

Efficient Permitting Practices for New Development

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community; Welcoming and Livable Community; Strong and Diverse Economy

Current Practice

City permits are issued by the Building and Safety Division of the Community Development Department. The division is managed by the City's Chief Building Official who is charged with the responsibility of assuring compliance with State-mandated building safety codes. This translates into three distinct services offered by the division: permit processing, plan review, and inspections. The service is funded by fee revenues and operates as an enterprise fund per State requirements.

Fees have remained unchanged for seven years and are currently the lowest of any major City in the State of Oregon. Compared to all available municipal data across the State, the City of Salem's building permit fees are the fourth-lowest overall. Only the towns of Ashland, Independence, and Ontario offer lower rates.

Fees are based on the estimated value of a project and thus vary drastically based on the type and scale of construction. For illustrative purposes, the City of Salem's permit fee for a hypothetical residential project involving a 1,500 sq ft home with a 400 sq ft garage, 3 bedrooms, 2.5 bathrooms, and a valuation of \$300,000 is \$1,911.31. Again, this is the fourth-lowest fee for such a project in the State of Oregon.

This fee covers the costs of plan review, customer service at our Permit Application Center, and all inspections. The division also provides service guarantees to ensure as great a level of certainty in the process as possible. Those service guarantees include the following:

- 10 days for plan review and comments for all residential projects.
- 20 days for plan review and comments for all commercial projects.
- Same-day inspections if requested before 5 am.

These service standards and guarantees are more timely than benchmarks used in other communities. The underlying processes and practices are also a primary reason for the division's near-perfect score in their International Accreditation Service 2019 assessment, a performance that has garnered national recognition in trade publications.

Policy Agenda Proposal

There are no specific proposals related to the Policy Agenda.

Estimated Cost / Operational Impact

No estimated costs or operational impacts to consider.

Recommendation

Staff does not recommend any action at this time. Staff will continue careful monitoring (already underway) of this quality and cost-effective service with investment in new technology. Examples of new technology benefits include our remote application process and paperless review service, both of which have been widely adopted by customers.

Policies and Practices to Generate More Housing Opportunities in the City

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community; Welcoming and Livable Community; Strong and Diverse Economy

Current Practice

The City addresses housing needs through a variety of avenues. Two notable components of our broader practice include our accessory dwelling unit policies (ADU) and multifamily development policies. Both components are reviewed below.

Accessory Dwelling Units

Since their adoption in 2017, ADU standards have resulted in 44 applications for new housing units. Of the 44 applications, 34 units have been approved and 10 are in review.

This is a significant amount of activity. Many of the units have been proposed in the past six months following a change in our requirements for system development charges (SDCs). Effective July 1, 2019, all SDCs associated with ADUs are waived for a five-year period. Prior to this change, ADUs were charged \$4,400 to compensate for development impacts. Nine new ADUS have been approved since this policy change and eight new proposals have been submitted.

Overall, this policy change is an extension of our broader approach to this type of housing. The State of Oregon Department of Land Conversation and Development (DLCD) has confirmed that the City has one of the least restrictive ADU policies in the state. In summary, our standards require the following:

- The maximum size (900 square feet maximum or 75% of the main house) is more permissive than most other cities.
- Salem's code does not include design standards for ADUs nor does it restrict where an ADU's entrance can be located. Many other cities have design standards and/or restrictions on entrances.
- Salem does not require off-street parking for ADUs, and there is no requirement that the ADU or main building be owner occupied. (The State passed a law in 2019 that prohibits parking and owner-occupancy requirements for ADUs. Salem adopted standards before the State mandate).
- Salem allows ADUs where single-family homes are allowed, which includes residential zones and most commercial, industrial, and mixed-use zones.
- Salem allows ADU's to be 25 feet tall, where most cities allow 18-20 feet.

Between these flexible standards and our SDC waiver, the City has produced an amenable set of policies for ADUs. If current activity continues, 15-20 additional ADUs will be developed every six months. When combined with our multifamily policy revisions, the City can anticipate significant progress on our housing needs.

Revisions to Multifamily Development Standards

From 2018 to 2019, staff worked with DLCD through its new Oregon Housing Planning Project to assess and improve our multifamily development standards. Proposed revisions were considered by the Council at a first reading on January 13, 2020. The standards have been designed to provide flexible, context-sensitive requirements that scale with the size of a development. Our current “one size fits all” approach has become a barrier to smaller projects of 3 – 4 units and intermediate projects of 5 – 12 units.

These revisions will come at a time when multifamily development activity is enjoying its greatest three-year performance on record. Since 2017, the City has permitted 1,396 multifamily units. This is 30% more than the 1,062 units of single-family residential permitted in the same timeframe. Multifamily development is outpacing single-family development, marking a real shift in development patterns that has not been seen at any other time in the City’s recorded activity dating back to 2002.

Our proposed multifamily standards will ensure that this trend continues in a positive fashion. More importantly, it will ensure that new development is more feasible at a smaller scale and more compatible with existing neighborhoods. A summary of notable changes is listed below.

- Revised standards for 3- and 4-unit developments that are equivalent to single family standards.
- New limited standards for smaller infill projects (5-12 units).
- New options to meet standards for open space, building articulation and massing, and setbacks for larger complexes (13+ units).
- Reduced parking for studios and 1-bedrooms units.
- Reduced parking for proposals near transit, providing an on-site car-share, more covered bike parking and/or affordable housing.
- Allow zoning adjustments for deviation from standards.

Policy Agenda Proposal

There are no specific proposals related to the Policy Agenda. Instead, this report originates from Council’s request for information on the costs associated with accessory dwelling units and the efforts underway to encourage additional residential development.

Estimated Cost / Operational Impact

No estimated costs or operational impacts to consider.

Recommendation

Staff does not recommend any action at this time.

Plan and Site a Low Barrier Shelter

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community / Welcoming and Livable Community

Current Practice

Low barrier shelters have as few barriers as possible in order to encourage use. They typically allow couples or family units to stay together, allow pets, and do not require sobriety. There are currently no low barrier shelters in Salem.

Policy Agenda Proposal

Plan and site a low barrier shelter, possibly in conjunction with a Navigation Center.

Estimated Cost / Operational Impact

Acquisition costs would vary widely depending on the building location, building type, and needed renovations, and are estimated at \$2 million at the low end to \$4 million at the upper end of the range. Depending on the location of the building, urban renewal may be a possible funding source for acquisition or renovation. As the City is not a shelter operator, it could partner with a non-profit service provider for operations and possibly contribute to operational costs through general fund grants or TOT grants.

Annual operational costs for a 100 bed low-barrier shelter are estimated at \$1.12 million (year 1) and \$893,000 (year 2) for staffing and facility maintenance. This estimate does not include property lease or purchase expense.

Recommendation

Plan and site a low barrier shelter in conjunction with a navigation center. Navigation centers are replacing older shelter models that traditionally require gender segregation, high barriers and rules to entry, and no place for personal possessions, partners, or pets. Navigation centers are low-barrier, operate 24/7, and provide intensive case management to connect people to public benefits, health services, and permanent housing, through a Housing First philosophy. A recent State of Oregon shelter study identified the need for a navigation center in Salem, and there may be state funding available to support operations.

Expand the Downtown Clean Team

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community / Strong and Diverse Economy

Current Practice

The City currently contracts with Garten Services for downtown cleaning services at an annual cost of \$70,000 per year. This is funded through the Downtown Parking Tax, paid by downtown businesses. There is a cap on how much this tax can increase each year, and in recent years, increase have not kept pace with inflation.

These services are governed by the City's procurement rules, and utilizing Garten Services provides employment for individuals with mental and physical disabilities in our community. They provide services during a six hour shift, 7:00 a.m. to 3:00 p.m. from Monday through Saturday. They work a set route and do not provide dispatch services.

Services include keeping public sidewalks, trash receptacles, and benches clean from debris, removing leaves from sidewalks, removing topical debris in alleys, weed pulling in tree wells, and removing posters and flyers from pedestrian and light poles in downtown.

They do not provide service on private property.

The purpose of the Clean Team is to maintain a consistent level of cleanliness in public pedestrian areas. This is necessary because not all building owners or businesses keep the public sidewalk areas clean. Some buildings are vacant or have low occupancy, which results in homeless individuals congregating and dropping trash. Increased homeless activity in downtown has resulted in more trash, waste, rocks, and broken tree limbs being dropped on the sidewalks. Trash receptacles are at capacity and in poor condition.

Policy Agenda Proposal

Expand Clean Team Services

Estimated Cost / Operational Impact

Doubling the Clean Team service contract would cost an additional \$70,000 a year. This does not include increased cost for more frequent trash pickup or power washing services.

The Parking Fund does not currently have capacity for this expense.

Recommendation

Defer until resources are available.

Pros include increased cleanliness and goodwill. Cons include:

- Challenges managing dispatch priorities and expectations
- No funding
- Limited number of businesses that provide this kind of contracted service due to certifications to address health issues when dealing with human waste

Mobile Response Unit for Assistance to People in Need

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community / Welcoming and Livable Community

Current Practice

This service does not currently exist in our community.

Policy Agenda Proposal

Support a Mobile Response Unit to deal with homeless individuals in need.

Cahoots is a Eugene-based program which opened in 1970 and provides aid to those in need who do not have the resources or ability to seek assistance. The Cahoots program pairs together a crisis intervention worker and an emergency medical technician. They provide client-centered services under a harm reduction model designed to provide: crisis counseling, suicide prevention, conflict resolution, welfare checks, grief counseling, medical care, resource connection, transportation services, substance abuse counseling, and first aid.

Cahoots offers those services 24 hours a day utilizing two vehicles which are used by their crisis response teams to respond to non-emergency calls for service. Calls for service are received from police dispatch. A call taker decides whether: the call is non-emergency in nature, the type of call that does not need to involve police or fire services, and if it is appropriate for a Cahoots team response.

Last year Cahoots responded to nearly 17,000 calls for service. They may also have eliminated any number of follow-up calls by either providing or directing people to the resources they need, thus eliminating a need for police or fire response.

Cahoots can reduce and divert emergency room visits and people being sent to jail. They do this by providing wrap around services and finding alternate resources. Additionally, they utilize resources that the City of Eugene has in place. These resources include: organized camps and short time, temporary shelters, sobering stations as well as the White Bird Clinic.

The cost of the program for Eugene is approximately \$800,000 annual for operations costs and another \$200,000 for vehicle maintenance, equipment and training. Funding is paid for by the Eugene Police Department. Upon hire, each staff member receives approximately 500 hours of training. Training consists of the following: scene awareness, radio communication, defensive driving, self-care, gear use and placement, and personal appearance/presentation.

The United Way of Salem is exploring a pilot program in Salem modeled after what is being done in Eugene. The program would provide a mobile crisis team designed to reduce calls for service which are currently requiring police or fire department responses.

Staffing for this would include two teams, each consisting of one qualified mental health provider paired with one emergency medical technician. The pilot program would operate eleven hours per day, Monday-Saturday, during peak hours. The Mid-Willamette Valley Community Action Agency would administer the program.

This United Way model would be a positive step in providing needed services to our community, but the results would not be the same as what Eugene has experienced. For instance, Salem currently lacks a sobering center, one of the mainstays of the Eugene model. Lacking a sobriety center, many of the calls the team would respond to would leave them in the same situation that our officers and firefighters currently face, no viable resource to transport a person in need to, and a police or fire response may still be necessary.

Even if criminal behavior is involved, the jail is unable to accept those who are heavily under the influence of drugs or alcohol, and there is no place to take those who are under the influence even if they have not committed a criminal offense.

Eugene has resources for temporary shelters, "rest-stops", and the White Bird Clinic. The teams in Salem would not have those important resources to help many of the people they would be contacting.

Having police respond to calls for service that have little or no legal nexus is not a sustainable solution. It takes away from other needed calls for service and in some situations the calls the officers respond to become more volatile when uniformed officers arrive and do not have the tools, resources or ability to successfully resolve the matter. For that reason, this concept has appeal.

Two documents providing information regarding United Way's proposal and a part of Eugene's model are attached.

Estimated Cost / Operational Impact

The CAHOOTS program in Eugene costs approximately \$1,000,000 per year.

The proposed United Way project would need approximately \$500,000. Of that budget, \$440,000 would be used for personnel and operating costs and the remainder would be utilized to purchase a van. Currently, there is no identified funding source.

Recommendation

A reduction in minor police and fire calls would be welcome, yet many of the services provided in Eugene would not be available with this model. Funding for this project is not recommended given current needs with the City.



CAHOOTS Pilot Program – City of Salem

BACKGROUND AND NEED:

- Community working together to effectively address homeless crisis, especially in downtown area
- According to 2019 Point In Time count (PIT), 341 unsheltered in Salem
- According to ARCHES Coordinated Entry data, 587 unsheltered households, or 949 persons, have been identified in the last 6 months
- 49% of unsheltered in Salem are female; 26% have minor child; 10% are veterans
- Disabilities: 32% mental health; 21% substance abuse; 26% chronic health condition; 27% physical disability
- In last six months, 3,097 system engagements (emergency room, overnight hospital stay, Ambulance, EMT)
- On average, homeless visit ER 5-15 times per year; average cost of \$5K per visit
- Additional sheltered individuals/families in crisis that can be served effectively by program

POPULATION TO BE SERVED:

- Both unsheltered and sheltered individuals/families within City of Salem limits, with an initial geographic focus on downtown Salem



WHAT IS CAHOOTS?

A highly effective Mobile Crisis Intervention Program in operation in Eugene/Springfield since 1989. Program currently being replicated in multiple cities nationwide, including Olympia and Portland.

KEY ELEMENTS:

- Provide mobile-crises intervention that offers alternative and support to Salem PD and Fire
- One van operating 11 hours per day at highest need times Monday-Saturday
- Two staff on van during shift – one crisis worker (QMHA/QMHP) and one Basic EMT
- Four staff hired and trained for pilot (2 QMHA/QMHP and 2 Basic EMT)
- Calls routed through City of Salem 911 system via non-emergency lines
- Team dispatched via radio on non-priority police channels; respond to one call at a time
- Mid-Willamette Valley Community Action Agency (CAA) to administer program with partners
- Services are voluntary, free and confidential
- Services to include: crisis counseling, suicide prevention, conflict resolution and mediation, welfare checks, substance abuse, first aid and non-emergency care, housing assistance, resource connection and referrals, transportation to services
- May deescalate and address, or may transport to hospital, service providers, or emergency shelter
- Potential reduction in Police/Fire response for non-criminal and non-emergency calls
- Likely emergency room and jail diversion

PROPOSED PILOT BUDGET: \$500,000

12 months (operating 11 hrs/day Monday-Saturday)

ESTIMATED EXPENSES:

Personnel (wage & fringe): _____\$300,000

4 FTE Van Crew

1 FTE Supervision

Operating Expenses: _____\$140,000

Administration

Vehicle Maintenance

Technology

Supplies

Training

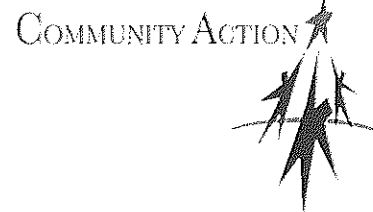
Facility

Van Purchase: _____\$50-75,000

Total Expenses (12 months): _____\$500,000

NEXT STEPS:

- Finalize partner commitments (Management, Mental Health, EMT)
- Finalize program design; with Eugene consultation
- Raise funds to launch pilot



**United Way of the
Mid-Willamette Valley**
UnitedWayMWV.org



Eugene's Rest Stop Pilot Program

What is a rest stop?

A rest stop is a designated area within city limits where up to 20 people are allowed to sleep in tents or Conestoga Huts. Unless for security or health reasons, residents vacate the site during the day and a limited number of visitors are permitted during designated hours. There are currently six rest stops in Eugene that provide temporary, safe, legal places for people who are experiencing homelessness to sleep at night. Each site is approved by the Eugene City Council. The City then enters into an agreement with a nonprofit organization to manage the rest stops, and the program must be periodically renewed by the City Council.

How are sites selected?

The City and County are trying their best to find workable rest stop sites that minimize impacts to neighbors and sensitive areas. Sites are not located in developed parks, environmentally sensitive areas, within residential neighborhoods or close to schools. The land must be suitable to camping and have road access. Central locations with access to public transportation and services are preferable. These conditions make it very challenging to site a rest stop. We will continue to try to balance the needs and views of all community members when selecting sites.

Who pays for the rest stops?

The cost of establishing and operating each rest stop is paid for and managed by a nonprofit organization. The land is currently provided by the City of Eugene, Lane County and the Eugene Mission.

Who operates the rest stops?

Two local non-profits are responsible for day to day oversight of the rest stops:



Who stays at rest stops?

Individuals 18 or over who are experiencing homelessness are eligible to apply for a space at a rest stop. Applicants are screened to determine if they are a good fit. Rest stops are intended to be a temporary respite, and the managing nonprofit works to connect residents with support and resources to help them move toward a more sustainable housing solution.

How are rest stops kept healthy and safe?

Residents sign agreements to abide by rest stop rules and an onsite manager provides supervision. Best practices for water, handling and preparing food, cooking and cleaning, heating, waste management and illness prevention are followed. There is zero tolerance for violent behavior or alcohol and drug use onsite. Children must be supervised and are prohibited from staying overnight. Portable restrooms and trash collection are provided. Residents are expected to keep the site tidy, refrain from disruptive behavior and be good neighbors. The sites are also fenced to control access and promote safety.

Why is the City allowing rest stops?

There is simply not enough affordable shelter for the high numbers of people who are experiencing homelessness in our area. The rest stop concept is being piloted as an option to help alleviate this need. Residents report that having a secure and safe place to sleep is crucial as they work to access services and find long-term, stable housing.

For additional information about the rest stop program go to eugene-or.gov/homelessness
Questions or concerns? Call 541-682-5009

Support for Mental Health

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community / Welcoming and Livable Community

Current Practice: Legislative Priorities

The City Council's Legislative Committee considers legislative priorities for each Legislative Session and responses to proposed legislation. The Legislative Committee is comprised of Mayor Bennett and Councilors Andersen, Hoy, and Nanke, with Councilor Kaser serving as alternate. The Legislative Committee's recommendations are made to Council.

At the December 9, 2019 meeting, the Salem City Council approved legislative policy statements for the 2020 Legislative Session. The Oregon State Legislature convenes February 3, 2020 for a 35-day session. For this session, the City Council approved specific policy priorities to secure funding for local government to reduce hardships that lead to homelessness and chronic homelessness such as support for: mobile crisis intervention, navigation center, and sobering center pilot projects; additional funding for mental health; and additional funding for permanent supportive housing. In addition, with the Council's approval, staff will work with Marion County to scope our shared position for more funding support for mental health.

Policy Agenda Proposal

Work within the City's existing legislative program to develop more support for mental health services.

Estimated Cost / Operational Impact

This work can be accomplished with existing staff and resources within City's legislative program.

Additional mental health services in our community would greatly benefit our unsheltered neighbors and reduce overall strain on our non-profit partners and local government resources.

Recommendation

Because this issue is now part of the City's legislative agenda, no additional action required.

Consider Organized Camping for the Unsheltered in our Community
2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community, Welcome and Livable Neighborhood

Current Practice

The City does not currently have any organized camping sites.

Policy Agenda Proposal

Consider establishing an organized camping site for unsheltered members of our community.

Estimated Cost / Operational Impact

The annual costs for a sanctioned, managed campsite for up to 35 individuals are estimated at \$1,023,116. While operating a campsite for a shorter duration would cost less, it may not be feasible for a non-profit agency to hire staff with the necessary training for a short-term operation.

Recommendation

Establish an organized camping site only if it is professionally and actively managed.

On December 9, 2019 staff presented City Council with a staff report addressing the use of city-owned sites for temporary emergency camping. Ten locations were presented for consideration. Recommendations included best practices from other communities experienced with sanctioned camping sites and included:

- Management by a non-profit agency with professional, trained staff to provide security, case management, and a deterrent to crimes and other behavior.
- Fewer than 35 campers.
- Public funds spent to support organized camping are more effectively spent providing permanent housing.

Mobile App to Identify Shelter Space
2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community, Welcoming and Livable Community

Current Practice

Currently, the only way for unsheltered individuals, service providers, advocates, or law enforcement to find out if shelter space is available on any given night is to visit a shelter in person or to call.

Policy Agenda Proposal

Develop an app that law enforcement and others could use to determine in real time if there is shelter capacity.

Estimated Cost / Operational Impact

No estimated cost at this time.

Recommendation

Defer until the new Union Gospel Mission is in operation. The biggest challenge to this kind of app is active participation from shelter providers. Shelter providers will either need to manually enter and update bed availability, or have a reservation or intake system that will automatically update the app. Currently, shelters in Salem do not have the staff or technology capacity to keep an app like this updated.

This could be revisited after the new men's mission is in operation in 2021.

Remove Sobering Center From Policy Agenda

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community / Welcome and Livable Neighborhood

Current Practice

There is no sobering center currently in our community.

Policy Agenda Proposal

Consider eliminating planning for a sobering center.

Estimated Cost / Operational Impact

Current estimates to staff, supply and operate a sobering center in Salem are over \$700,000 a year. This number has increased within the last year, when several community partners were exploring the feasibility of creating such a center.

Recent efforts by the State of Oregon to assist local communities with funding for sobering centers do not provide ample funding to move forward at this time.

Recommendation

Funding for a sobering center is not recommended at this time. There are other needs within the City requiring consideration, there are no known community partners currently identified, and funding for such a center is more expensive than we and others originally involved can provide.

City of Salem Commuter Program

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community; Safe Community

Current Practice: Smart Commuter Program

The City of Salem currently has a "Smart Commuter Program" that encourages City employees to carpool, vanpool, utilize mass transit, bicycle, freewheel (scooters, rollerblades, skateboards), or walk to work and a pretax commuter deduction program. There are currently 1,293 career employees at the City of Salem.

Policy Agenda Proposal

In 2018, City employees completed a "Smart Commuter Program Survey". The survey showed employees have interest in:

- A free bus pass program (120 employees);
- Pretax commuter deductions (already being offered) (120 employees);
- Access to locker/shower facilities to allow for biking or walking to work (101); and
- Additional secure bicycle storage (85).

At the time of the survey, two employees reported regularly taking the bus. An analysis of employee work locations, job assignments and residence found that approximately 256 employees have positions with the City that may lend themselves to use public transit. The remaining employees noted they would likely not be able to use the Salem bus system based on: shiftwork/schedule, childcare or school, flexibility, disability, the location of their primary residence, and/or lack of bus routes/bus schedule.

Estimated Cost/Operational Impact

For a government organization, Cherriots' fare is \$5.60/month per employee. The rate is based on providing bus passes to all employees. Based on the current employee count, providing free bus passes under that agreement would cost \$86,880 annually. The full price bus fare is \$45/month. If all 120 employees who expressed interest in a free bus pass were provided reimbursement, the cost would be \$64,800 annually. The survey results indicate some employees are interested in taking alternative transportation means to work (ie bicycle/walk) but are limited due to lack of changing/showering facilities and secure bicycle storage.

Recommendation

Following Salem Police Departments relocation, showering and locker room facilities will become available at the Civic Center. We recommend: 1) the City consider preserving these facilities for employee use to encourage alternative means of transportation and provide additional secure storage for bicycles. 2) Consider a bus pass reimbursement program. Once the number of employees seeking reimbursement reaches 150, re-evaluate enrollment in an all employee bus pass reimbursement program. 3) Continue to promote the City's current Smart Commuter Program.

Policies to Stabilize and Possibly Reduce Waste Management Fees

2020 City Council Policy Agenda

Strategic Plan Result Area

Strong and Diverse Economy / Good Governance / Natural Environment
Stewardship

Current Practice

Three primary factors should be considered when determining subscriber rates for solid waste management services: 1) the services provided, 2) the costs related to providing those services, and 3) the targeted pre-tax return on revenue the haulers are allowed to earn.

Services

Salem residents are offered a comprehensive list of garbage and recycling services through a regional integrated solid waste management system. Available residential services include weekly garbage pickup, every-other-week mixed recycling, every-other-week recycling of glass, household batteries, latex paint, used motor oil, antifreeze and vegetable oil in the small bin, weekly pickup of mixed organics, and junk removal and hauling. A full menu of commercial services is provided to meet the needs of customers ranging from small businesses to industrial complexes and government institutions. Additional city-wide and regional services include recycling drop-off locations throughout the city, the household hazardous waste facility, electronics recycling, and more. This integrated system is designed to recover usable material from the waste stream, properly dispose of hazardous material, and reduce the amount of material that is ultimately disposed.

The State of Oregon's Department of Environmental Quality (DEQ) requires all cities with a population of 4,000 or more to offer curbside recycling. Larger cities are required to include expanded recycling options. In addition, cities are required to implement certain education programs that promote waste prevention and reuse. Many of the services listed above, such as the collection of mixed organics, help Salem to meet these requirements and help the Marion Wasteshed obtain one of the highest recovery rates in the state (49.1% in 2017). Removing one of the currently provided services or programs may require adding other services or programs to maintain DEQ compliance.

Cost of Service

Each type and level of service has a cost associated with it. Customers have options to reduce their rate by reducing their service level. For example, residential customers can lower their service from a 35-gallon cart to a 20-gallon cart. Generally, this requires customers to improve how they reduce, reuse, and recycle.

The top six expense categories for Salem's haulers include disposal (38.6%), personnel (31.2%), franchise fees (7.8%), vehicles and equipment (7.2%), fuel (3.5%), and carts and containers (2.0%), totaling over 90% of the overall cost. Haulers have very little control over these costs. The City; however, sets the

franchise fee rate haulers are required to pay. Currently Salem's franchised haulers pay 7.0% of gross receipts to the City, approximately \$2.3 million annually, which is used to help fund General Fund services. In 2015, City Council approved an increase to the Franchise fee from 5.0% to 7.0%.

SRC 47.015(b) states that part of the purpose of solid waste management is to ensure rates are "just, fair, reasonable, and adequate to provide necessary solid waste management, recycling and resource recovery and prohibit rate preferences and other discriminatory practices." Salem maintains a practice of assigning the cost of service to each line of business and service level equally (targeting a 10% return on revenue for each line of business). This avoids rate preferences between customers types.

Return on Revenue

SRC 47.099(f)(5) notes that when setting solid waste rates, Council shall consider "a reasonable margin" for the haulers. Salem targets a 10% pre-tax return on revenue for its franchised haulers. This practice is an industry standard that has been used for many years and has been adopted by most of Salem's comparable cities. A recent poll of Oregon cities shows only three other Cities target a rate of return below 10%: Beaverton at 8.5% and Gresham and Hillsboro at 9%. All cities within Marion County target 10%. As described during the recent rate-setting process, from this margin haulers pay approximately 3% for taxes with another 3% allocated to reserves used to run the day to day activities of the business. These reserves are important for the haulers to be able to maintain operations when unforeseen market conditions hit, such as the 2018 recycling market crash. Also, even though a 10% return on revenue is targeted, overall, haulers in Salem have fallen short of this target.

Policy Agenda Proposal

When adopting policies to stabilize solid waste management rates, staff would recommend that Council consider the following policy questions regarding solid waste management in Salem.

- What services should be offered within the City of Salem?
 - Can services be stopped or modified to lower subscriber rates while maintaining compliance with DEQ requirements?
- What are Salem's waste reduction and recovery goals?
 - What is the cost of programs that support these goals?
 - How do these support the goals for the whole county-wide watershed?
- Should Salem maintain its current practice of no rate preferences between customer types?
 - Some rate models increase commercial rates to allow for lower residential rates.
- How can Salem partner with the county and other cities to stabilize rates?
 - Are there cost-sharing opportunities?
 - Are there services that can be streamlined between cities/county improve efficiencies.
 - How can Salem partner with Marion County to reduce disposal costs?
- Should Salem adopt a targeted pre-tax return on revenue for its haulers?

- Would a lower target compromise the hauler's ability to provide and maintain services?
- Should Salem modify the franchise fee charged to haulers?
 - Can garbage rate increases be stabilized without negatively impacting General Fund revenue?

Estimated Cost / Operational Impact

No additional cost estimated at this time. Policy options should be reviewed for fiscal impacts, such as potential cost increases cost to meet compliance standards.

Recommendations

Hold Council Work Session during 2020 with the goal of understanding the elements of the integrated solid waste management system and reviewing related solid waste management policies

Tour multiple facilities of the integrated solid waste system including:

- Salem-Keizer Recycling and Transfer Station (SKRTS)
- Household Hazardous Waste (HHW)
- Marion Resource Recovery Facility (MRRF)
- Garten Recycling
- Covanta Marion, Inc. (Energy from Waste facility in Brooks, OR)
- Coffin Butte (landfill) and Pacific Region Compost (PRC) Facility

Adopt solid waste management policies to guide Salem's rate-setting process, which occurs again in 2021 for rates effective January 1, 2022.

Downtown Entertainment Zone

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community / Strong and Diverse Economy

Current Practice

Noise is measured in units of sound pressure levels called decibels (dBA). Noise limits in commercial zones, including downtown, are 70 dBA during the day and 65 dBA at night.

Policy Agenda Proposal

Consider establishing an Entertainment Zone to address noise

Estimated Cost / Operational Impact

Staff time to revise code to reflect an Entertainment District. Possible costs for signage.

Recommendation

No action needed. The typical purpose of establishing an Entertainment Zone is to allow evening noise in excess of standard commercial zone noise limits.

Salem's day and night noise limits in commercial zones are consistent with practices in commercial zones in many other communities. A limit of 65 dBA at night is very common.

However, some communities with active night life districts or entertainment zones have higher nighttime limits in commercial districts or specially designated corridors:

- Kansas City: 80 dbA
- Cincinnati:
 - Sunday through Thursday 65 dBA at night
 - Thursday from 7pm to Midnight - 75dBA, Midnight to 7 am - 65 dBA
 - Friday/Saturday from 7pm to 2 am – 75 dBA, from 2 am – 7 am – 70 dBA
- Austin: 85 dBA at night
- Nashville: 85 dBA at night

Salem's noise permits for special events downtown typically fall in the 80-85 dBA range.

North Downtown Overlays and Zoning
2020 City Council Policy Agenda

Strategic Plan Result Area

Strong and Diverse Economy

Current Practice

The City currently applies existing zoning, overlay, and design standards to new or proposed redevelopment in the North Downtown Area.

A North Downtown Zoning Code Analysis, with contracted consultant support, is currently in process and expected to be completed in the fall of 2020.

Policy Agenda Proposal

Encourage redevelopment on the north Riverfront area north of Front Street to Fred Meyer.

Estimated Cost / Operational Impact

This zoning analysis project has an approved budget of \$65,000 and is already underway.

Recommendation

No action needed.

The project currently underway is reviewing zoning in the North Downtown area to identify potential barriers and obstacles to desired mixed-use development. There are currently 18 base/overlay zone combinations in the study area. The project will recommend changes to zoning in the study area to streamline the zoning and remove identified barriers and obstacles to development and will draft proposed code language to implement recommended changes.

The zoning analysis was a recommendation from the North Downtown Housing Study completed in conjunction with the Downtown Strategic Action Plan.

Additionally, this area was recommended during development of the City's Strategic Plan as a potential future urban renewal area and much of this area is included in a Federal Opportunity Zone.

West Salem Overlay Zone

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community / Strong and Diverse Economy

Current Practice

The Salem Urban Renewal Agency Board approved the West Salem District Action Plan (Action Plan) in December 2015. The Action Plan included a recommendation to create zoning that supported three unique districts that would encourage land uses consistent with the vision for the area. The West Salem Zoning Code Cleanup Project was complete in 2018. It includes zoning changes and urban design guidelines aimed at expanding flexibility for uses on the west side of Wallace Road, encouraging craft industrial uses in the buffer area surrounding the industrial area, and contemplating redevelopment of major reuse parcels, including the former Oregon Fruit site.

Policy Agenda Proposal

Support continued work on the west side of Wallace Road, including possible support for the former RainSweet site, and continued transportation improvements on 2nd Street, NW.

Estimated Cost / Operational Impact

Cost to be finalized as need is determined. Transportation improvements on the west side of Wallace Road are expected to help with redevelopment and transportation access.

Recommendation

Formalize funding and recommendations through the urban renewal area budget process. No General Fund impact anticipated.

Relocate and Harden 9-1-1 Emergency Communications Center

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe Community

Current Practice

The City operates a regional 9-1-1 call taking and emergency dispatch service, commonly known as Willamette Valley Communications Center (WVCC). WVCC provides 9-1-1 dispatch services for the City of Salem and has been providing contract services for many neighboring jurisdictions since 1991. WVCC serves most public safety agencies in Marion, Polk, and Lincoln counties.

The City has operated WVCC out of the current leased facility (Cottage & Union) for the past sixteen (16) years, after space became an issue at City Hall.

Initial plans for the new Police Station included the 9-1-1 center, but to reduce overall budget for the project and pass the police facility bond measure on the second attempt, the 9-1-1 center was removed from the plan.

Staff are working to extend the current lease for four (4) years, with three successive two (2) year extensions, which will provide the City ten (10) years to raise funds to relocate the 9-1-1 center.

Policy Agenda Proposal

Two key items will need to be addressed as part of relocation. One is space and the other is facility hardening. Space needs in the coming 20-30 years are estimated at 18,000 square feet. The current facility is 10,000 square feet. Since WVCC is the core emergency communications center for the majority of three counties, the need to protect and harden the facility from intruder and attack is essential.

No action at this time.

Estimated Cost / Operational Impact

Construction of a new 9-1-1 center is currently estimated at \$7.2 million plus the cost to acquire property. Staff will be working with all member agencies to identify a possible funding source, such as the 9-1-1 tax revenue. While the City is a contract services provider, it is the responsibility of all member agencies to participate in the funding of this facility.

Recommendation

Defer further action until member agencies have funding needed to support the investment in a new facility.

Future of Library Collections

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community

Current Practice

The Library's primary role is connecting Salem residents to a variety of resources they find most informative, educational or entertaining — through browsing, onsite use and borrowing. Patrons also may request items loaned from other libraries and suggest purchases. Every year, the Library adds about 30,000 new items — books, DVDs, CDs, magazines, e-books and other resources — to satisfy the needs of every age group, pre-school to retiree. Together, all available Library materials are referred to as its collection. The Collection Development Policy describes how these materials are to be maintained and when new materials should be purchased.

In 2018, City Council reviewed the Salem Public Library Collection Development Policy. Staff used that policy to do necessary evaluation and maintenance of its collections, including some that had previously been neglected. This activity raised concerns with several patrons which were vetted through community meetings with the Library Advisory Board and the Council. These conversations brought renewed interest in collection development and the Library's primary service goals.

Much of the initial information on collection development was included in the informational report "[Library Advisory Board Update Report](#)" that went to Council on April 22, 2019. The detail that creates the context for the decision making was presented to [Council on July 8, 2019 as a part of the May Tracking Report](#). By early July, preparation for the Main Library relocation had begun. Comprehensive evaluation is expected to resume in 2020.

Policy Agenda Proposal

In 2020, the Salem Public Library will develop a strategic plan. The planning process will result in a new strategic plan for adoption when the Library reopens in 2021. The process will be centered on data and outcome analysis with community engagement. The collection development policy will be considered as part of the long-term vision that a strategic plan provides.

Estimated Cost / Operational Impact

Staff intend to conduct the strategic plan with support from a consultant to engage community input, and gather data. The operational impact is manageable. Other than the Seismic Upgrade project, this will be the highest priority and will require significant time-commitments from both administrative and operational library staff.

Recommendation

No action necessary. A robust strategic planning process will engage the community and define the future direction of the Library and its services, including (but not limited to) its collection development policy.

Library Parking

2020 City Council Policy Agenda

Strategic Plan Result Area

Welcoming and Livable Community

Current Practice

With the premium placed on parking in the downtown, the Library's parking garage charges for parking in order to prevent spaces from serving as a free alternative for commercial activity. This results in a well-managed system that maintains ample spaces for Library patrons. However, the meter technology and the lack of patron-friendly policies create barriers for those who wish to visit the Library. This, in turn, diminishes the Library's ability to fulfill its mission as a welcoming space for the entire community. The Library staff and its Advisory Board, in cooperation with staff from Urban Development and Public Works, are pursuing solutions to both issues.

Policy Agenda Proposal

On the technology front, the Library Parkade meters are aging and outmoded. The meters only accept dimes, nickels, and quarters with no option for credit or debit cards. The current Seismic Upgrade project creates a unique opportunity. The Parkade will be closed in February 2020 for at least 12 months. The old meters can be replaced in that time with no disruption to patrons. The old technology can be replaced with vending kiosks that can be programmed to charge in a variety of conditions.

This allows the Library to consider new policies that are more conducive to its mission. The prevailing concept at this point is to create a window of time, three hours, for patrons to enjoy free parking. Three hours is considered optimum as it allows patrons to attend events and enjoy most services without creating overwhelming our supply of spaces.

Estimated Cost / Operational Impact

The Main Library is relocating operations to 1400 Broadway in February of 2020 and will offer 12-18 months of 60 free parking spaces for patrons. Because of the lack of paid parking in that timeframe, the Library's revenue is expected to decrease by approximately \$42,000 based on the past three year's activity.

FY Ending In:	Parking Revenue
2017	\$39,130
2018	\$43,081
2019	\$42,159
Mean	\$41,457
Median	\$42,159

The City will budget accordingly and explore the potential ability to offset the lost revenue in future years by adding new meters, pricing strategies, and a new policy for Library patrons that extends the benefit of free parking to some degree. The solar-powered kiosk technology is estimated to cost \$11,000 per unit and would match other kiosks the City operates.

Recommendation

In the coming months, Library Administration will work with partners to create a plan for implementation. The intent is to install new meters by the end of the Seismic Upgrade project and make our new parking model with 3 hours of free parking effective on the first day of reopening.

Develop Environmental/Climate Action Plan

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe and Reliable Infrastructure; Natural Environment Stewardship

Current Practice

During the FY 2020 budget hearings, Budget Committee members expressed a strong desire to fund the development of a climate action plan for the City. Discussions ensued around the cost of developing the plan itself, and the need for additional staff to manage its development and implementation, with staff estimating the cost at between \$200,000 and \$300,000. The Budget Committee ultimately allocated \$50,000 to begin the process of developing a climate action plan.

To assist in developing the climate action plan, as a first step the City Manager proposed engaging in a climate actions audit. The purpose of the audit is to document the City's completed actions, ongoing practices, and adopted plans that address sustainability and climate change. The goal of Climate Actions Audit is twofold. First, the effort is reviewing and documenting the City's actions—projects, practices, programs, and plans—established over the past decade (2010 to present) aimed at mitigating the effects of climate change. As part of this review, the audit will compare the City's actions to actions contained in other adopted municipal climate action plans. Second, the effort will lay the foundation for drafting a Salem-specific climate action plan by describing the necessary content of a climate action plan and listing actions that need to be documented and identifying new elements that need to be incorporated in the plan.

Staff expects the Climate Actions Audit and its associated research to be completed by mid-January 2020.

Policy Agenda Proposal

Staff proposes using the result of the Climate Actions Audit to develop a scope of work and cost estimate for a comprehensive climate action plan.

Estimated Cost / Operational Impact

The cost estimate for undertaking a climate action plan is currently unknown. The Public Works Department has absorbed the cost of developing the Climate Actions Audit in its current budget, thus the \$50,000 budgeted in the current fiscal year has not been expended. Staff intends to request funding in addition to the currently budgeted funds to undertake the climate action plan drafting and adoption process in FY 2021.

Recommendation

Use the recommendations in the Climate Actions Audit report (shown below) to develop a scope and cost estimate for developing a climate action plan and request funding in the FY 2021 budget.

1. Develop a Salem-specific Climate Action Plan.
2. Use Salem's 2019 Community Greenhouse Gas Inventory to set targets for emissions reduction.

3. Coordinate with *Our Salem* Comprehensive Plan development to ensure Climate Action Plan actions and policies are incorporated into the forthcoming comprehensive plan.
4. Assess the feasibility of Salem joining the International Council for Local Environmental Initiatives - Local Governments for Sustainability, an international organization for local and regional governments committed to sustainable urban development.
5. Explore funding a new staff position of Sustainability Coordinator.

Increase safety for cyclists and walkers to include missing connections for safe routes through the City

2020 City Council Policy Agenda

Strategic Plan Result Area

Safe and Reliable Infrastructure

Current Practice

The City developed and launched a new program in 2019 called the [Safer Pedestrian Crossing Program](#). This Program provides a process for members of the public to request new pedestrian crossings and an objective means for ranking the crossings against each other. The intent of the Program is to improve the efficiency and transparency of the decision-making process. The Program defined a set of criteria (based on factors such as crash history, pedestrian volume, roadway type, etc.) that are applied to a proposed crossing location. These criteria are used to score and rank potential projects for possible inclusion in the Capital Improvement Plan. Members of the public can view the rank and status of requested crossing projects on the interactive web map. The City Council allocated \$125,000 per year in the Capital Improvement Plan to fund crossing improvements identified through this Program.

City staff regularly pursue federal and state funding to address missing connections for people walking and cycling through the City. Projects that have received outside funds and are programmed for construction in the next five years include pedestrian crossing improvements on Pringle Road SE, Sunnyview Road NE, Pine Street NE, Fairgrounds Road NE, Jones Road SE, Liberty Road S, and McGilchrist Street SE. Additional outside funds are anticipated for crossing projects and sidewalk infill on Commercial Street SE, Orchard Heights Road NW, State Street, Lancaster Drive NE, and River Road N.

Policy Agenda Proposal

No action required.

Estimated Cost / Operational Impact

Continue to allocate funds for the Safer Pedestrian Crossings Program in the Capital Improvement Program and Budget.

Recommendation

Continue to implement the Safer Pedestrian Crossing Program and seek funding to increase safety for cyclists and walkers to include missing connections for safe routes through the City.

Market Feasibility Study for High Speed Internet Downtown **2020 City Council Policy Agenda**

Strategic Plan Result Area

Strong and Diverse Economy

Current Practice

The options for internet access in downtown Salem are limited with few service providers and a lack of competition. This is resulting in high prices and, in some areas, inadequate speeds. As the City tries to attract new commercial and residential activity, there is a sense that the lack of affordable options for broadband is a barrier for both businesses and residents.

Policy Agenda Proposal

As part of the 2018 Policy Agenda, the Council funded a broadband and Wi-Fi assessment study in Salem's Riverfront Downtown Urban Renewal Area (RDURA). The objective of this study was to assess the current state of broadband and Wi-Fi in the RDURA, future options for expansion of services, and options to provide fast, reliable, and reasonably priced internet services.

The City of Salem hired a consultant to assist in this study and in considering establishing City-provided/initiated broadband and/or free Wi-Fi in RDURA. The assessment included determining how current services are supporting the area's businesses and residents, and evaluating different options for improving these services. These options range from a City managed and operated system to a public-private partnership model.

The next step is to conduct additional technical strategy workshops to further evaluate these partnership options and opportunities. If the downtown-focused study shows City provided/initiated broadband as a feasible option, a pilot project will follow to investigate the feasibility of a citywide deployment.

Estimated Cost / Operational Impact

Currently, staff are not anticipating any additional expenses. Funds are available to conduct the additional workshops recommended by the consultant.

Recommendation

The assessment indicates that there is a desire for improved access to broadband and Wi-Fi services in RDURA. The recommendation was for the City to engage in public-private partnership to improve broadband and Wi-Fi services. The consulting firm also recommended additional technical strategy workshops to further evaluate these partnership options and opportunities.

Communications and Engagement

2020 City Council Policy Agenda

Strategic Plan Result Area

Good Governance

Current Practice: Communications and Engagement

How Residents Get Information. In the 2019 statistically valid community satisfaction survey, residents saw room for improvement in City communication. Specifically, the survey found:

- About a quarter of residents say they get “enough” information from the City. The majority say they rarely receive information from the City, and most indicate that they learn about what is happening from the news or from social media, rather than directly from the City.
- Residents report learning about *city events, projects, and news* mainly from media sources (39%), social media (23%), or the internet (14%). Compared to 2018, residents are more likely to learn about what is happening in the city from social media (13-point increase) and media sources (13-point increase). About a third of Salem residents report having interacted with *social media posts from the City* (33%) in the last six months. People younger than 35 are most likely to have done so (48%). Fewer mention hearing directly from the City, with 5% mentioning mailers and 2% saying the City website is a source of information.
- Residents appear to be feeling less connected to their City government, despite submitting comments and attending meetings and open houses in similar numbers. Fewer than one in five residents (17%) report having *attended an open house, community, or project-related meeting* (17%) or *submitted a comment on a City project or initiative* (13%). About one in ten (9%) say they have *attended a City Council meeting*. The proportion of residents who say it is easy to make their concerns heard decreased from 2018, and four in ten say it is “very difficult.” This feeling of disconnect may be contributing to a lack of awareness and trust.
- Asked about their opinion of the information they get from the City, about two in ten say the information makes it “easy to understand what’s happening,” while a plurality say it is “not always clear why I should care about the topic”.

Communications Team Capacity. Salem’s Communications Team is managed by the Strategic Initiatives Manager and is comprised of three full time employees (two in City Manager’s Office, one in Urban Development). The team includes contributions of other staff throughout the organization who function in a communications capacity among other duties as assigned, including the public information officers for Police, Fire, and Public Works who support emergency communications. Capacity has increased since 2015-16 when Salem’s communications were from primarily emergency-oriented, with a half-time employee focused on conveying City information.

Communications Tools. The City’s website is its primary communications tool. Other communications and engagement tools include media relations, social media

(Facebook, Twitter, NextDoor, Instagram) and sustained digital campaigns, weekly e-newsletter, neighborhood association engagement, outreach to stakeholders and civic organizations, printed posters, and video content. Messaging specific to projects and initiatives is managed by departments, supported by the Communications Team and published to the website through staff at Information Technology. The City may supplement staff capacity on specific projects and initiatives by enlisting consultant support. In emergency situations, the City staffs a Joint Information Center with employees from across the organization to support communications and engagement. Staff continue to explore partnerships and share information with Salem's neighborhood associations, civic groups, and cultural communities.

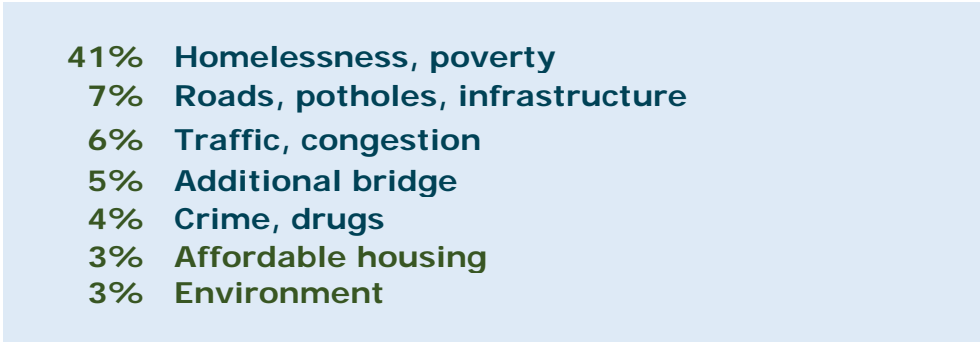
Measuring Performance. Staff continuously monitor increase in social media engagements and e-newsletter engagement subscribers. The change in perceptions of City communications from the Community Satisfaction Survey is also an important measure of performance.

Policy Agenda Proposal

At the Policy Agenda Work Session, Councilors expressed interest in increasing transparency and regaining trust with our community through communications and engagement by:

1. Developing an **overarching messaging strategy** for how we're engaging with our community that shows broader connections to all the City is doing and focus on **connecting with our community** about their primary concerns (based on results of Community Satisfaction Survey)

Most Important Issue in Salem



41%	Homelessness, poverty
7%	Roads, potholes, infrastructure
6%	Traffic, congestion
5%	Additional bridge
4%	Crime, drugs
3%	Affordable housing
3%	Environment

Source: DHM Research, September 2019

Current Practice. The City's messaging strategy regularly speaks to actions the City is taking to reduce homelessness, improve bicycle and pedestrian safety, protect the environment and climate, and prepare community members for an emergency. The City supplements these messages with updates on on-going and Policy Agenda-related projects, programs and initiatives like Our Salem; new Police Station and Library Renovation; bicycle, pedestrian and vehicle transportation projects to improve safety; parks planning; and volunteer opportunities. Staff also support a seasonal messaging calendar. For example, each fall we share messages

to encourage residents to be safe, be seen; participate in Halloween Dress Rehearsal; prepare for high water season; recognize volunteers. Staff also support several ongoing campaigns, such as Friday Fun Fact and 2weeksready, to show the impact of our work and our partnership with the community.

2. Providing **clear routes to access and engage** with information and City data such as a phone number to call with any question or any concern and receive immediate help and a self service link or tool to access City data and other public information

Current Practice. The City continues to raise awareness of methods to connect with us through social media, our website, info@ and other email addresses for specific information, and Public Works Dispatch phone which is answered 24 hours a day, seven days a week.

3. Increasing transparency and provide method of **gauging the performance of programs** against results through performance auditing

Current Practice. On an annual basis, the City commissions a statistically valid sample of community perspectives on our performance. The annual community report incorporates this information and staff are in the process of developing a structure, annual cycle and reporting framework for key performance indicators. As a first step, an inventory of all existing measures has been completed. An update of the Strategic Plan in the fall of 2020 will also provide an opportunity to speak more directly to desired outcomes or targets which will serve as a foundation to gauge future progress.

4. Finding ways to **help volunteers organize** for clean ups and other projects within their neighborhoods

Current Practice. It is our goal, through our Parks and Center 50+ programs, to contribute our time, talent and resources to support community organizations and reach of volunteers by offering use of our tool bank, volunteer contacts and our volunteer management expertise to projects within our community.

5. Engaging **youth in decision making** through reinstated Youth Advisory Commission or expanding youth participation in existing Boards and Commissions

Current Practice. Salem currently provides staffing support to 19 standing advisory Boards and Commissions, and other City Council Committees and other, limited duration task forces on a variety of topics. In 2015, the Council Committee on Boards and Commissions sought to understand how the number and composition of boards and commissions compared to other, like-sized Oregon communities. Most like-size cities have similar number of boards and commissions with varying areas of focus based on the unique set of services and history of each city.

As originally envisioned in Chapter 17 of the Salem Revised Code, the Salem Youth Advisory Commission of eight to fifteen members was to: "(a) Make

recommendations and advise the City Council concerning solutions to specific problems involving the youth activities of the community, (b) Encourage the initiation of programs of general interest to youth, (c) Enlist the cooperation of all segments of the community in being more responsive to the youth community, and (d) Make and issue reports respecting its studies, research, examinations and other activities and make annual reports to the City Council at such times as may be required by the Council.”

Many of Salem’s existing Boards and Commissions have designated positions with specific eligibility requirements articulated in the Salem Revised Code. Some of the required experience, such as business ownership within a specific urban renewal area, may present barriers to youth participation. As an example, the composition of the seven member Salem Public Art Commission is articulated as:

- Two members experienced in the arts, art education, or art criticism
- Two members experienced in museum curating, art restoration, or art appraisal
- Two members experienced in landscape architecture, real estate, development, or community foundations
- One member from the community at-large

One advisory board designates a position for youth. Currently, there is a position on the Human Rights Commission designated for participation by a youth between the ages of 15 and 21. Other youth civic engagement opportunities include the annual ILEAD youth summit which brings together over 100 teens from across Marion and Polk counties to develop their leadership skills. At the Salem Public Library, teens are engaged in an advisory capacity for the Teen Scene. The City also engages youth and interns in a variety of specific projects and regular ongoing programs of interest to youth in our community, such as the Cadettes in the Police Department, the summer Stream Team internship in Public Works, the Fire Department’s commitment to the West Salem High School’s fire and emergency response curriculum and training program, and other departments employ high school or college interns based on student interest in library, economic development or information technology. In each community outreach and engagement effort, Salem seeks out a diverse array of voices and participation from our community, including youth. If the goal is to create a new commission comprised solely of youth, staff recommend eliminating an advisory Board or Commission.

6. Continuing work of Mayor’s Resiliency Task Force to help **prepare our community for natural disasters**

Current Practice. Community education is the primary focus of the Mayor’s Resiliency Task Force. The group, which includes the City’s partners in emergency preparedness, has identified a two-year campaign of key messages, using existing resources, and existing communication tools and techniques. This goal is to increase awareness of 30,000 Salem area residents. This effort will continue to build resiliency in our community and the #2weeksready campaign the City initiated from September to December 2019.

7. Requiring utilities (like PGE, NW Natural) to notify area property owners when their work may impact an area

Current Practice. There will always be some utility projects which we will not be able to create notice to residents of an upcoming project. The earliest and most consistent notification may be utility pre-work that often includes markings. There are three methods the City could pursue to ensure notification occurs:

- a) If the City is aware of the work because *permits* are required, we could provide notice for the work utilities may conduct. Some utility companies, like PGE, have annual permits that do not require the City to be notified of work each time (within certain parameters).
- b) The City could amend *franchise agreements* with utilities to ensure notification occurs. Notification to the public about work being performed in the right of way by utilities is not addressed in our franchise agreements.
- c) The City could change *Salem Revised Code or Administrative Rules* to account for notification by two of our major utilities (Salem Electric and NW Natural) which do not have franchise agreements.

Estimated Cost / Operational Impact

Given other competing priorities for limited resources, staff are not proposing additional communications staffing capacity at this time. In addition, one key position within the City Manager's office is the subject of an ongoing recruitment effort.

Recommendation

Continue progress on current initiatives.