst, Lead	1.00	94,800	1.00	1.00	97,660
A37	IT GIS Programmer Analyst, Lead	1.00	88,150	1.00	1.00	97,660
A37	System Analyst Sr	1.00	94,800	1.00	1.00	97,660
A37	Oracle Programmer Analyst	2.00	192,370	2.00	2.00	180,450
A36	Network Analyst, Sr	2.00	168,910	2.00	2.00	177,960
A35	Network Technician, Lead	1.00	83,850	1.00	1.00	87,890
A35	IT GIS Programmer Analyst	2.00	169,230	2.00	2.00	176,090
A35	Network Analyst	2.00	164,800	2.00	2.00	164,870
A35	Telecommunications Analyst	1.00	85,620	1.00	1.00	88,200
A34	Department Support Analyst II	1.00	65,480	1.00	1.00	73,990
A34	Web Developer	1.00	67,800	1.00	1.00	67,440
A33	Network Technician	5.00	323,560	5.00	5.00	324,410
A29	Enterprise Business Systems Analyst ⁴	-	-	2.00	2.00	156,500
A25	Department Support Analyst I ⁵	1.00	60,330	-	-	-
A24	GIS Analyst	1.00	56,180	1.00	1.00	63,020
A22	GIS Technician	1.00	61,550	1.00	1.00	63,410
A19	Administrative Analyst I	1.00	52,870	1.00	1.00	56,080
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
DIVISION TOTAL		40.00	3,277,010	42.00	42.00	3,586,520

¹ 1.0 FTE reclassified to IT Division Manager during FY 15-16

² 1.0 FTE reclassified to Project Manager during FY 15-16

³ 1.0 FTE added for FY 16-17

⁴ 1.0 FTE added for FY 16-17

⁵ 1.0 FTE added as Enterprise Business Analyst instead of Department Support Analyst I during FY 15-16

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: URBAN DEVELOPMENT SERVICES				
K07	Urban Development Director	1.00	128,320	1.00	1.00	116,220
B32	Asst Director of Urban Development	1.00	112,090	1.00	1.00	101,670
B30	Manager, Real Property Services	1.00	101,650	1.00	1.00	104,190
B28	Manager, Downtown Revitalization	1.00	92,200	1.00	1.00	94,500
B27	Manager, Project	-	-	2.00	2.00	179,690
B27	Manager, Urban Dev Project	2.00	175,320	-	-	-
B27	Manager, Federal Programs	1.00	87,660	1.00	1.00	89,850
B26	Supvsr, Financial Services	1.00	83,420	1.00	1.00	85,510
B25	Management Analyst II	1.00	79,870	1.00	1.00	81,870
B24	Project Coordinator	2.50	183,060	2.50	2.50	190,670
B24	Manager, UD Public Information	1.00	76,220	1.00	1.00	78,130
B21	Administrative Analyst III	1.00	65,980	1.00	1.00	67,630
B19	Supvsr, Office	1.00	59,630	1.00	1.00	61,120
A27	Real Property Services Specialist	1.00	75,390	1.00	1.00	77,650
A22	Relocation/Real Estate Title Spec.	1.00	61,550	1.00	1.00	63,410
A14	Accounting Assistant	1.00	44,770	1.00	1.00	46,100
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
A12	Office Assistant	1.00	39,490	1.00	1.00	42,270
DIVISION TOTAL		19.50	1,511,390	19.50	19.50	1,526,580
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: PARKING SERVICES				
B23	Supvsr, Parking and Security Ops	1.00	72,750	1.00	1.00	60,220
A14	Enforcement Officer, Sr	1.00	44,770	1.00	1.00	46,100
A12	Parking Enforcement Officer ¹	11.00	374,980	11.00	11.00	419,540
DIVISION TOTAL		13.00	492,500	13.00	13.00	525,860

¹ Specialized salary adjustment from A11 during FY 15-16

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Adopted Amount
DEPARTMENT: PUBLIC WORKS		DIVISION: TRANSPORTATION				
B32	Manager, Transp/Develop Services ¹	1.00	112,090	-	-	-
B27	Manager, Transportation Planning ²	-	-	1.00	1.00	89,850
B42	Engineer 4	1.00	102,550	1.00	1.00	105,110
B41	Engineer 3	2.00	195,480	2.00	2.00	200,360
B27	Engineer 2	1.00	85,540	1.00	1.00	89,850
B25	Supvsr, PW Services	2.00	159,740	2.00	2.00	163,740
B24	Supvsr, PW Field	2.00	143,840	2.00	3.00	203,820
B23	Management Analyst I	1.00	72,750	1.00	1.00	74,560
A28	Planner III	-	-	1.00	1.00	76,150
A27	Electrician II	1.00	74,420	1.00	1.00	77,650
A25	Electrician I	2.00	133,260	3.00	3.00	208,970
A22	Traffic Technician, Sr	1.00	61,550	1.00	1.00	63,410
A22	Signal Technician ³	1.00	61,550	-	-	-
A20	Traffic Technician	1.00	56,520	1.00	1.00	58,230
A19	Engineer Tech II ⁴	1.00	54,440	1.00	-	-
A19	PW Project Leader	5.00	276,220	5.00	5.00	280,420
A17	PW Crew Leader ⁵	3.00	149,730	5.00	5.00	253,020
A16	PW Maintenance Operator II ⁶	9.00	413,120	10.00	10.00	475,970
A15	Engineer Tech I	1.00	46,470	1.00	1.00	47,860
A15	PW Signs and Markings Worker	4.00	185,880	4.00	4.00	188,770
A14	PW Maint Operator I ^{6,7}	9.00	379,960	10.00	10.00	429,700
DIVISION TOTAL		48.00	2,765,110	53.00	53.00	3,087,440
¹ 1.0 FTE transferred to PW Administration for FY 16-17 ² 1.0 FTE transferred from PW Administration for FY 16-17 ³ 1.0 FTE reclassified to Electrician I for FY 16-17 ⁴ 1.0 FTE reclassified to Supvsr, PW Field during FY 15-16 ⁵ 2.0 seasonal converted to FTE for FY 16-17 ⁶ 1.0 seasonal converted to FTE for FY 16-17 ⁷ Specialized salary adjustment from A13 during FY 15-16						
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: AIRPORT				
B29	Manager, Airport	1.00	96,710	1.00	1.00	99,140
A22	Administrative Analyst II	1.00	61,550	1.00	1.00	63,410
A15	Airport Maintenance Operator	2.00	91,380	2.00	2.00	95,720
DIVISION TOTAL		4.00	249,640	4.00	4.00	258,270

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Adopted Amount
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: BUILDING AND SAFETY				
B31	Building & Safety Administrator	1.00	106,720	1.00	1.00	109,390
B42	Engineer 4	1.00	102,550	1.00	1.00	105,110
B26	Supvsr, Bldg & Safety ¹	1.00	83,420	1.00	-	-
B24	Project Coordinator	1.00	61,240	1.00	1.00	78,130
B21	Administrative Analyst III	-	-	-	1.00	69,060
A28	Bldg Inspector, Senior	4.00	301,820	4.00	4.00	324,560
A27	Comml. Electrical Inspector 3	1.00	75,390	1.00	1.00	77,650
A27	Comml Plumbing Inspector 3	1.00	75,390	1.00	1.00	77,650
A27	Plans Examiner II ²	2.00	150,780	2.00	3.00	218,720
A25	Comb Struct/Mech Inspector 2	1.00	65,480	1.00	1.00	70,320
A25	Comml. Mech Inspector 2	1.00	69,710	1.00	1.00	71,790
A19	Administrative Analyst I	1.00	44,770	1.00	1.00	51,870
A17	Permit Technician	2.00	94,680	2.00	2.00	101,230
A15	Permit Specialist ²	4.00	177,080	4.00	5.00	228,220
DIVISION TOTAL		21.00	1,409,030	21.00	23.00	1,583,700

¹ 1.0 FTE reclassified to Administrative Analyst III during FY 15-16

² 1.0 FTE added for FY 16-17

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ADMINISTRATION				
K03	Director, Public Works	1.00	142,860	1.00	1.00	146,430
B44	Asst Director of Public Works	1.00	118,820	1.00	1.00	121,790
B32	Manager, Transp/Develop Services ¹	-	-	1.00	1.00	112,140
B43	Engineer 5	2.00	191,140	2.00	2.00	195,920
B42	Engineer 4	1.00	102,550	1.00	1.00	105,110
B27	Manager, Transportation Planning ²	1.00	87,660	-	-	-
B27	Engineer 2	1.00	87,660	1.00	1.00	89,850
B27	Supvsr, Parks Planning	-	-	-	1.00	81,870
B25	Budget Analyst	1.00	79,870	1.00	1.00	81,870
B25	Management Analyst II ³	3.00	232,490	3.00	2.00	163,740
B24	Natural Resource Specialist	1.00	76,220	1.00	1.00	78,130
B24	Project Coordinator	2.00	146,640	2.00	2.00	153,930
B23	Management Analyst I	1.00	64,410	1.00	1.00	70,990
B21	Administrative Analyst III	1.00	65,980	1.00	1.00	67,630
B19	Supvsr, Office	1.00	45,950	1.00	2.00	86,870
B17	Executive Assistant	-	-	-	1.00	50,430
B15	Staff Assistant II ⁴	1.00	46,980	1.00	-	-
A24	Environmental Compliance Specialist ⁵	1.00	66,850	-	-	-
A24	Planner II ^{2,6}	1.00	66,850	-	-	-
A22	Administrative Analyst II	1.00	61,550	1.00	1.00	63,410
A22	Program Coordinator	2.00	110,960	4.00	4.00	228,060
A21	Buyer	1.00	59,100	1.00	1.00	60,870
A21	Engineering Technician III ⁷	1.00	59,100	-	-	-
A17	Permit Technician	-	-	-	1.00	45,210
A16	Desktop Publishing Specialist	2.00	92,700	2.00	2.00	96,800
A15	Permit Specialist ⁸	2.00	89,180	2.00	1.00	47,850
A14	Staff Assistant I	9.00	397,320	9.00	9.00	406,590
A12	Office Assistant ⁹	5.00	203,390	5.00	4.00	170,050
DIVISION TOTAL		43.00	2,696,230	42.00	42.00	2,725,540

¹ 1.0 FTE transferred from Transportation for FY 16-17

² 1.0 FTE transferred to Transportation for FY 16-17

³ 1.0 FTE reclassified to Supvsr, Parks Planning during FY 15-16

⁴ 1.0 FTE reclassified to Executive Assistant during FY 15-16

⁵ 1.0 FTE added as Program Coordinator instead of Environmental Compliance Specialist during FY 15-16

⁶ 1.0 FTE reclassified to Planner III, A28 during FY 15-16

⁷ 1.0 FTE reclassified to Program Coordinator for FY 16-17

⁸ 1.0 FTE reclassified to Permit Technician during FY 15-16

⁹ 1.0 FTE reclassified to Supvsr, Office during FY 15-16

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ENGINEERING				
B44	City Engineer	1.00	118,820	1.00	1.00	121,790
B43	Engineer 5	3.00	323,160	3.00	3.00	331,240
B42	Engineer 4	7.00	694,040	7.00	7.00	711,720
B41	Engineer 3	5.00	479,620	5.00	7.00	645,640
B27	Engineer 2 ¹	8.00	693,180	8.00	6.00	534,470
B26	Engineer 1 ²	3.00	224,040	4.00	4.00	314,410
B25	Management Analyst II	1.00	79,870	1.00	1.00	81,870
B23	Supvsr, Inspection	1.00	72,750	1.00	1.00	74,560
B23	Management Analyst I	1.00	72,750	1.00	1.00	74,560
A24	Civil Engineer Assistant	2.00	128,030	2.00	2.00	137,070
A24	GIS Analyst	1.00	62,830	1.00	1.00	62,140
A23	PW Development & Inspec. Spec	6.00	374,800	6.00	6.00	373,490
A22	GIS Engineering Technician	2.00	123,100	2.00	2.00	118,420
A22	CADD Technician	3.00	185,950	3.00	3.00	190,240
A22	Program Coordinator	2.00	114,420	2.00	2.00	120,080
A21	Engr Tech III ³	2.00	118,200	1.00	1.00	60,870
A14	Staff Assistant I	3.00	127,410	3.00	3.00	132,670
DIVISION TOTAL		51.00	3,992,970	51.00	51.00	4,085,240

¹ 2.0 FTE reclassified to Engineer 3 during FY 15-16

² Salary adjustment from B25 for FY 15-16

³ 1.0 FTE reclassified to Engineer 1 for FY 16-17

DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: WASTEWATER TREATMENT				
B31	Manager, WWTP Svc	1.00	106,720	1.00	1.00	109,390
B27	Manager, WWTP Oper and Maint	1.00	87,660	1.00	1.00	89,850
B27	Supvsr, Laboratory	1.00	85,540	1.00	1.00	89,850
B25	Supvsr, WW Instruments/Electrical	1.00	79,870	1.00	1.00	81,870
B23	Supvsr, WTP Mechanical	1.00	72,750	1.00	1.00	74,560
B23	Supvsr, Residuals	1.00	72,750	1.00	1.00	59,650
B23	Supvsr, WTP Shift	3.00	218,250	3.00	3.00	221,900
B21	Administrative Analyst III	1.00	65,980	1.00	1.00	67,630
A34	Dept Tech Support Analyst II	1.00	78,780	1.00	1.00	81,140
A27	Electrician 2	1.00	75,390	1.00	1.00	77,650
A26	Instrument Technician	3.00	211,810	3.00	3.00	223,940
A25	Dept Tech Support Analyst I	1.00	69,710	1.00	1.00	71,790
A25	Electrician 1	2.00	131,060	2.00	2.00	140,430
A23	WTP Technician II	2.00	128,220	2.00	2.00	132,050
A23	WTP Operator 3	6.00	373,120	6.00	6.00	389,070
A22	Laboratory Technician II	4.00	229,730	4.00	4.00	241,280
A21	WTP Technician I	3.00	177,300	3.00	3.00	182,590
A21	WTP Operator 2 ¹	12.00	674,900	15.00	15.00	837,960
A19	Laboratory Technician I	3.00	156,770	3.00	3.00	163,560
A18	WTP Operator 1	2.00	104,700	2.00	2.00	107,870
A15	PW Facility Maintenance Operator	1.00	41,020	1.00	1.00	44,030
DIVISION TOTAL		51.00	3,242,030	54.00	54.00	3,488,060

¹ 3.0 FTE added for FY 16-17

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: OPERATIONS				
B44	Manager, PW Operations Services	1.00	118,820	1.00	1.00	121,790
B30	Manager, Water Services	1.00	81,640	1.00	1.00	104,190
B29	Manager, WW Collections System	1.00	96,710	1.00	1.00	99,140
B28	Manager, Water Res Program	1.00	92,200	1.00	1.00	94,500
B27	Manager, Customer Service and Records ¹	1.00	84,130	1.00	1.00	89,850
B26	Supvsr, Water Quality and Treatment	1.00	80,160	1.00	1.00	85,510
B25	Supvsr, Stormwater Quality	1.00	79,870	1.00	1.00	81,870
B25	Supvsr, PW Services	1.00	79,870	1.00	1.00	81,870
B24	Supvsr, Operations & Maintenance	1.00	76,220	1.00	1.00	78,130
B24	Supvsr, PW Field	10.00	717,890	10.00	10.00	748,880
B23	Management Analyst I	2.00	144,340	2.00	2.00	149,130
B23	Supvsr, Customer Service	1.00	72,750	1.00	1.00	74,560
B21	Natural Res Outreach Specialist	1.00	65,980	1.00	1.00	67,630
B21	Supvsr, PW Dispatch Cntr	1.00	59,900	1.00	1.00	54,380
A34	Dept Tech Support Analyst II	1.00	78,780	1.00	1.00	81,140
A26	Instrument Technician	2.00	144,960	2.00	2.00	149,290
A24	GIS Analyst	1.00	55,480	1.00	1.00	64,520
A24	Environmental Compliance Specialist	5.00	334,250	5.00	5.00	344,310
A23	Flow Monitoring Analyst	3.00	192,330	3.00	3.00	198,070
A23	PW Develop. & Inspec. Specialist	2.00	119,940	2.00	2.00	126,080
A23	Systems Technician	5.00	320,550	5.00	5.00	319,100
A22	Program Coordinator	2.00	106,270	2.00	2.00	113,820
A22	Natural Infrastructure Specialist	1.00	61,550	1.00	1.00	52,900
A21	Engineering Technical III	1.00	51,020	1.00	1.00	54,680
A21	Flow Monitoring Technician	3.00	167,560	3.00	3.00	174,150
A21	Water Treatment Operator	4.00	235,970	4.00	4.00	225,870
A19	Engineering Technician II	3.00	163,320	3.00	3.00	159,150
A19	PW Project Leader	3.00	143,060	3.00	3.00	163,010
A18	Environmental Compliance Tech.	1.00	52,350	1.00	1.00	53,930
A18	Water Quality Technician	2.00	96,230	2.00	2.00	99,140
A17	PW Crew Leader	22.00	1,087,780	23.00	28.00	1,423,380
A17	Sewer Maint & Repair Tech ²	5.00	249,570	5.00	-	-
A16	Customer Service Rep 2	10.50	500,350	10.50	10.50	512,190
A16	Flow Monitoring Operator	2.00	96,740	2.00	2.00	99,640
A16	Water Meter Service Worker 2 ³	1.00	58,460	-	-	-
A16	PW Maintenance Operator II ^{4,5}	15.00	726,540	16.00	16.00	766,600
A15	PW Facility Maintenance Operator	1.00	47,920	1.00	1.00	47,860
A14	Water Meter Service Worker 1 ⁶	1.00	46,080	-	-	-
A14	Clerk Dispatcher	6.30	270,890	6.30	6.30	277,770
A14	Customer Service Rep 1	3.00	134,310	3.00	3.00	138,310
A14	PW Maintenance Operator I ^{5,7}	25.00	1,025,980	27.00	27.00	1,140,580
DIVISION TOTAL		154.80	8,418,720	156.80	156.80	8,716,920

¹ Title changed from Manager, Customer Svc during FY 15-16

² 5.0 FTE retitled to PW Crew Leader during FY 15-16

³ 1.0 FTE reclassified to PW Crew Leader during FY 15-16

⁴ Specialized salary adjustment from A15 during FY 15-16

⁵ 1.0 FTE added for FY 16-17

⁶ 1.0 FTE reclassified to PW Maint Oper I during FY 15-16

⁷ Specialized salary adjustment from A13 during FY 15-16

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE Amount	
DEPARTMENT: FIRE		DIVISION: EMERGENCY MEDICAL SERVICES				
C99	EMS Coordinator	1.00	98,340	1.00	1.00	100,310
C99	EMS Trainer	1.00	98,340	1.00	1.00	100,310
DIVISION TOTAL		2.00	196,680	2.00	2.00	200,620
DEPARTMENT: POLICE		DIVISION: COMMUNICATIONS & INFORMATION (9-1-1)				
V01	Director, Public Safety Comm	1.00	113,880	1.00	1.00	122,570
V06	Manager, Comm Center Operations	1.00	83,040	1.00	1.00	104,250
V05	Manager, WVCC Project	1.00	92,200	1.00	1.00	94,500
V04	Manager, Comm Center Support Svc	1.00	86,790	1.00	1.00	88,970
U01	Supvsr, Communications Shift	7.00	545,370	7.00	7.00	567,520
Q04	9-1-1 Call Taker	9.00	387,800	9.00	9.00	389,320
Q03	Communications Specialist III	4.00	290,510	4.00	4.00	262,530
Q02	Communications Specialist II	41.00	2,551,360	41.00	41.00	2,541,790
Q01	Communications Specialist I	5.00	232,270	5.00	5.00	254,590
A25	Dept Tech Support Analyst I	1.00	69,710	1.00	1.00	71,790
A22	Administrative Analyst II	1.00	61,550	1.00	1.00	63,410
A19	Administrative Analyst I	1.00	54,440	1.00	1.00	56,080
DIVISION TOTAL		73.00	4,568,920	73.00	73.00	4,617,320
DEPARTMENT: HUMAN RESOURCES		DIVISION: FLEET SERVICES				
B26	Supt., Fleet Warehouse	1.00	83,420	1.00	1.00	85,500
B23	Supvsr, Equip Shop	1.00	72,750	1.00	1.00	74,560
B17	Supvsr, Warehouse ^{1,2}	1.00	54,250	-	-	-
A22	Administrative Analyst II	1.00	56,520	1.00	1.00	60,870
A21	Fleet Services Lead Technician	2.00	118,200	2.00	2.00	121,730
A20	Fleet Services Technician	7.00	393,560	7.00	7.00	391,600
A14	Staff Assistant I	1.00	44,770	1.00	1.00	46,100
A13	Automotive Service Worker	1.00	43,000	1.00	1.00	44,310
A12	Parts & Supply Clerk ³	4.00	167,600	2.00	2.00	85,030
DIVISION TOTAL		19.00	1,034,070	16.00	16.00	909,700
¹ 1.0 FTE reclassified to Procurement Analyst during FY 15-16 ² 1.0 FTE transferred to Warehouse for FY 16-17 ³ 2.0 FTE transferred to Warehouse for FY 16-17						

ANALYSIS OF POSITIONS AND WAGES

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding salary and wages expense at budget adoption.

Job	Job Name	Adopted FY 2015-16		FY 2016-17		
		FTE	Amount	Mgr Rec FTE	Adopted FTE	Adopted Amount
DEPARTMENT: POLICE		DIVISION: RADIO COMMUNICATIONS				
B23	Supvsr, Radio Communications	1.00	62,830	1.00	1.00	68,860
A24	Communications Analyst	1.00	66,850	1.00	1.00	68,860
A21	Communication Technician II	1.00	59,100	1.00	1.00	60,870
A17	Communications Technician I	1.00	50,350	1.00	1.00	51,870
DIVISION TOTAL		4.00	239,130	4.00	4.00	250,460
DEPARTMENT: INFORMATION TECHNOLOGY		DIVISION: PRINTING & REPROGRAPHICS				
A18	Reprographics Coordinator	1.00	52,350	1.00	1.00	53,930
A16	Reprographics Specialist	2.00	96,740	2.00	2.00	99,640
A06	Clerk Messenger	3.00	99,950	3.00	3.00	105,700
DIVISION TOTAL		6.00	249,040	6.00	6.00	259,270
DEPARTMENT: PUBLIC WORKS		DIVISION: WAREHOUSE SERVICES				
B23	Procurement Analyst ¹	-	-	1.00	1.00	63,150
A12	Parts & Supply Clerk ²	-	-	2.00	2.00	85,020
DIVISION TOTAL		-	-	3.00	3.00	148,170
¹ 1.0 FTE transferred from Fleet Services for FY 16-17						
² 2.0 FTE transferred from Fleet Services for FY 16-17						
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - BENEFITS				
B25	Manager, Benefits	1.00	79,260	1.00	1.00	81,870
B16	Human Resources Assistant	1.00	51,860	1.00	1.00	53,160
B15	Staff Assistant II	1.00	46,980	1.00	1.00	50,430
DIVISION TOTAL		3.00	178,100	3.00	3.00	185,460
¹ Specialized salary adjustment from B14 for FY 16-17						
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - RISK MANAGEMENT				
B27	Manager, Risk	1.00	78,050	1.00	1.00	83,130
B21	Risk Safety Coordinator ¹	3.00	178,940	2.00	2.00	135,880
B16	Human Resources Assistant	-	-	1.00	1.00	48,410
DIVISION TOTAL		4.00	256,990	4.00	4.00	267,420
¹ 1.0 FTE reclassified to Human Resources Assistant during FY 15-16						

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.



Budget Adoption

PUBLIC NOTICE

NOTICE OF PUBLIC HEARING

NOTICE OF BUDGET COMMITTEE MEETINGS FOR THE CITY OF SALEM, OREGON AND THE URBAN RENEWAL AGENCY OF THE CITY OF SALEM, OREGON

A 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, 2016 to June 30, 2017 will be held at the Civic Center, City Council Chambers, Room 240, 555 Liberty Street SE, Salem, Oregon. The first meeting will take place on April 13, 2016 at 6:00 p.m. The purpose of the meeting is to receive the budget message and public comment on the City's proposed budget. The Urban Renewal Agency Budget will be reviewed during the public meeting on April 27, 2016. A copy of this public notice can also be found on the City of Salem's website at www.cityofsalem.net. A copy of the complete budget document may be viewed or obtained on and after April 14, 2016 at the Salem Civic Center, Room 230, on normal working days, between the hours of 8:00 a.m. and 5:00 p.m. The budget will also be available on the internet on and after April 14, 2016 at: <http://www.cityofsalem.net/Departments/Budget/Pages/FY2016-17.aspx>.

Listed below are the dates of additional Budget Committee meetings, where the public may comment, and deliberation of the Budget Committee will take place. Any person may appear at any of these meetings and provide comment on the proposed programs to the Budget Committee. The following Budget Committee meetings will begin at 6:00 p.m. at the Civic Center, City Council Chambers, Room 240, 555 Liberty St. SE, Salem, Oregon.

April 20, 2016
April 27, 2016
May 4, 2016
May 11, 2016

For additional information, contact Kelley Jacobs at (503)588-6049 or kiacobs@cityofsalem.net. Americans with Disabilities Act accommodations shall be provided upon request with 24 hours advance notice.

Statesman Journal March 29, 2016

PUBLIC NOTICE

NOTICE OF BUDGET HEARING

A meeting of the Salem City Council will be held on June 6, 2016 at 6:30 pm at the City Council Chambers, 555 Liberty St. SE, Room 240, Salem, Oregon. This is a public meeting where deliberation of the budget for the fiscal year beginning July 1, 2016 as approved by the City of Salem Budget Committee will take place. Any person may appear at this meeting and discuss the Budget Committee approved budget. A summary of the budget is presented below. A copy of the complete budget may be viewed between 8:00 a.m. and 5:00 p.m. on normal working days at Room 230 in the Civic Center or at the Salem Public Library during normal Library hours. The budget is also available on the Internet at <http://www.cityofsalem.net/budget>. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their affect on the budget are explained below. This budget is for an annual period. Americans with Disabilities Act accommodations for the June 6, 2016 meeting shall be provided upon request with 24 hours advance notice.

Contact: Kelley Jacobs Telephone: 503-588-6049 Email: kiacobs@cityofsalem.net

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2014-15	Adopted Budget This Year 2015-16	Approved Budget Next Year 2016-17
Beginning Fund Balance/ Net Working Capital	171,952,848	175,200,300	179,235,560
Fees, Licenses, Permits, Fines, Assessments and Other Service Charges	126,537,611	129,872,960	132,970,760
Federal, State and All Other Grants, Gifts, Allocations and Donations	36,146,626	52,778,970	48,538,240
Revenue from Bonds and Other Debt	940,000	560,000	2,000,000
Interfund Transfers / Internal Service Reimbursements	90,112,042	88,112,120	94,282,650
All Other Resources Except Current Year Property Taxes	11,093,728	8,055,190	3,320,560
Current Year Property Taxes Estimated to be Received	67,131,227	69,499,370	72,743,700
Total Resources	503,914,081	524,078,910	533,091,470

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	123,697,219	142,006,580	141,678,020
Materials and Services	116,651,833	219,427,680	218,543,990
Capital Outlay	5,064,667	14,046,390	17,550,590
Debt Service	37,582,325	40,001,040	39,315,850
Interfund Transfers	22,543,799	15,295,320	23,918,100
Contingencies	0	8,525,650	14,760,100
Special Payments	14,431,055	18,163,070	12,742,410
Unappropriated Ending Balance and Reserved for Future Expenditure	181,943,180	66,613,180	64,582,410
Total Requirements	503,914,081	524,078,910	533,091,470

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM

Name of Organizational Unit or Program FTE for that unit or program			
Mayor & Council	181.319	228.270	225.990
FTE	0.00	0.00	0.00
Municipal Court	1,714.669	1,830.040	1,874.510
FTE	14.00	13.50	14.00
City Manager's Office	4,979.981	5,532.400	5,065.250
FTE	43.00	42.50	41.00
Human Resources	37,379.541	52,130.640	55,002.720
FTE	58.80	59.00	58.00
Legal	1,797.962	2,200.290	2,132.350
FTE	15.00	15.00	15.00
Community Development	6,298.634	7,786.300	9,003.110
FTE	52.20	51.20	52.20
Library	4,356.433	4,898.550	4,837.660
FTE	45.05	44.70	44.70
Police	54,086.673	60,442.830	64,701.790
FTE	302.50	305.00	307.00
Fire	26,010.638	28,180.060	27,883.010
FTE	154.00	154.00	154.00
Public Works	132,517.967	227,965.960	234,708.700
FTE	378.50	391.50	409.00
Information Technology	7,297.169	8,857.170	11,076.510
FTE	43.00	46.00	48.00
Urban Development	13,025.818	22,177.250	21,580.040
FTE	33.50	36.50	36.50
Not Allocated to Organizational Unit or Program	214,267.278	101,849.130	94,999.830
FTE	0.00	0.00	0.00
Total Requirements	503,914,081	524,078,910	533,091,470
Total FTE	1,139.55	1,158.90	1,179.40

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

CHANGES IN ACTIVITY
Net citywide full-time equivalent position addition of 20.50 FTE. Where no year-to-year changes in activity are noted, cost increases or decreases are related to general operations. The Administrative Services Department was dissolved as part of the FY 2016-17 budget development. With the disbursement of programs within the former department to other City departments, the historical costs and FTE counts have been adjusted to align with the new organizational structure. **City Manager's Office** - Dissolution of the Administrative Services Department shifted Finance / Procurement and the Municipal Court to the City Manager's Office. A net decrease of 1.00 FTE for the programs now within the City Manager's Office. **Human Resources** - Dissolution of the Administrative Services Department shifted Fleet Services and Facilities Services to the Human Resources Department. Net increase in expenditure authority primarily due to increased level of reserves and stop loss insurance costs in the Self Insurance Fund (365). A net decrease in position authority represents the shift of Warehouse Services from Fleet Services to the Public Works Department. **Community Development** - An increase in position authority of 1.00 FTE for code enforcement activities. Expenditure increase is primarily due to transfer expense in the Building and Safety Fund (185) to facilitate capital improvements and to establish a reserve for replacement of the permitting system. **Police** - 2.00 FTE position increase for the Police Department in the General Fund. Net expenditure increase is also the result of an additional transfer from the Radio Communications cost center in the City Services Fund (355), which contributes to the increased appropriation authority for the radio system replacement project in the Capital Improvements Fund (255). **Information Technology** - 2.00 FTE positions added to provide for internal capacity to manage the utility information system upgrade and implementation of a new police records system. Net expenditure increase resulting from added positions and increased capital project appropriation including replacement of the City's telephone system. **Urban Development** - Net decrease due to lowered debt service for Section 108 loan partially offset by increased appropriation resulting from carryover of HUD entitlement funding from prior years. **Public Works** - 22.50 FTE position additions as follows: 6.50 FTE in Parks Operations; 1.00 FTE in Recreation Services (General Fund 101); 5.00 FTE in Transportation Services (Fund 155); and 7.00 FTE in the Utility Fund (310). Six of the added positions are the result of converting funding for seasonal workers to full-time positions. Position additions augment sidewalk repair efforts, parks maintenance, and increased capacity at the Willow Lake Water Pollution Control Facility and in Stormwater Services. In addition, 3.00 FTE and the operation of Warehouse Services have been moved from Fleet Services to Public Works in this budget. **Not Allocated to Organizational Unit or Program** - Net expenditure reduction represents discontinuation of the General Fund as the lending entity for short-term loans to the Urban Renewal Agency.


SOURCES OF FINANCING
Licenses, Permits, Fines, Assessments, Other Charges - Increase due to growth in utility sales and rate revenues.
Federal and State Grants, All Other Gifts/Donations/Allocations - Decrease due to lowered expectation for grants from the Federal Highway Administration for transportation projects, which is somewhat offset by appropriation of potential opportunity grant funding from other agencies for street and utility projects.
Revenue from Bonds and Other Debt - No anticipated bond sales in FY 2016-17; budget represents loan proceeds for streetlight replacements.
Interfund Transfers/Internal Service Reimbursements - Year-to-year revenue change due to increased interfund transfers of water, wastewater, and stormwater rate revenues (Utility Fund, 310) to the Capital Improvements Fund (255) for utility capital improvement projects.
All Other Resources Except Current Year Property Taxes - Revenue decrease due to discontinuation of using the General Fund as the lending entity for Urban Renewal Agency short-term loans.
Current Year Property Tax - Statutorily-limited increase to assessed valuation and anticipation of some new growth.

	PROPERTY TAX LEVIES		
	Rate or Amount Imposed 2014-15	Rate or Amount Imposed 2015-16	Rate or Amount Approved 2016-17
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	10,629,903	11,447,000	11,906,000

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding		Estimated Debt Authorized, But Not Incurred on July 1
	on July 1,		
General Obligation Bonds	78,814,710	0	0
Other Bonds	183,622,000	0	0
Other Borrowings	8,220,890	0	0
Total	270,657,600	0	0

*Certified to be a true and
correct copy of the original*


City Recorder
City of Salem, Oregon

RESOLUTION NO. 2016-25

A RESOLUTION ADOPTING THE BUDGET OF THE CITY OF SALEM, OREGON, FOR FISCAL YEAR 2016-2017, MAKING APPROPRIATIONS, AND IMPOSING AND CATEGORIZING TAXES

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SALEM, OREGON, RESOLVES AS FOLLOWS:

Section 1. The City Council of the City of Salem, Oregon (the “Council”), as the governing body of the City of Salem, Oregon (the “City”), hereby adopts the budget for the City for the fiscal year beginning July 1, 2016, and ending June 30, 2017, in the sum of \$476,992,190, plus an unappropriated ending fund balance of \$62,528,130, for a total of \$539,520,320

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 \$11,906,000 (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%

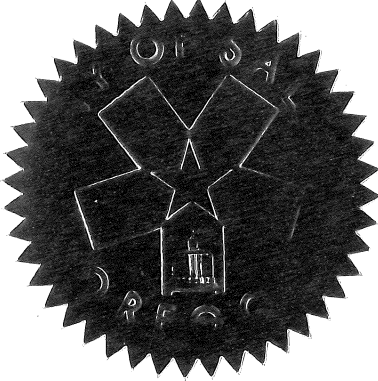
Amount to collect from special levy: 100%.

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, 2016.

Section 4. This resolution is effective upon adoption.

ADOPTED by the City Council this 27th day of June, 2016.



ATTEST:

Andee Matt

City Recorder

Approved by City Attorney:

AS

Checked by: K. Jacobs

CITY OF SALEM BUDGET
FY 2016-17
FINAL BUDGET EXPENDITURE APPROPRIATIONS

FUND / DEPARTMENT	OPERATING BUDGET				NON-OPERATING BUDGET			TOTAL
	PERSONAL SERVICES	MATERIALS & SERVICES	CAPITAL OUTLAY	PROGRAM LEVEL	DEBT SERVICE	INTERFUND TRANSFERS	CONTINGENCY	
GENERAL FUND:								
City Manager's Office								
City Manager's Office				\$ 1,719,480	\$ -	\$ -	\$ -	\$ 1,719,480
Finance and Procurement				3,317,410	-	-	-	3,317,410
Community Development Department				3,768,150	-	5,000	-	3,773,150
Fire Department				29,513,080	-	-	-	29,513,080
Human Resources Department								
Human Resources				1,248,110	-	-	-	1,248,110
Facilities Services				3,897,790	-	-	-	3,897,790
Information Technology Department				6,914,600	-	-	-	6,914,600
Legal Department				2,147,000	-	-	-	2,147,000
Library				4,828,910	-	-	-	4,828,910
Mayor and Council				225,990	-	-	-	225,990
Municipal Court				1,898,050	-	-	-	1,898,050
Police Department				39,650,890	-	200,000	-	39,850,890
Parks and Recreation Services				8,439,340	-	562,000	-	9,001,340
Urban Development Department				4,947,530	-	139,250	-	5,086,780
Non-Departmental ¹	120,000	2,630,000	-	-	280,000	936,010	3,000,000	6,966,010
TOTAL GENERAL FUND	\$ 120,000	\$ 2,630,000	\$ -	\$ 112,516,330	\$ 280,000	\$ 1,842,260	\$ 3,000,000	\$ 120,388,590
OTHER FUNDS:								
TRANSPORTATION SERVICES				\$ 15,324,650	\$ -	\$ 926,760	\$ 500,000	\$ 16,751,410
STREETLIGHT				1,356,930	-	830,000	200,000	2,386,930
AIRPORT				1,148,930	42,830	-	756,210	1,947,970
COMMUNITY RENEWAL				3,793,470	392,920	-	-	4,186,390
DOWNTOWN PARKING				1,315,150	-	617,820	250,000	2,182,970
ECONOMIC IMPROVEMENT DISTRICT				36,720	-	-	-	36,720
CULTURAL AND TOURISM				2,368,430	-	2,528,800	120,000	5,017,230
PUBLIC ART FUND				63,300	-	-	-	63,300
LEASEHOLD				485,870	-	200,000	641,610	1,327,480
BUILDING AND SAFETY				3,754,700	-	800,000	300,000	4,854,700
DEBT SERVICE				-	17,615,930	-	-	17,615,930
CAPITAL IMPROVEMENTS				87,262,740	-	40,600	-	87,303,340
EXTRA CAPACITY FACILITIES				23,489,060	-	160,760	-	23,649,820
DEVELOPMENT DISTRICT				2,338,240	-	-	-	2,338,240
UTILITY				69,832,450	20,984,170	13,666,100	8,500,000	112,982,720
EMERGENCY SERVICES				725,900	-	-	58,000	783,900
COMMUNICATIONS CENTER				10,275,900	-	-	434,280	10,710,180
POLICE REGIONAL RECORDS				1,657,720	-	-	-	1,657,720
CITY SERVICES ²								
Fleet Services				5,681,420	-	300,000	-	5,981,420
Document Services				1,568,450	-	-	-	1,568,450
Radio Communications				1,333,750	-	1,500,000	-	2,833,750
Shops Facilities Maintenance				153,940	-	-	-	153,940
Warehouse Services				2,146,540	-	-	-	2,146,540
SELF INSURANCE				39,900,770	-	-	-	39,900,770
EQUIPMENT REPLACEMENT RESERVE				4,943,230	-	-	-	4,943,230
TRUST ³								
	-	1,423,550	500,000	-	-	1,355,000	-	3,278,550
TOTAL ALL FUNDS	\$ 120,000	\$ 4,053,550	\$ 500,000	\$ 393,474,590	\$ 39,315,850	\$ 24,768,100	\$ 14,760,100	\$ 476,992,190

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. The City Services Fund budget includes five separate internal service program areas -- Document Services, Fleet Services, Radio Communications, Shops Maintenance, and Warehouse Services. The program area budgets are displayed as operating and non operating expenses.
3. 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 2016-2017

To assessor of Marion / Polk County

Check here if this is an amended form.

Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The City of Salem has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of Marion / Polk County. The property tax, fee, charge or assessment is categorized as stated by this form.

555 Liberty Street SE Salem OR 97301 6/29/2016
Mailing Address of District City State ZIP code Date

Kelley Jacobs Budget Officer 503-588-6049 kiacobs@cityofsalem.net
Contact Person Title Daytime Telephone Contact Person E-Mail

CERTIFICATION - You **must** check one box if your district is subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
- The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits		
		Rate -or- Dollar Amount		
1.	Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) . . .	1	5.8315	
2.	Local option operating tax	2		Excluded from Measure 5 Limits Dollar Amount of Bond Levy
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.	11,906,000	
5c.	Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.	11,906,000	

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	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 authority for putting these assessments on the roll is ORS _____ (Must be completed if you have an entry in Part IV)