

CITY OF SALEM

REVENUE TASK FORCE CONSULTING

Scope of Work

The City of Salem seeks sustainable, short- and long-term revenue options to address a \$19M+ general fund shortfall. The goal of this engagement is to provide comprehensive project management and facilitation of the process to identify new revenue sources for inclusion on the November 2024 ballot.

Project Management

Moss Adams will provide comprehensive project management throughout the engagement, including:

- Developing materials and providing information to the ELT, City staff, City Council, budget and finance committees, the revenue task force, and the public
- Collaborating with City staff and the City's communications and polling consultants
- Identifying and managing to key milestones throughout the engagement
- Presenting to the ELT, City Council, and other groups as needed to provide information and gain insight
- Providing regular status updates to City project manager with key risks identified

Revenue Consulting

To support identification of one to multiple sustainable revenue options, we will:

- Collaborate with City staff and Council to define a clear problem statement and revenue target(s)
- Review prior revenue task force information and other financial data to gain an understanding of the current situation and potential options
- Collaborate with City staff to identify potential revenue options, including pros, cons, and risks
- Validate assumptions and potential outcomes of options
- Conduct benchmarking to other Oregon cities with similar revenue options
- Conduct research into leading practices
- Provide analytical support as needed; e.g., assess level and impact of possible compression if a levy is considered

Task Force Facilitation

Moss Adams will facilitate a revenue task force with the goal of identifying one option, or several options for sustainable revenues by August 1, 2024:

- In collaboration with City staff and Council, develop a charter for the revenue task force and task force member roles and responsibilities documentation
- Facilitate task force member selection process
- Provide information packets, resources, and meeting agendas
- Convene the task force and facilitate 6-8 meetings:
 - 1-2 grounding meetings establishing the problem statement, revenue goals, and providing education on revenue options and City financial nuances and constraints
 - 2-3 meetings to deliberate options
 - 2-3 meetings to select the final revenue option(s)
- Distribute meeting minutes and follow-up actions to City staff and task force members
- Provide regular updates to City Council and other stakeholders as requested

Community Engagement

In collaboration with the City's communications and polling consultants, develop and oversee a comprehensive community engagement strategy. Execute the following tasks in addition to the other consultants' work (to be determined):

- Develop information packets and resources for public engagement
- Conduct 8 focus groups (1 per Council district)
- Provide input to community surveys (can develop and distribute or support polling consultant)
- Conduct 3 town halls
- Summarize results of public input and incorporate into task force, City staff, and Council briefings

Budget

Professional Fees: \$120,000

PROPOSED TIMELINE & MAJOR MILESTONES

