



MOSSADAMS

CITY OF SALEM

Governance Assessment Implementation Update

December 2, 2024



Agenda

- Project overview
- Proposed council policies
 - Annual Reporting and Workplans
 - Councilor Liaison Assignments
 - Governance Group Review
- Proposed governance group consolidation
 - Urban Renewal Agency Boards
- Proposed staff actions
 - Implement standardized bylaws
 - Implement updates to the application process



Project Overview

- The 2024 Governance Assessment reviewed the City Charter for opportunities to improve efficiency, effectiveness, equity, and relevance to today's Salem
- Assessed governance group and Neighborhood Association practices to identify opportunities to streamline and simplify structure and processes
- Considered opportunities to improve community representation on governance groups and Neighborhood Associations



Implementation Approach

Governance Groups

- Summer 2024: Staff prepares analysis to support more efficient, effective, and equitable governance group operations
- Fall 2024: Boards and Commissions Appointment Committee considers potential changes to current policies, procedures, and practices
- **December 2024: Council considers Committee-recommended updates**
- Winter & Spring 2025: Staff implements changes; in place prior to FY26

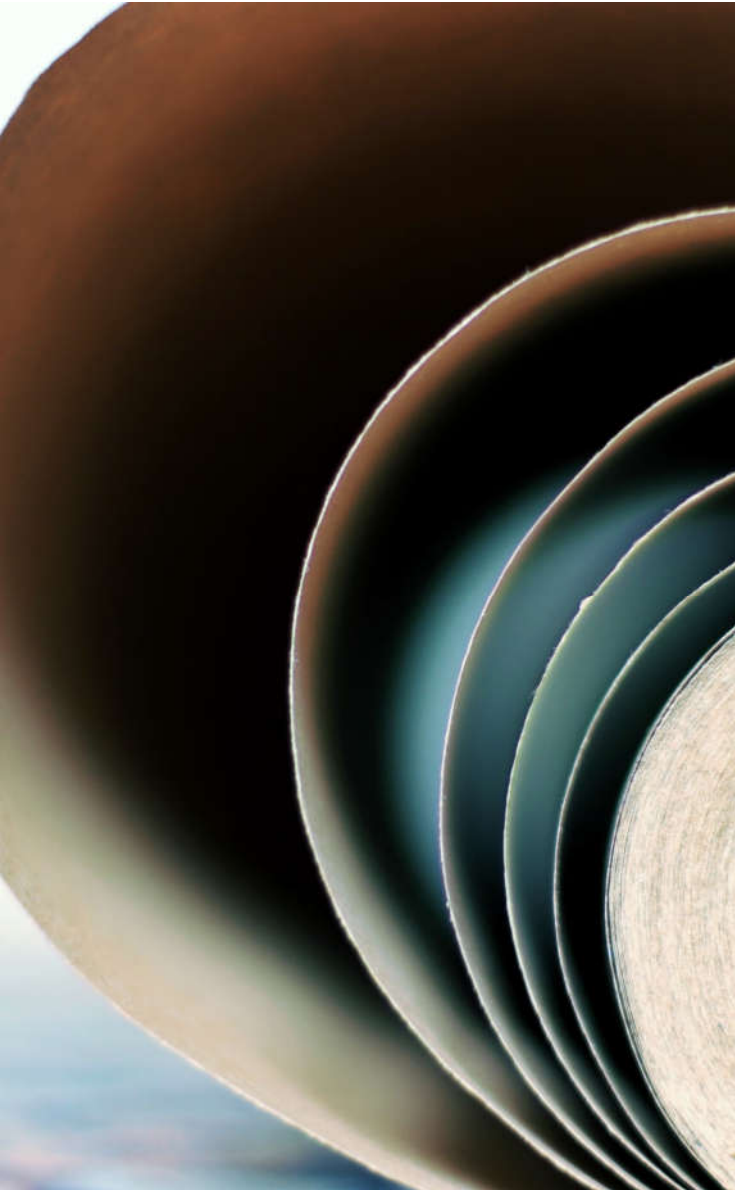
Neighborhood Associations

- Fall 2024: Staff conducts additional analysis and engages with neighborhood associations; develops a prioritized implementation plan; and prepares proposed code amendments
- Winter/Spring 2025: Council work session to review recommendations and consider any changes to code; council assignments, roles, and responsibilities; and P&Ps

City Charter

- Fall 2024: Staff prepares analysis to support Council consideration of recommendations
- Winter/Spring 2025: Council Rules Committee meets to prioritize recommendations and consider potential charter updates
- Summer 2025: Council considers Committee-recommended updates
- Fall 2025+: Council and staff implement changes (may be 2+ years depending on engagement and election requirements)





Proposed Council Policies

Council Policy on Boards and Commissions

- Annual Reporting and Workplans
- Councilor Liaison Assignments
- Governance Group Review



Annual Report and Workplan Framework

BCAC Recommendation: Establish a policy that:

- Requires annual *reports* from all boards and commissions
- Requires annual *workplans* from select governance groups (those that focus primarily on responsive work would not need to provide a workplan, ex: the Civil Service Commission)

Annual Report Framework

- Summary of key accomplishments, community outreach efforts, and equity-related work
- Meeting Metrics (ex: number of meetings held, number where quorum was not met, etc.)
- Summary of priorities for the upcoming year



Councilor Liaison Assignment Framework

BCAC Recommendation: Some groups should have a councilor liaison and the Council should establish a policy to decide when liaisons are assigned.

- **Purpose:** The purpose of the Councilor liaison roles is to provide Council perspective to the governance group and bring relevant group matters back to the Council.
- **Appointment Process:** Governance groups can request or Council or BCA can recommend. The mayor would appoint the liaisons.
- **Selection Criteria:**
 - Complexity of issues
 - Scope/impact on the community
 - Alignment with Council priorities
 - Councilor Interest



Appendix: Boards and Commissions

- Airport Advisory Commission*
- Center 50+ Advisory Commission
- Citizens Advisory Traffic Commission
- Civil Service Commission
- Community Police Review Board
- Cultural and Tourism Promotion Advisory Board
- Historic Landmarks Commission
- Municipal Judge Compensation Commission
- Salem Human Rights Commission
- Salem Parks and Recreation Advisory Board*
- Salem Planning Commission
- Salem Public Art Commission
- Salem Public Library Advisory Board
- Urban Renewal Advisory Board
 - North Gateway Urban Renewal Advisory Board
 - Riverfront-Downtown Urban Renewal Advisory Board
 - West Salem Urban Renewal Advisory Board



Governance Group Review Framework

BCAC Recommendation: Establish a policy that sets the standards for regular review of governance groups during the annual reporting process.

- **Review Criteria**

- *Consider consolidation if:*
 - Multiple groups share similar purposes or fulfill similar needs for the community
 - Additional scope could be added to a group without significant burden to the members of the group
- *Consider sunseting if:*
 - The group is not fulfilling a high priority need for the community
 - The group does not meet regularly or consistently fails to meet quorum
- *Consider adding if:*
 - The new group has a distinct purpose that no other group is fulfilling or could feasibly fulfill
 - The purpose is aligned with the City's priorities
 - The City has sufficient staff to effectively support the group





Proposed Group Consolidation

- **BCAC Recommendation:** Direct staff to combine the Urban Renewal Advisory Boards into one group.
 - Riverfront-Downtown Urban Renewal Advisory Board
 - North Gateway Urban Renewal Advisory Board
 - West Salem Urban Renewal Advisory Board



Proposed URB Combinations



Potential Structure for a Combined Board

- Three transition members each from the DAB boundary, the NGRAB boundary, and the WSRAB boundary (9 total)
 - Note: These members should either: 1) be a current member with a real estate/development background, OR 2) be a current member with a finance/banking background
- Four at-large members – City-wide, members could be residents outside of the three current URAs

Additional Considerations for a Combined Board

- In the future (as RDURA, NGURA, and WSURA are closed and no longer have board representation) at-large positions can be converted to allow representation for future new URAs





Proposed Staff Action

- Implement standardized bylaws
- Implement updates to the application process



Standardized Bylaws



BCAC Recommendation: Direct staff to develop and implement a standard template and set of minimum requirements for all governance group bylaws.

Proposed Bylaw Template Framework

- Purpose
- Membership
- Structure
- Meetings
- Rules and Considerations of Business
- Conduct and Ethics
- Other



Standardized Application Process



BCAC Recommendation: Direct staff to update the application materials and process.

Proposed Application Framework

- Additional information:
 - Ward
 - Connection to Salem (live, work, volunteer, etc.)
 - Age
 - Gender
 - Race/Ethnic Background
 - Languages Spoken at Home
 - Education
 - Relevant professional and/or lived experience
- Improved form features:
 - Limiting applicants to apply for one group per application
 - Linking reference documents





Next Steps

01 GOVERNANCE GROUP ELIGIBILITY REQUIREMENT
UPDATES PROPOSED TO COUNCIL IN EARLY 2025

02 NEIGHBORHOOD ASSOCIATION SUPPORT
UPDATES PROPOSED TO COUNCIL IN EARLY 2025

03 CITY CHARTER REVIEW BEGINS IN EARLY 2025



The material appearing in this presentation is for informational purposes only and should not be construed as advice of any kind, including, without limitation, legal, accounting, or investment advice. This information is not intended to create, and receipt does not constitute, a legal relationship, including, but not limited to, an accountant-client relationship. Although this information may have been prepared by professionals, it should not be used as a substitute for professional services. If legal, accounting, investment, or other professional advice is required, the services of a professional should be sought.

Assurance, tax, and consulting offered through Moss Adams LLP. Investment advisory offered through Moss Adams Wealth Advisors LLC.

©2022 Moss Adams LLP



Appendix: Boards and Commissions

- *Airport Advisory Commission
- Center 50+ Advisory Commission
- Citizens Advisory Traffic Commission
- Civil Service Commission
- Community Police Review Board
- Cultural and Tourism Promotion Advisory Board
- Historic Landmarks Commission
- Municipal Judge Compensation Commission
- Salem Human Rights Commission
- *Salem Parks and Recreation Advisory Board
- Salem Planning Commission
- Salem Public Art Commission
- Salem Public Library Advisory Board
- Urban Renewal Advisory Board
 - North Gateway Urban Renewal Advisory Board
 - Riverfront-Downtown Urban Renewal Advisory Board
 - West Salem Urban Renewal Advisory Board



Appendix: Committees

- Boards and Commissions Appointments Committee
- Bond Implementation Oversight Committee
- Citizen Budget Committee
- City Council Rules Committee
- City Manager's Performance Review Committee
- Climate Action Committee
- Floodplain Management Plan Committee
- Infrastructure Bond Engagement Steering Committee
- Legislative Committee
- Public Works Operations Building Council Oversight Committee
- Salem City Council Finance Committee
- Salem Housing Advisory Committee
- Solid Waste Committee
- System Development Charge Methodology Committee

