

Budget Committee

City of Salem
March 21, 2024

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Enterprise Services Department

Department Overview – 3 Years in Review

Establishment and Growth

- Department age: 3 years

Consolidation and Optimization

- Merged multiple departments under one umbrella
- Repurposed director-level and other positions to fulfill critical operational demands

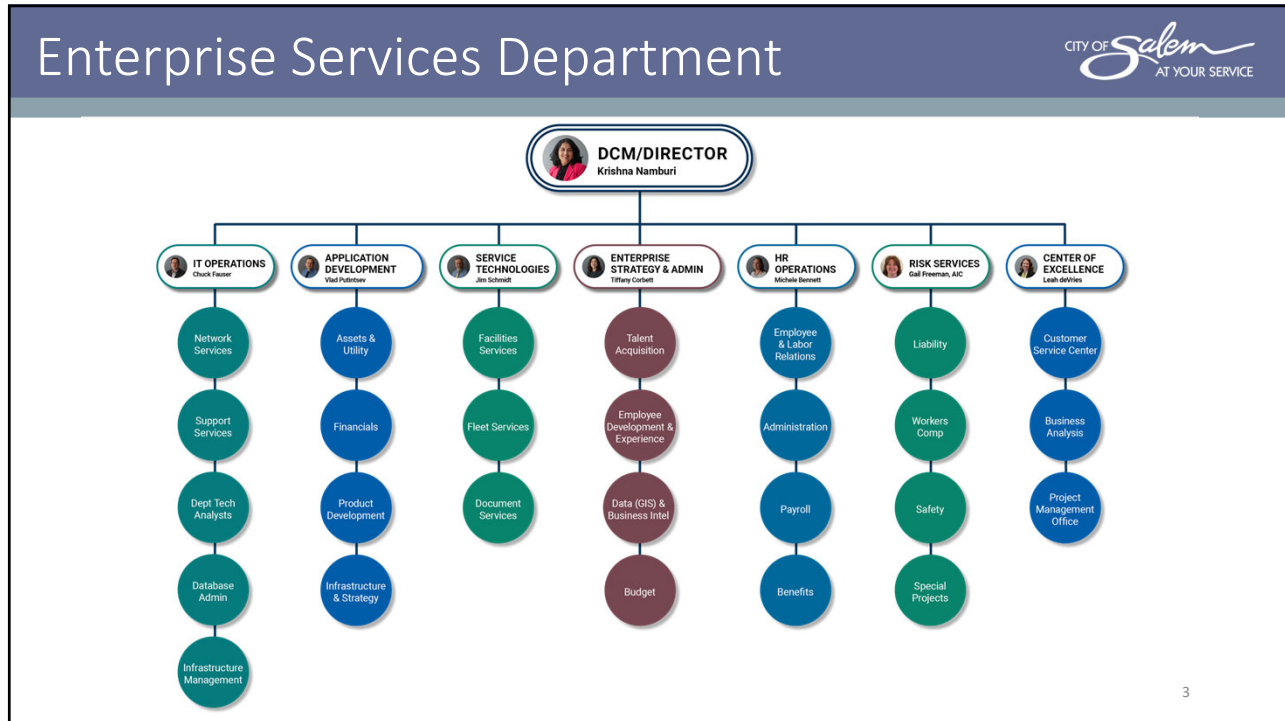
Strategic Restructuring

- Adaptations made for
 - Addressing budget constraints
 - Enhancing operational efficiencies
 - Addressing immediate operational needs
 - Advancing innovation
 - Streamlining processes

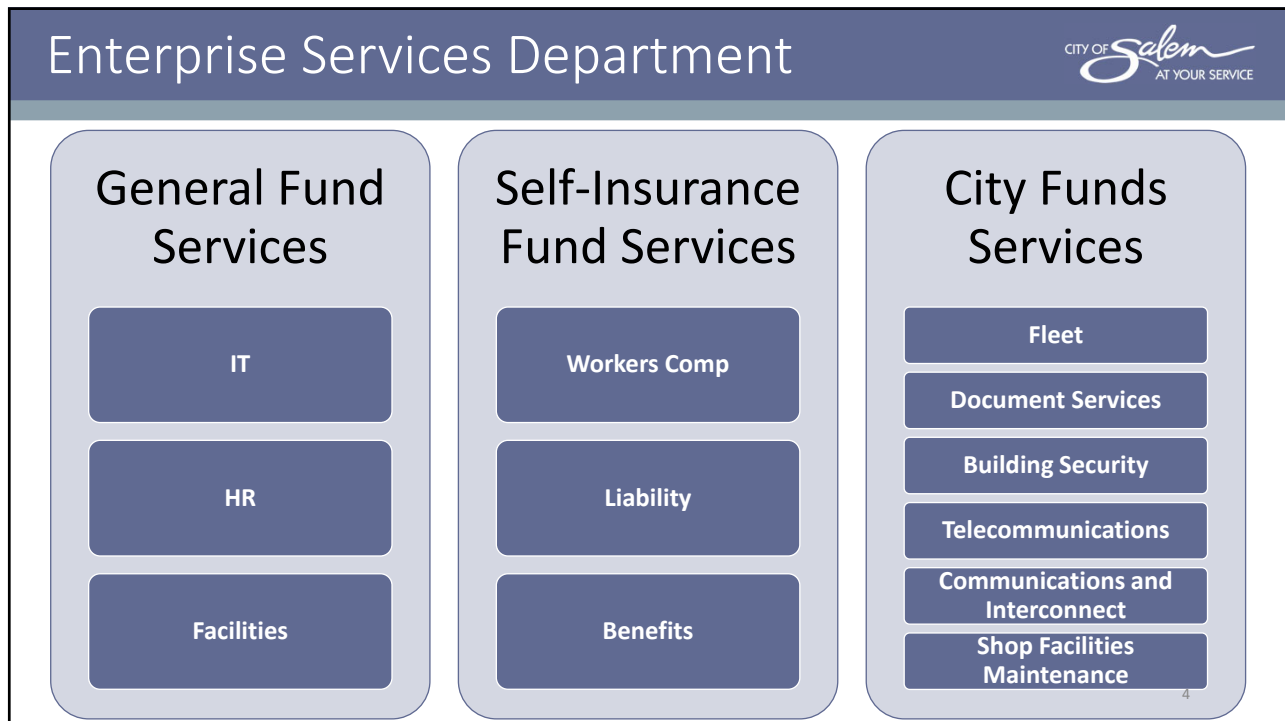


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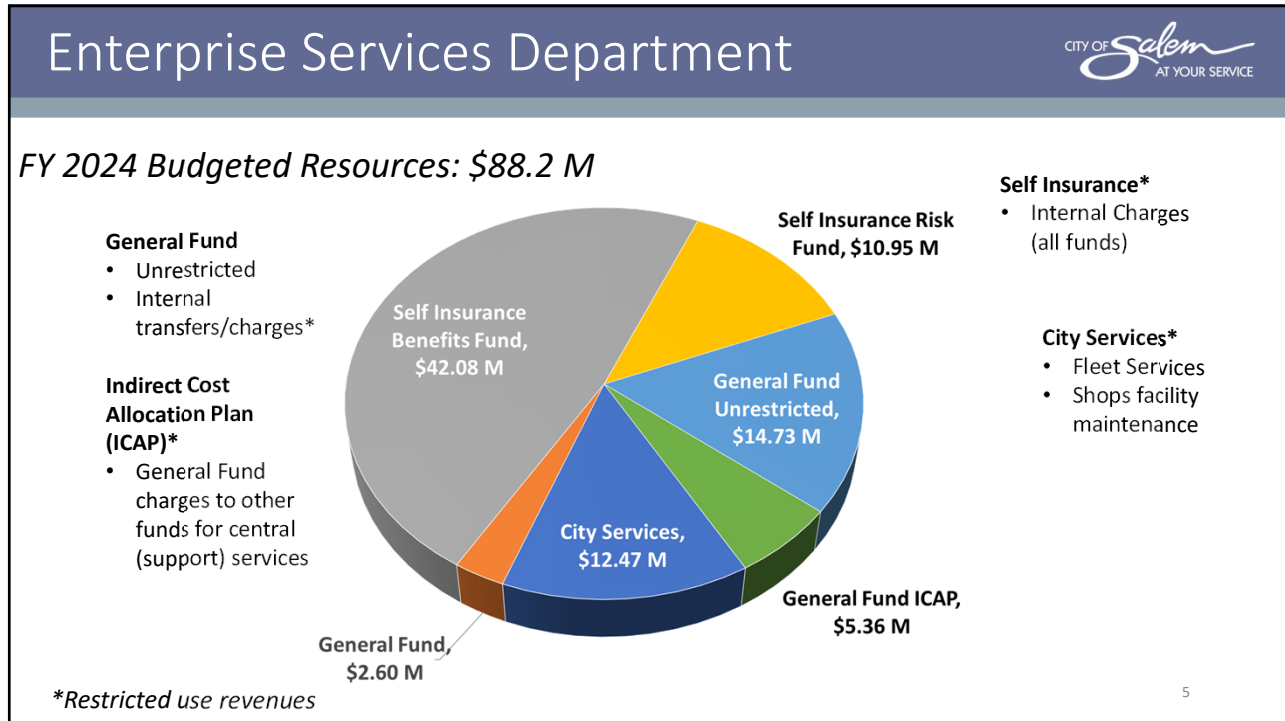
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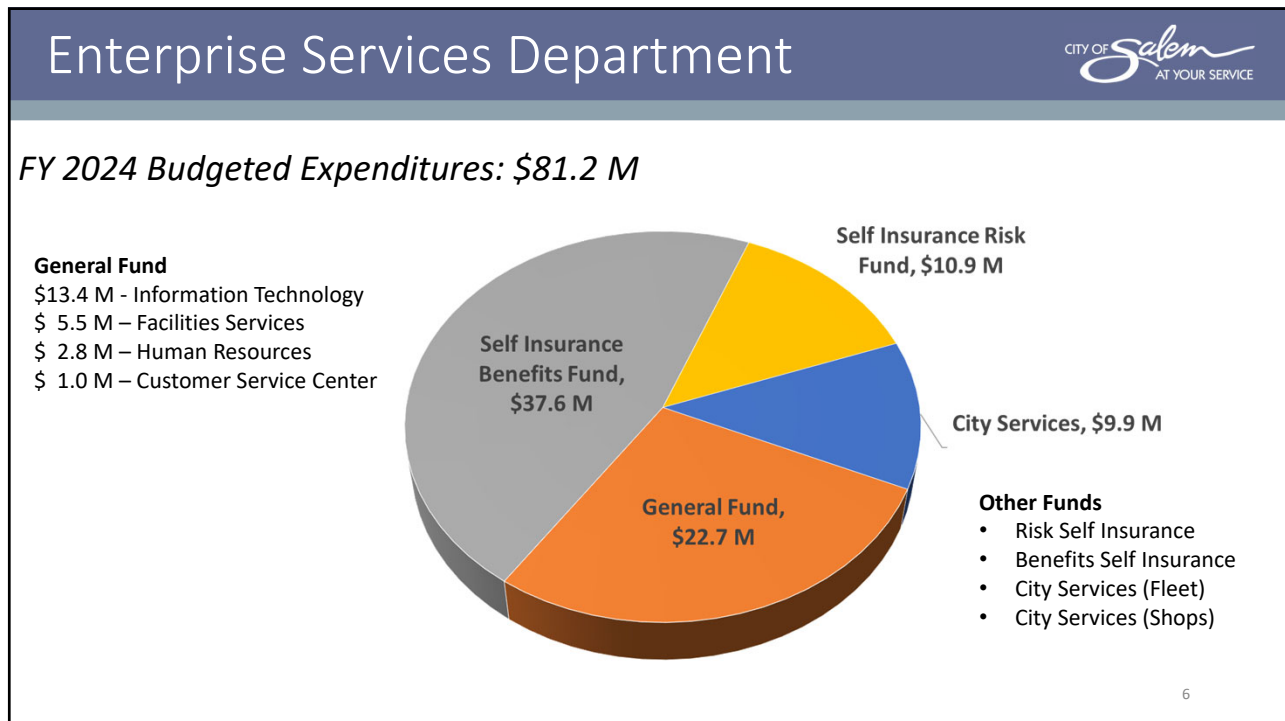
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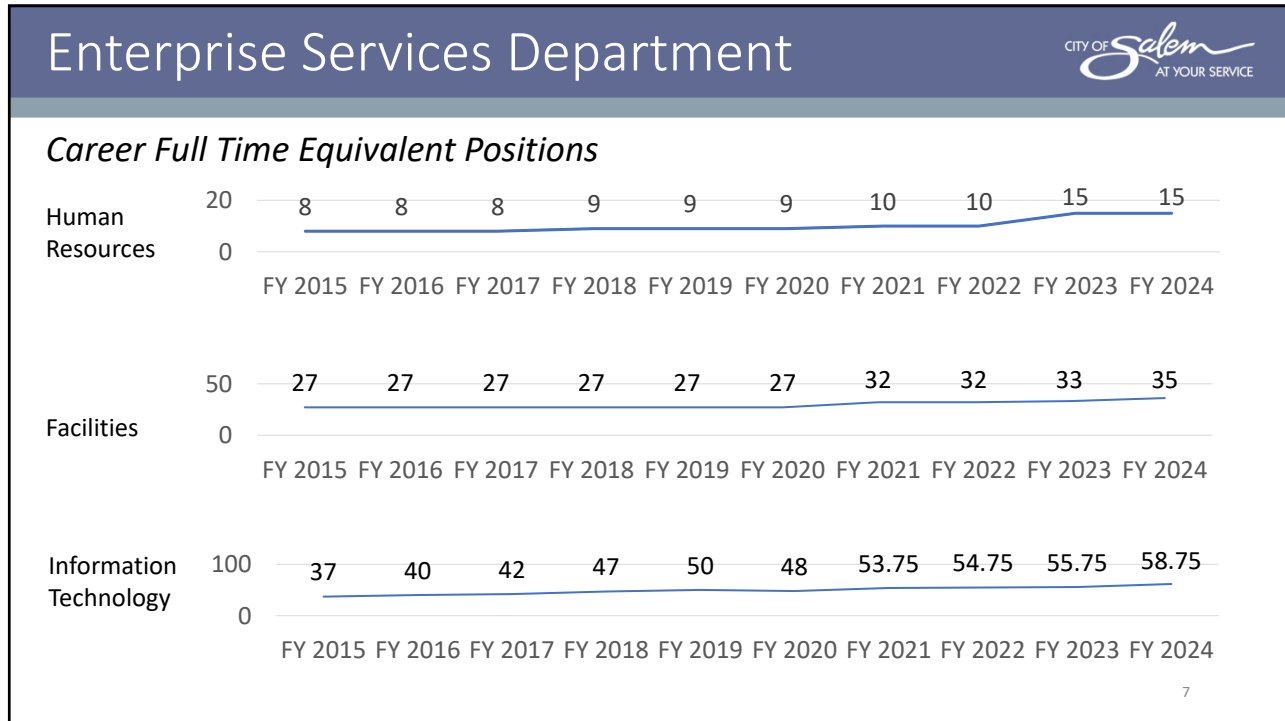
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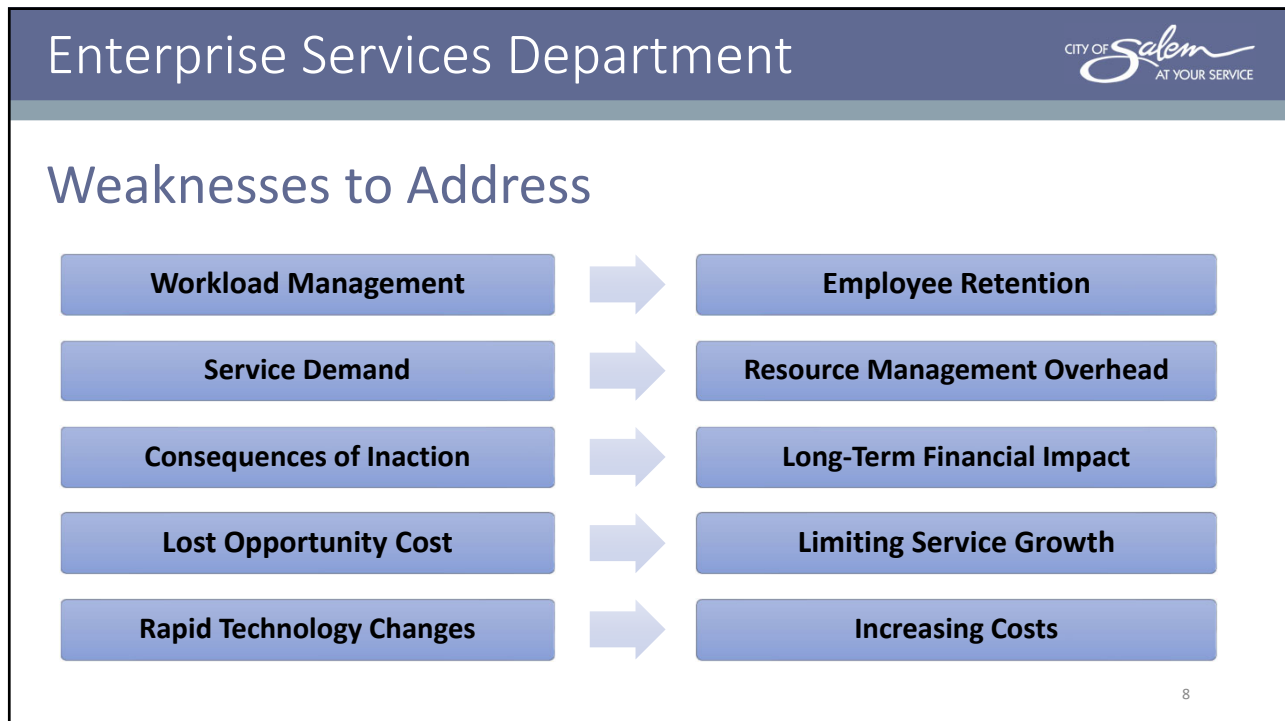
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Enterprise Services Department



Our Strengths and Future Direction


-  **Enterprise First Mindset**
-  **Adaptability to Changes**
-  **Innovation**
-  **Proactive Services with Long-Term Strategy**
-  **Self Reliant and Competent Work Force**



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Community Planning and Development Department



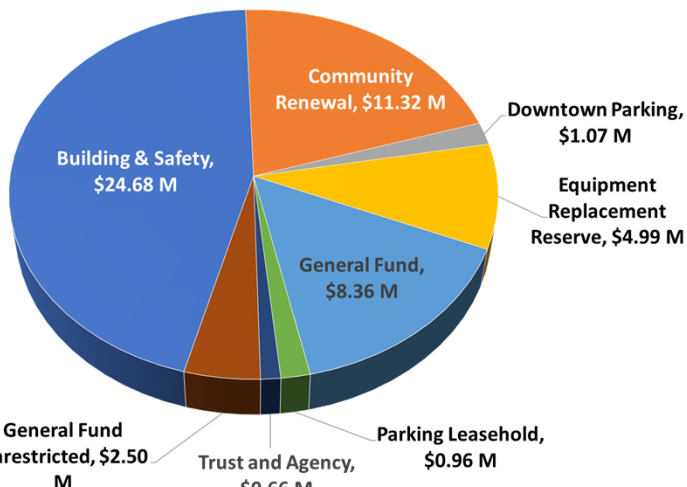
FY 2024 Budgeted Resources: \$54.5 M

General Fund

- Planning fees and permits*
- Parking rent*
- Internal charges (URA)*
- Unrestricted Revenue

Building and Safety*

- Permit and inspection fees



Downtown Parking*

- Downtown Parking Tax

Equipment Replacement Reserve*

- Internal transfers/charges

Community Renewal*

- Community Development Block Grant (CDBG) grants
- HOME grants

*Restricted use revenues

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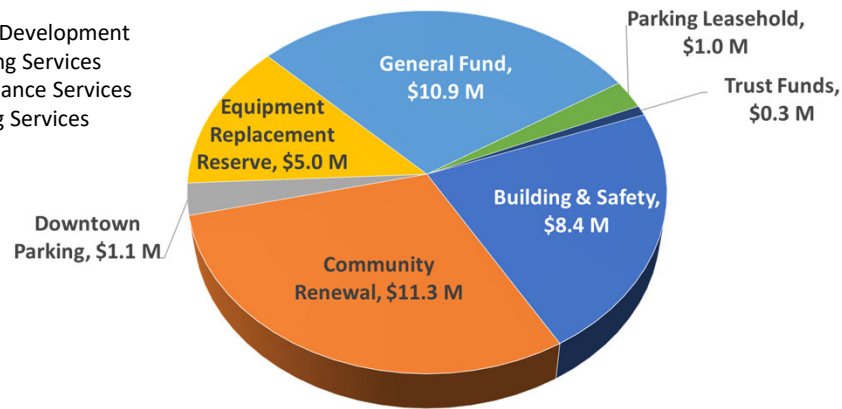
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Community Planning and Development Department CITY OF Salem AT YOUR SERVICE

FY 2024 Budgeted Expenditures: \$37.9 M

General Fund

- \$ 4.3 M – Urban Development
- \$ 3.0 M – Planning Services
- \$ 1.9 M – Compliance Services
- \$ 1.7 M – Parking Services

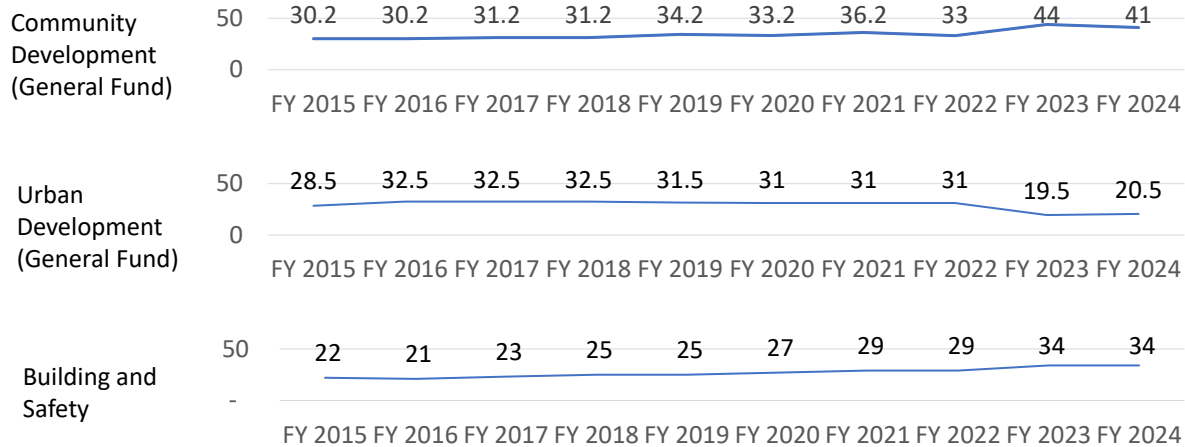


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Community Planning and Development Department CITY OF Salem AT YOUR SERVICE

Career Full Time Equivalent Positions

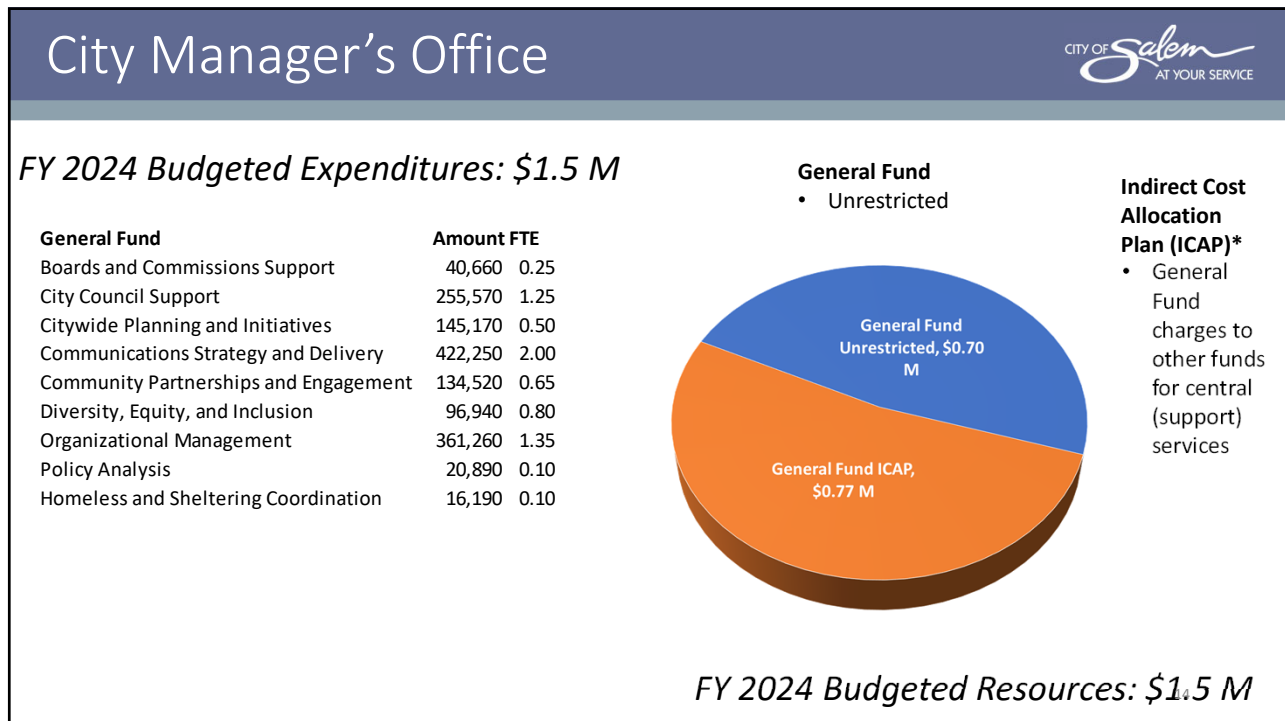


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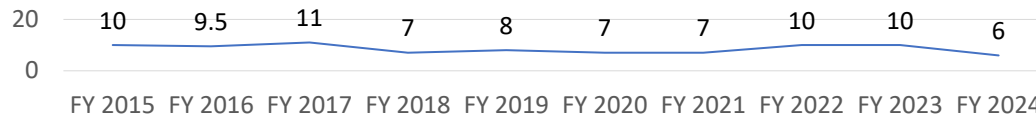


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City Manager's Office



Career Full Time Equivalent Positions



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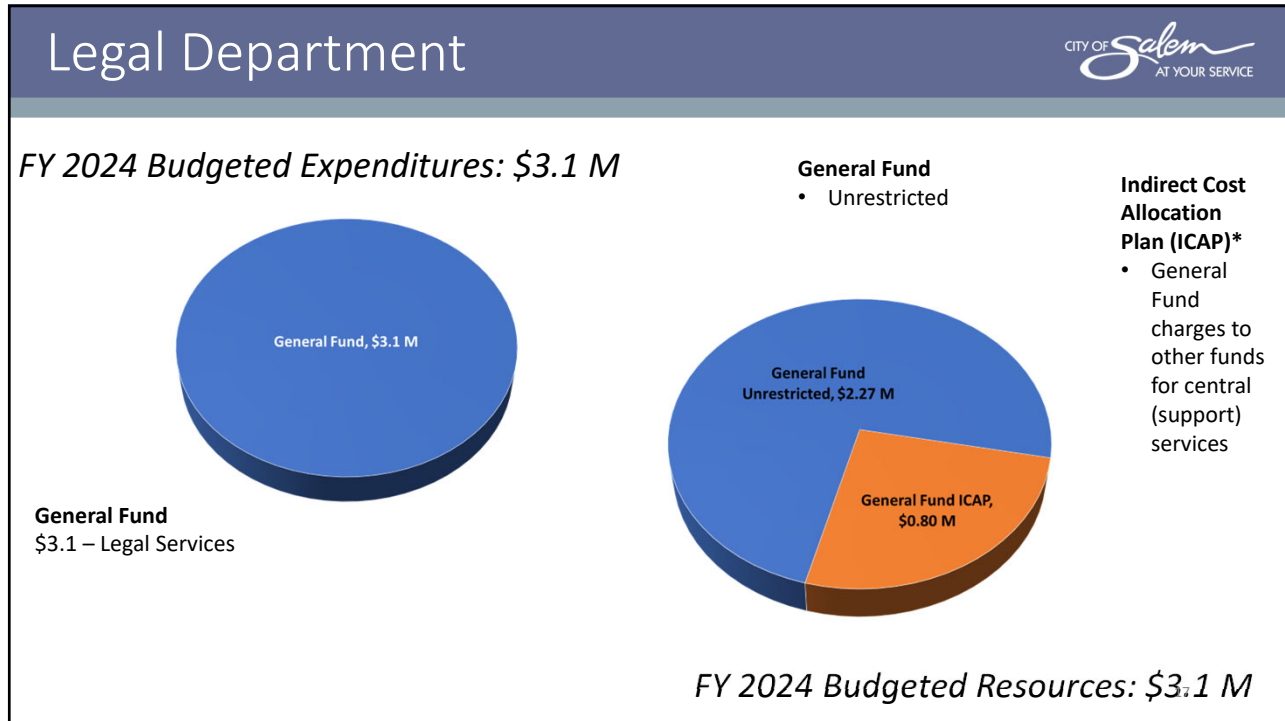
Legal Department



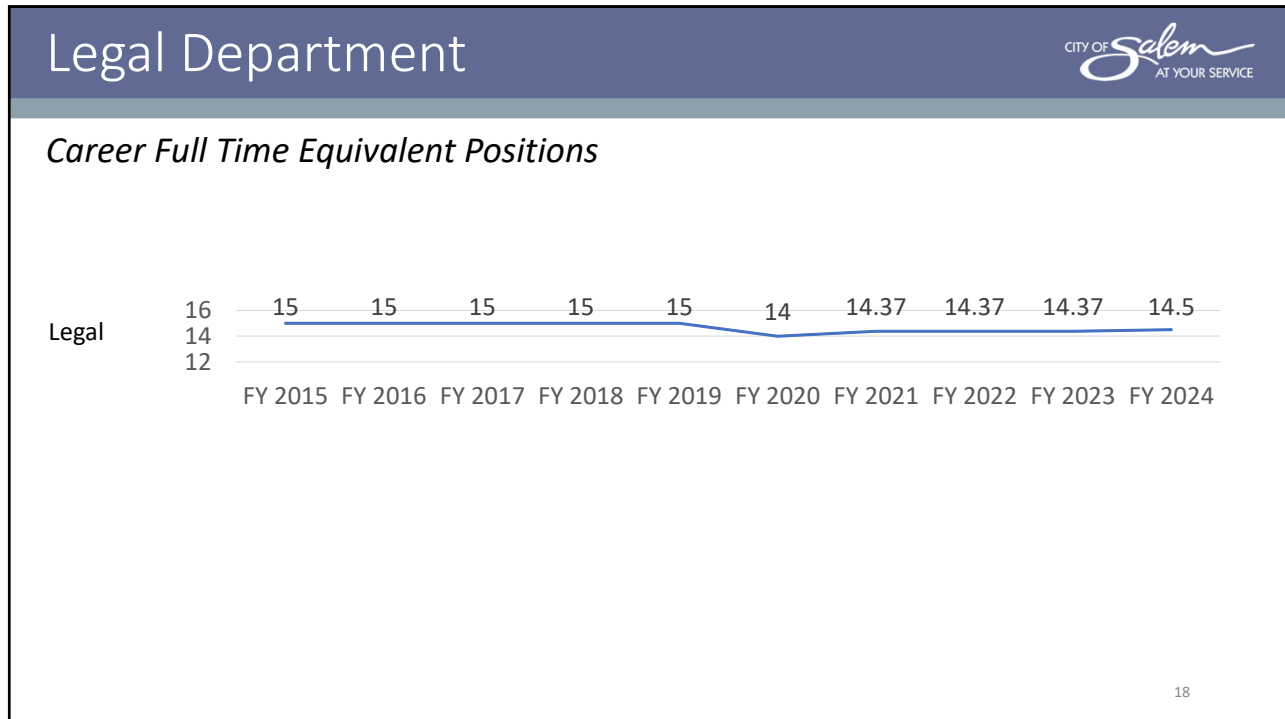
- As City departments have become increasingly strapped for personnel and resources, Legal has taken on more responsibilities that departments once performed.
- Increases in the scope and size of City programs and services has resulted in the need for increased general counsel support, as well as a rise in claims against the City.
- Since 2013, the Department has developed efficiencies to control costs and provide better service, while managing workloads:
 - the prosecution unit is largely paperless, reducing the need for 1,000's of paper files;
 - introduced Legistar to manage the Council/URA/SHA meetings agendas and packets, and GovQA to provide a "one-stop" public records portal, and
 - Contract with Municode to host the City's code online.

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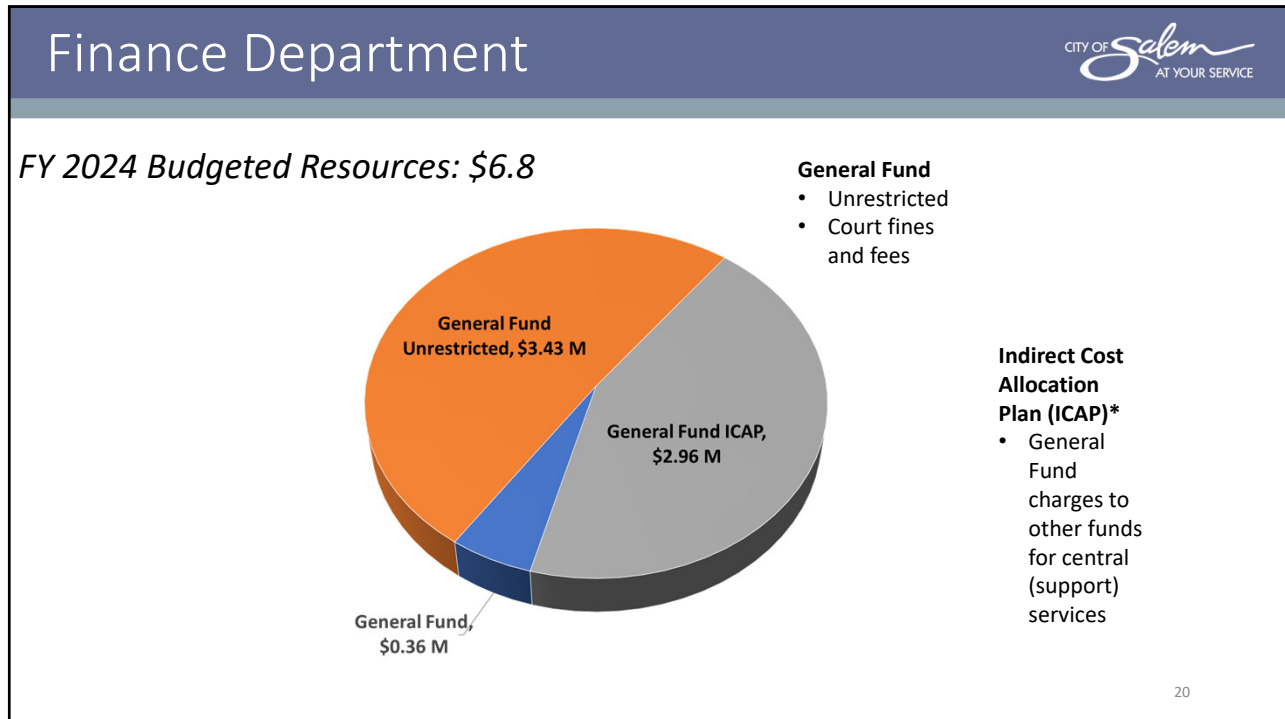
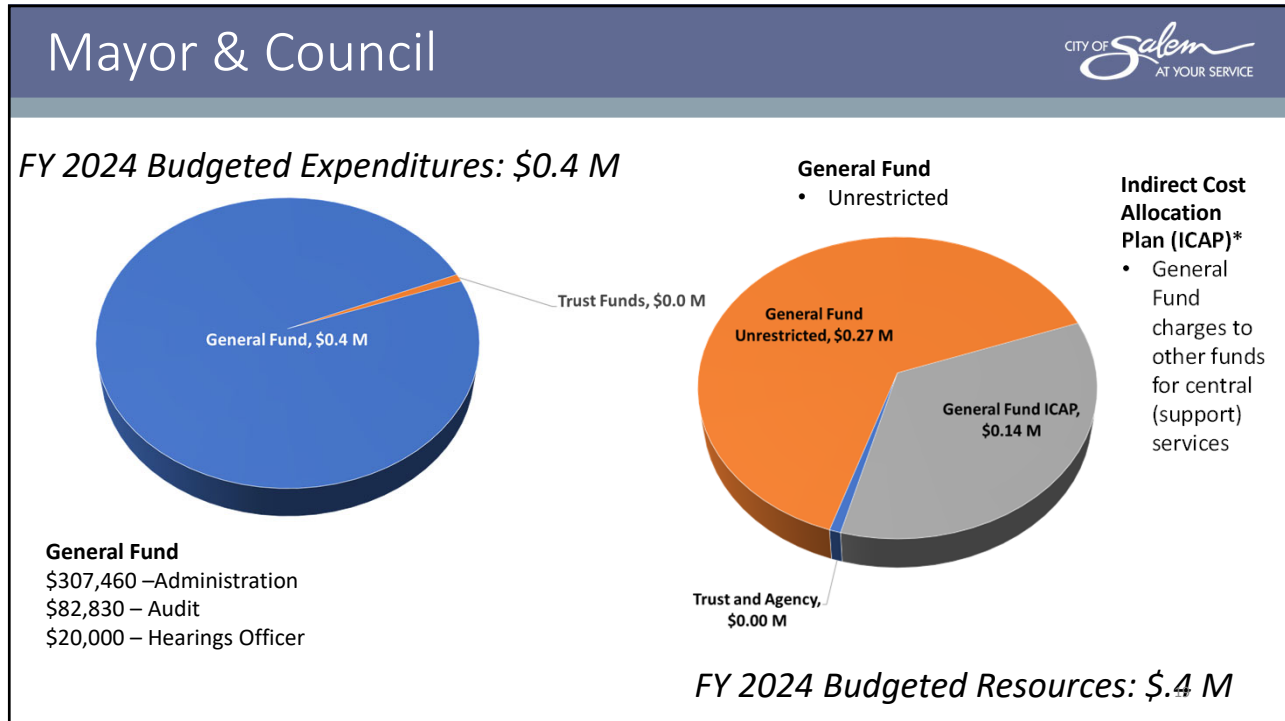
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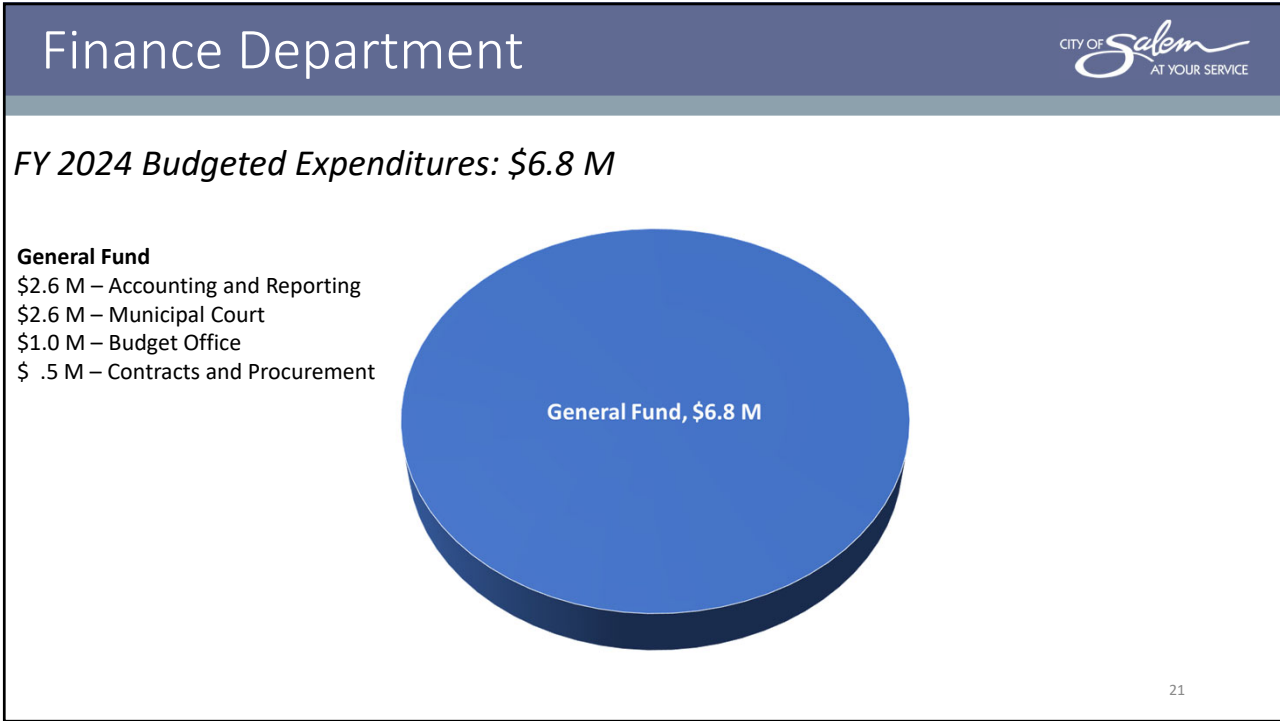


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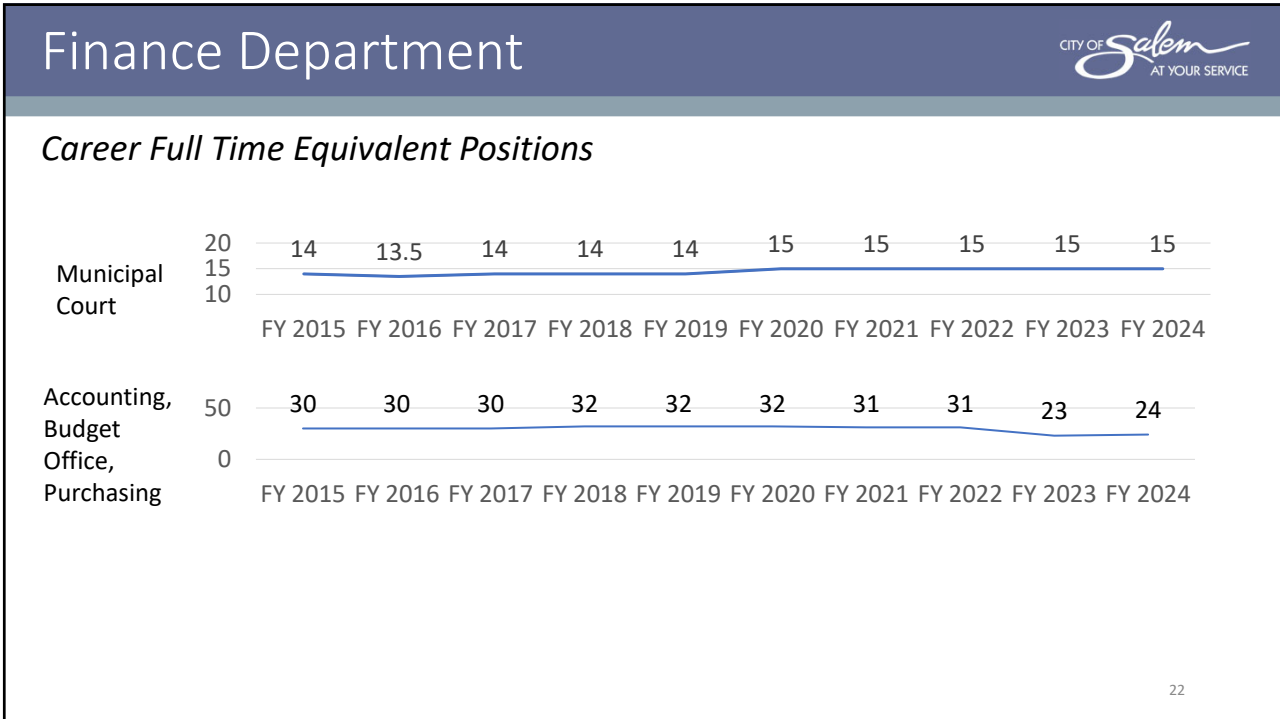


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Public Works Department

Administration	Engineering	Operations	Planning	WW Treatment
<p>Utility Billing 51,405 Water Accounts</p> <p>Financial Services Operating Funds: \$168 M</p> <p>Communications 68 news releases</p> <p>Public Works Dispatch 28,869 calls</p>	<p>Project Management</p> <p>5-Year CIP \$400 M</p> <p>FY 2024 Capital Budget \$200 M</p> <p>2022 Safety and Livability Bond \$300 M</p>	<p>Utility Infrastructure 29 MGD avg water prod 49 MGD peak day water prod 781 miles of water mains 508 miles of storm mains 829 miles of sewer mains</p> <p>Transportation Infrastructure 647 miles of streets 815 miles of sidewalks</p> <p>Airport 44,208 takeoffs/landings</p>	<p>Traffic Engineering 265 traffic signals 226 school zone flashers 13,419 streetlights</p> <p>Infrastructure Master Plans</p> <p>Climate Action 183 strategies</p>	<p>Operations Treat 39 MGD avg flow Treat 143 MGD peak flow</p> <p>Maintenance 6,325 preventive work orders 598 corrective work orders</p> <p>Laboratory 5,011 drinking water analyses 41,134 total analyses</p>
<div style="background-color: #90EE90; padding: 5px; border: 1px solid black;">Utility Billing Software</div>	<div style="background-color: #FFFF00; padding: 5px; border: 1px solid black;">Staffing</div>	<div style="background-color: #FFDAB9; padding: 5px; border: 1px solid black;">Transportation Funding</div> <div style="background-color: #FFFF00; padding: 5px; border: 1px solid black;">Airport Funding</div>	<div style="background-color: #FFFF00; padding: 5px; border: 1px solid black;">Streetlight Funding</div>	<div style="background-color: #FFFF00; padding: 5px; border: 1px solid black;">Sanitary Sewer Overflows</div>

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Public Works Department

FY 2024 Budgeted Resources: \$222.7 M

Utility Fund*

- Water, wastewater, and stormwater rates
- Charges for services

Transportation Fund*

- State Highway Fund revenue (gas tax)

Category	Amount (M)
Utility	179.22
Transportation	24.67
Airport	3.09
City Services	2.44
Public Art	0.07
Streetlights	3.45
Trust and Agency	9.78

Airport Fund*

- Land leases
- Parking rentals
- Charges for service
- Fees
- General Fund transfer

Streetlight Fund*

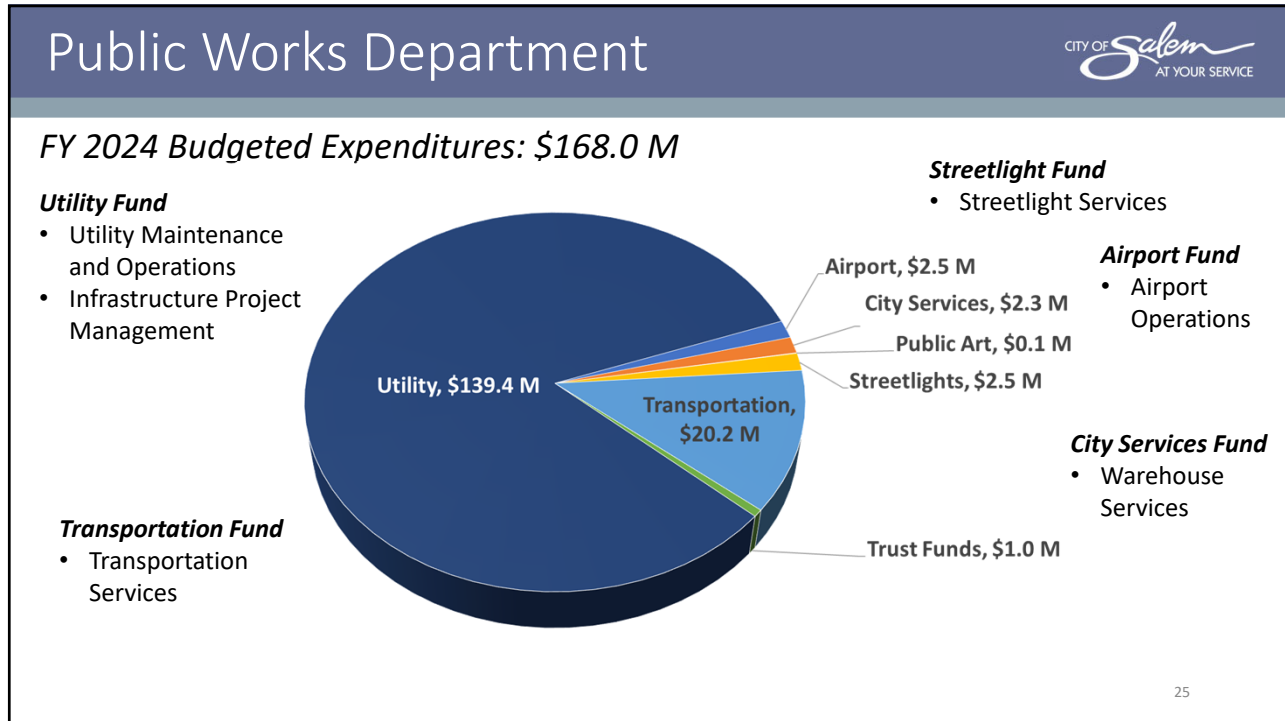
- Streetlight fee

Trust Funds*

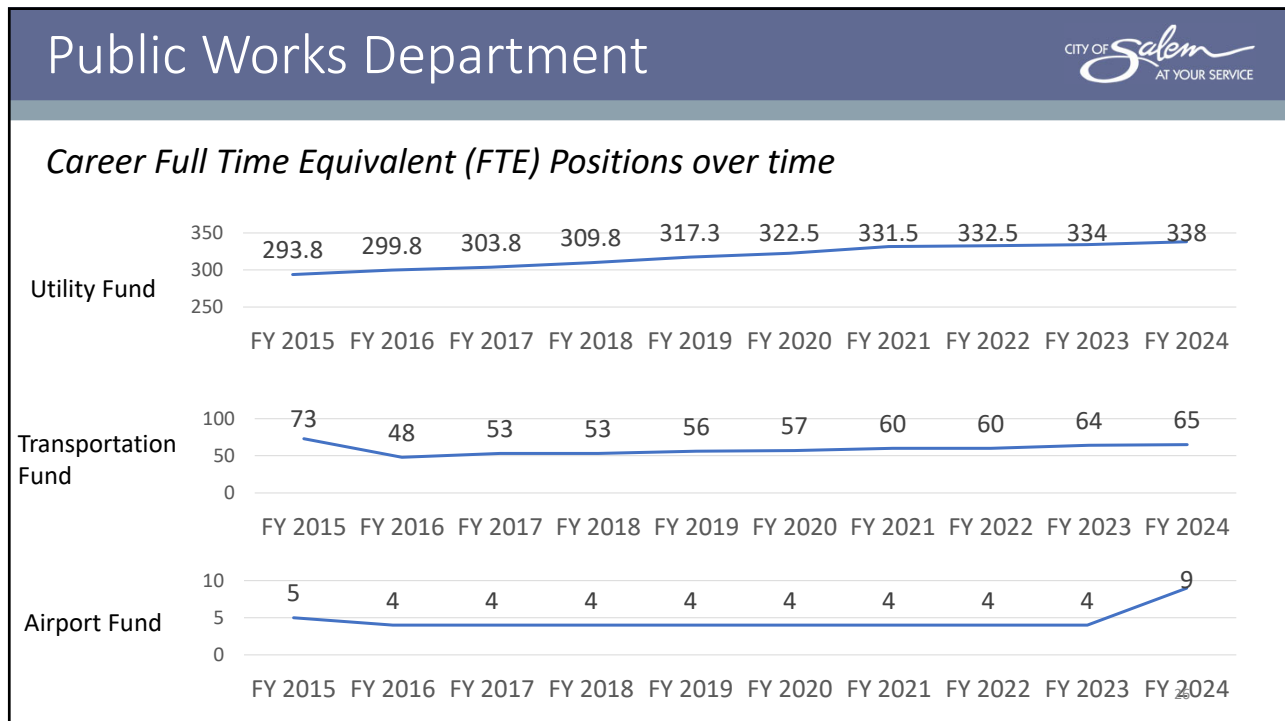
- Program costs/donations

*Restricted use revenues

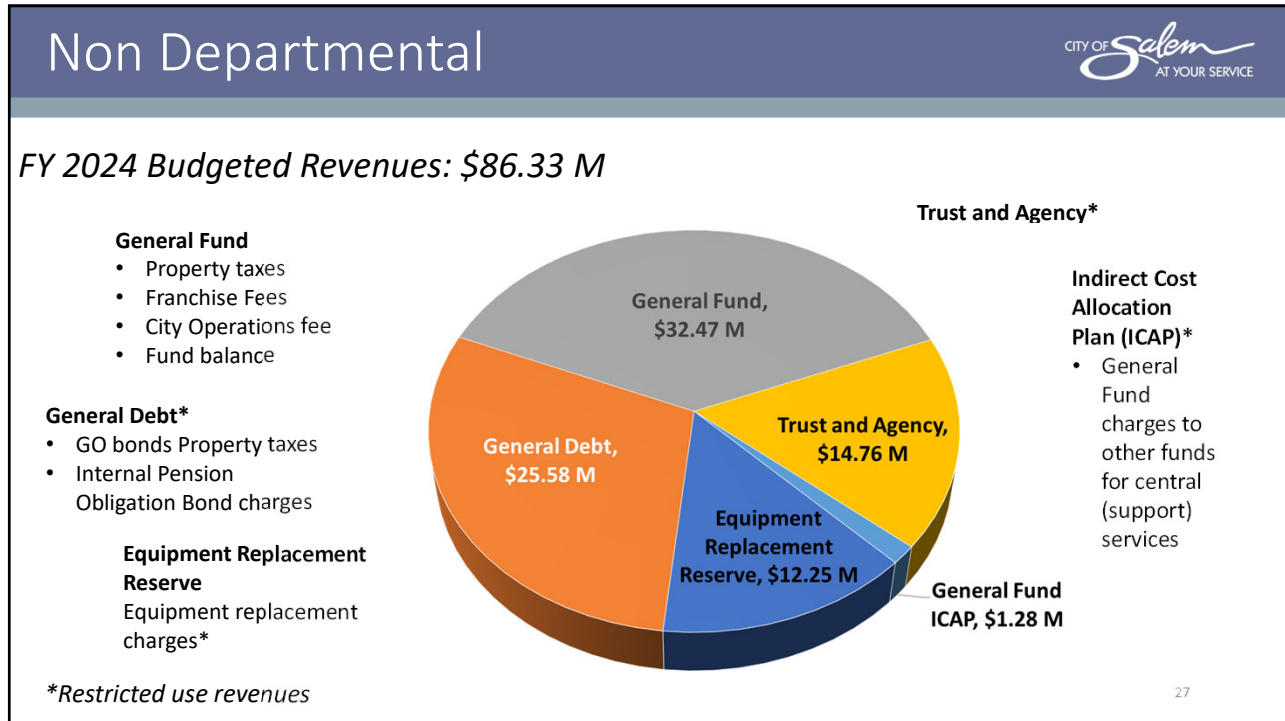
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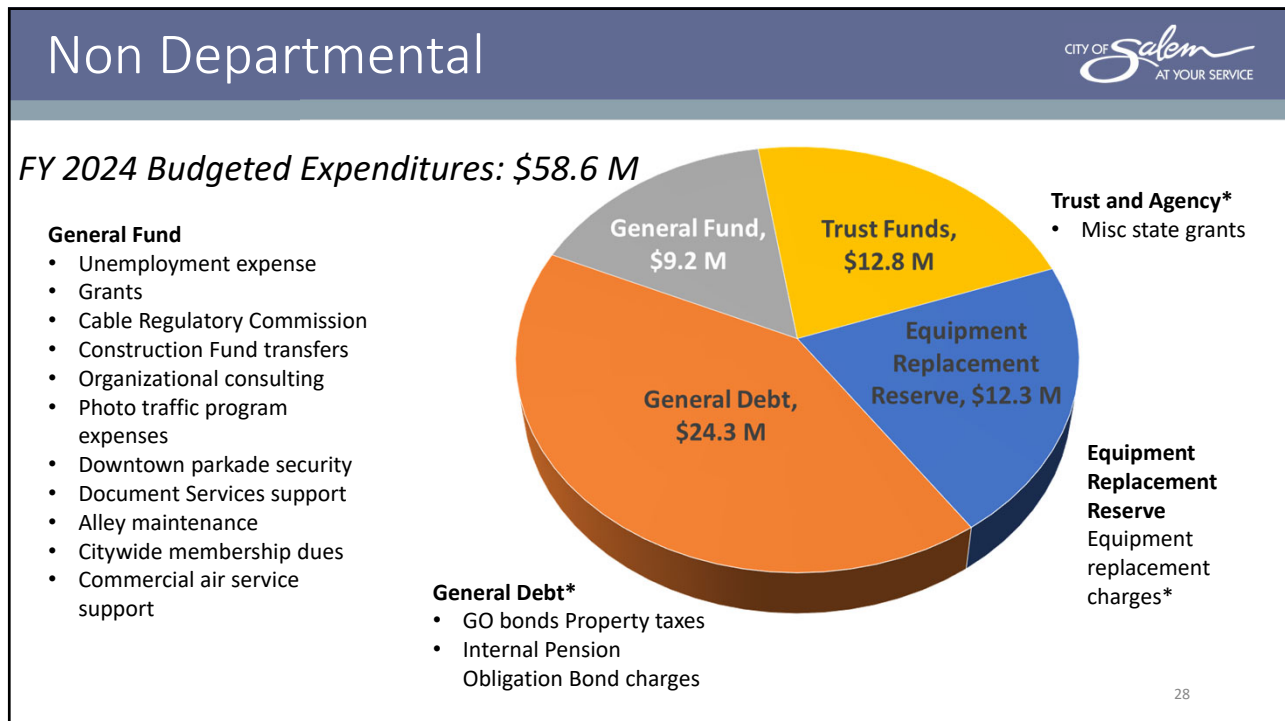
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Option 1: September 18 Proposal



FY 2025

- All Salem Funding for Micro Shelters (State funding potential extending operations)
- Library (8 FTE) - \$1,125,000
- Center 50+ - \$400,000
- Recreation - \$400,000
- Parks Operations - \$700,000
- Youth Development (1 FTE) - \$224,000
- Police Graffiti Abatement (1 FTE) - \$91,000
- Social Service Grants - \$400,000
- Sheltering Services – Safe Park, Warming - \$510,000

- Additional TOT support for Parks- \$70,000
- Special Program Outreach Team (formerly HRAP)

FY 2026

- All Salem Funding Navigation Center (State funding potential extending operations)
- Fire Station (9 FTE) - \$1,902,000
- Police (12 FTE) - \$1,731,940

FY 2028

- Fire Station (9 FTE) - \$2,066,000

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Option 2: Add Park Rangers and SOS Team



New or Continued Service

- Park Rangers (2 FTE) - \$236,000
- SOS Team Expansion (4 FTE) - \$417,000
- Police HST (2 FTE) - \$417,000

All other reductions / changes from Option 1 are still included with this scenario.

Reduction / Tradeoff

FY 2025

- Planning – Additional Cost Recovery (fee increases) - \$200,000
- Recreation – Full Cost Recovery (fee increases) - \$200,000

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Option 3: No Reductions to Public Safety



New or Continued Service

- Police Crime Analyst - \$118,000
- Fire Training Officer - \$217,000
- No Graffiti Abatement reduction - \$91,000
- No Fire Station reductions - \$4,133,000
- No Police position reductions - \$1,731,940

All other reductions / changes from Option 1 are still included with this scenario.

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Option 3: No Reductions to Public Safety



Reduction / Tradeoff

FY 2025

- Planning – Additional Cost Recovery (fee increases) - \$200,000
- Recreation Full Cost Recovery (fee increases) - \$200,000
- Close Library (main branch) - \$3,940,000

FY 2026

- Close Center 50+ - \$1,223,000

FY 2027

- Finance Positions (2 FTE) - \$143,000

FY 2028

- Information Technology Positions (2 FTE) - \$209,000
- Human Resources (1 FTE) - \$95,000
- Legal (1 FTE) - \$122,000
- Code Compliance (2 FTE) - \$284,000
- Municipal Court (1 FTE) - \$134,000
- Parks Operations (5 FTE) - \$546,000

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Option 4: Fund All Sheltering Services



New or Continued Service

- Continue Micro-shelter grant funding
- Continue Navigation Center grant funding

All other reductions / changes from Option 1 are still included with this scenario.

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Option 4: Fund All Sheltering Services



Reduction / Tradeoff

FY 2025

- Planning – Additional Cost Recovery (fee increases) - \$200,000
- Recreation Full Cost Recovery (fee increases) - \$200,000
- Close Library (main branch) - \$3,940,000

FY 2026

- Close Center 50+ - \$1,223,000
- Police Positions (6 FTE) – 1,237,000

FY 2027

- Finance Positions (2 FTE) - \$143,000

FY 2028

- Information Technology Positions (2 FTE) - \$209,000
- Human Resources (1 FTE) - \$95,000
- Legal (1 FTE) - \$122,000
- Code Compliance (2 FTE) - \$284,000
- Municipal Court (1 FTE) - \$134,000
- Parks Operations (5 FTE) - \$546,000

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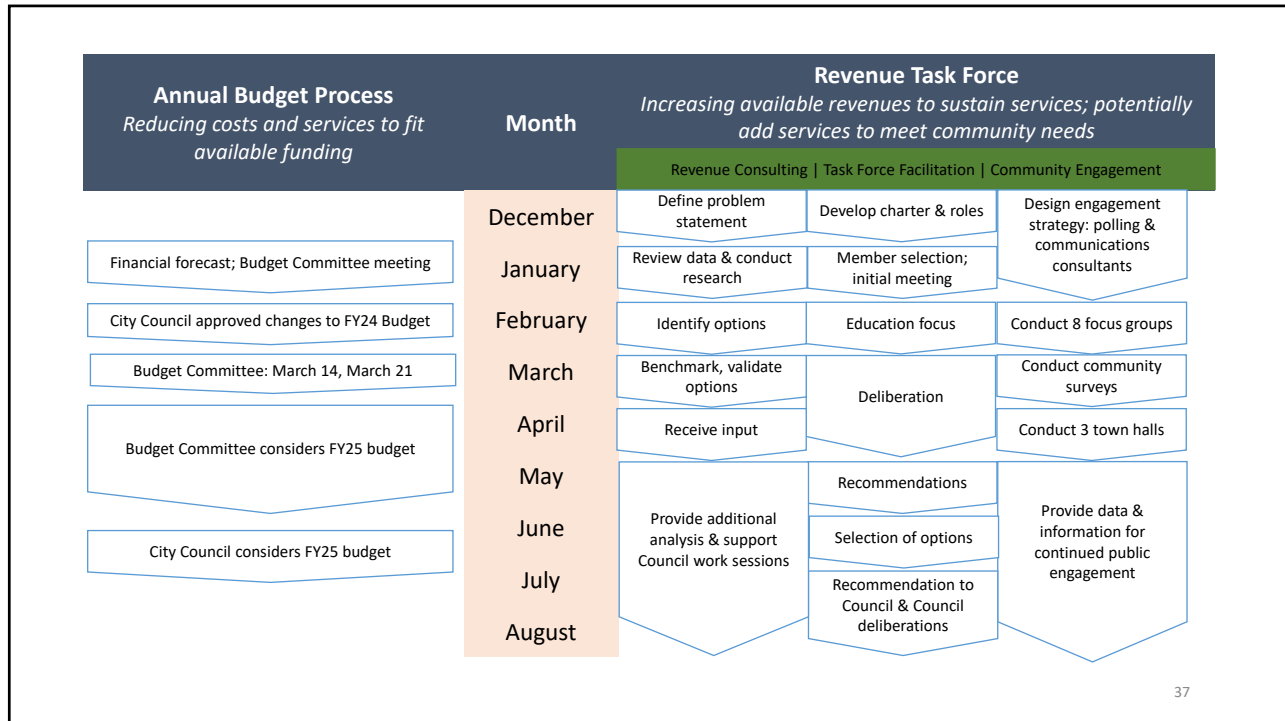
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**Salem
Revenue Task Force
Update**

Budget Committee
March 14, 2024

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By the numbers

- 25 members (+2 alternates, 1 ex officio)
- 7 Task Force meetings
- 8 focus groups
- 3 town hall/community forums
- 1 statistically valid poll

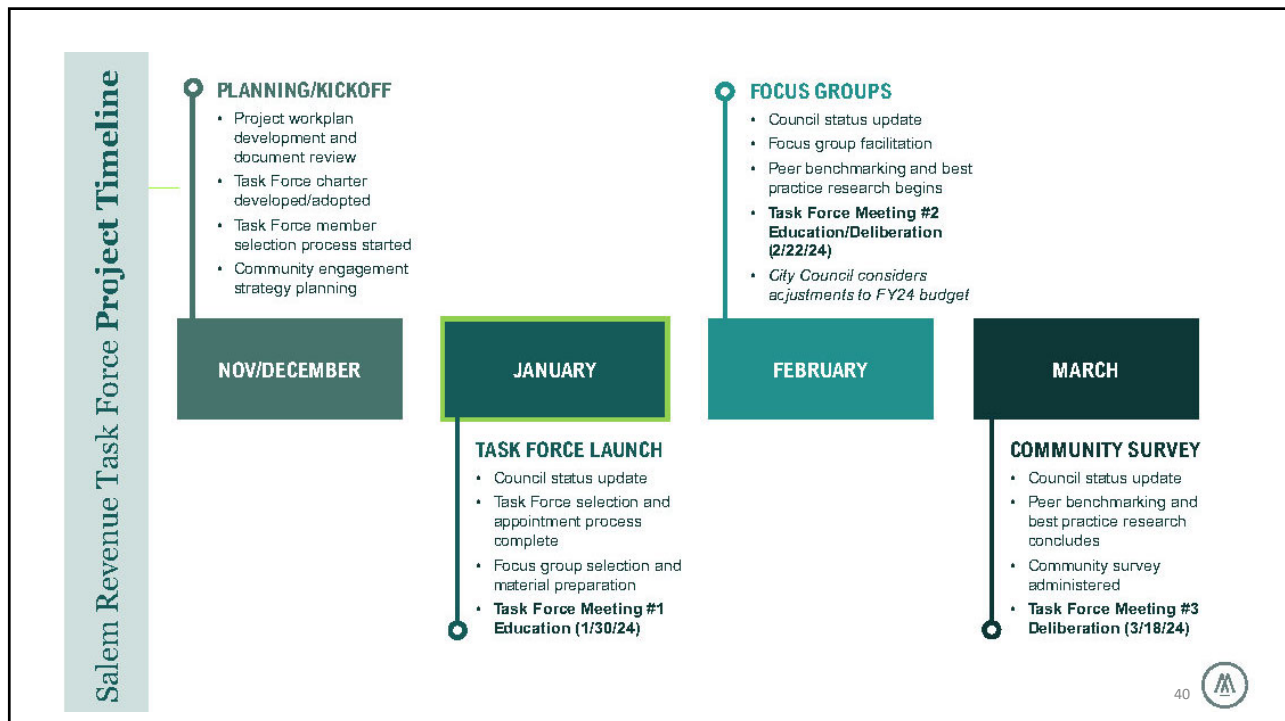
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Who serves

- **Broadly representative of community**
 - Residents and business owners
 - All wards, and all kinds of connections to Salem
 - Variety of lived experience, life stages, ethnicity and background

- **With representatives of**
 - Chamber of Commerce
 - Latino Business Alliance
 - Salem 350
 - Employee Union

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