

**Attachment 1**  
**Questions and Answers**  
**City Council Works Session—February 6, 2017**  
**City Council Meeting—February 13, 2017**

1. **What is the square footage and estimated cost for a 20 year build out at 1.8 officers/year and at 1.0 officers/year?**

For 1.8 officers/year - 118,000 SF building at a cost of \$65.2M (\$69.1M for 30 years)

For 1.0 officers per year - 110,000 SF building at a cost of \$61.8M (\$63.9M for 30 years)

2. **What is the building square footage and estimated cost if 500 SF/officer is used?**

Based on current sworn staff of 190 and 30-year growth rate of 1.8 officers/year at 500 SF/officer, the building would be 122,000 SF and total project cost would be \$67.0M. 30-year growth rate of 1 officer/year would result in an 110,000 SF building at a total project cost of \$61.8M.

If we built 500 SF/officer for today's staff (i.e. no growth), the building would be 95,000 SF and total project cost would be \$55.3M.

At 500/SF per officer and 95,000 SF facility (no growth), the Police Department's historical growth rate of between 1 and 1.8 officers per year would result in 390-430 SF/officer in 30 years.

The previous program of 148,000 SF was based on analysis and judgement of current and future department operations. The recommended building sizes are based on that analysis with reductions based on program changes and an adjustment to historical growth factors.

3. **What expenses are included for temporary relocation costs for the Library?**

No project staging has been planned at this time. The expected approach would be to phase the work in such a way as to prevent a wholesale temporary relocation of the Library. There will certainly be disruptions to normal operations. Temporary closures or adjustment of operational hours might be required. Nothing has been included in the estimate for temporary relocation.

4. **What is the position of the Library Advisory Board?**

The Library Advisory Board met and discussed the three police facility options discussed at the February 6, 2017, City Council Police Facility Work Session. The Library Advisory Board recommends to the City Council the option of including seismic upgrades for the library (at \$15.3 million) and reducing the police facility to 115,000 square feet (at \$63.9 million) for a \$79.2 million bond measure. [Option 2 listed in item 3.a. of the meeting's agenda.]

**5. How does the Salem police facility compare to Beaverton?**

Please see attached spreadsheet.

**6. What has the city done to prepare for the Cascadia earthquake?**

Planning for response to a Cascadia-level earthquake has been moving forward across Oregon since the passage of legislation in 2005. With passage of Oregon Senate Bill 2 (2005) a statewide seismic needs assessment was initiated. This assessment of schools and public safety facilities was completed in 2007.

The Natural Hazards Mitigation Plan (NHMP) dated June 2002, ranked a major earthquake third behind landslides and flooding. The NHMP has been reviewed at a minimum every five years as prescribed, and earthquake has ranked in the top three hazards during each review.

In 2002 the Salem Fire Department initiated Salem Community Emergency Response Teams which provide a volunteer component across the city to provide neighbor-to-neighbor preparedness activities.

In 2008-2009, federal grant funding was secured to aid in cost effective seismic retrofits on existing fire stations during the remodels.

In 2009 Salem participated in a State level exercise called Cascadia Peril, which was a culmination of efforts in 2008 and 2009 to provide earthquake exercises at local venues and a final coordinated statewide Emergency Operations Center exercise.

In 2016 Salem participated in the West Coast Cascadia Rising Exercise. This event brought together damage assessment, business partners, transportation route considerations and resupply.

**7. How would an architect be selected? How would the general contractor be selected?**

The City would issue a Request For Proposal (RFP) for architect services. State law for procurement of such services requires selecting the firm based on qualifications, then negotiating the final scope and fee. If negotiations are unsuccessful, we would go to the second ranked proposer and negotiate with them.

For the actual construction contract, the City's standard bidding process would be used. The contract documents are advertised for bid and the lowest responsible bidder is awarded the contract.

**8. What experience does Salem have with managing large projects and how will the public's financial interests be protected?**

The city has a demonstrated track record of accountability and stewardship when delivering general obligation bond fund programs. Most recently, additional equipment purchases and fire station upgrades were made possible with savings from the 2006 Fire Bond and more

than 20 additional projects were accomplished with savings from the 2008 Streets and Bridges Bond.

The city uses several techniques to ensure successful management of bond programs. Careful financial and schedule management are employed to ensure budgets are maintained and projects are bid at optimum times for marketplace competition. The authorized debt is issued strategically to take advantage of market conditions and manage impacts to the taxpayers. Where possible, innovative contracting techniques are employed to save time and money. For example, four new fire stations were bid as a single contract to minimize contract administration expense and provide opportunity for greater contractor efficiency resulting in overall savings to the program. For the Streets and Bridges Bond, staff worked with a Council oversight committee throughout the program to track savings and prioritize use for additional projects as approved by Council. Finally, in both past bond programs, the city leveraged federal and state grants to make bond dollars stretch further.

Similar strategies will be employed for the proposed public safety facility bond. The budget includes provision to hire an independent firm experienced in delivery of large building projects. This firm will serve as the owner's representative and have a lead role in maintaining budget and schedule compliance. There are procedures in place for frequent status reports to Council and the public. One example of a quality assurance measure to be used will be a third party review of the contract documents prior to bid to ensure the project is biddable and constructible. Finally, staff will collaborate with the design team, owner's representative, and contractor throughout the project to identify supplemental funding and/or cost saving opportunities.

**9. Is there any need to expand the library sometime during the life of the expected improvements?**

The City of Salem provides residents with 0.60 square feet of library facilities per capita. This metric aligns with other Oregon public libraries serving communities of similar size:

Beaverton: 0.51

Eugene: 0.61

Hillsboro: 0.63

With Loucks Auditorium, dual story time rooms, dedicated teen services areas and the forthcoming reading room, the Main Library facility is well positioned to meet the anticipated physical space needs of the community.

**10. Are there any bonding questions on the May 16, 2017 ballot?**

None at this time.

**11. What is the current usage of the Marion Square Parkade and the feasibility for the Police Department to park at the parkade?**

*Salem Revised Code* 806.010 allows employee parking to be located within 2,000 feet of the development site. The Marion Parkade falls within the distance requirement for the police facility. While additional police employee parking could be accommodated at the Marion Parkade, it would have an impact on customer parking and retail employee parking. The

most acute impacts would occur during the holiday season when the number of daily permits increase significantly as retailers add seasonal staff.

Marion Parkade has 1,063 parking spaces. In 2016, the number of monthly parking permits sold for the Parkade ranged from 381 to 448, and the number of daily permits sold ranged from 42 to 469. Permit sales volume in 2016 peaked before Christmas at 448 monthly permits and 469 daily permits, for a combined total of 917. Reallocating the 100 spaces eliminated from an onsite parking structure to the Marion Parkade would result in a total of 1,017 permits during the peak holiday season. This would leave only 46 spaces designated specifically for free customer parking, which the businesses pay for through the parking district tax.

Demand at the Marion Parkade continues to rise. Average occupancy (the combination of permitted spaces and occupied free parking spaces) in the parkade increased from 73 percent in Fiscal Year 2013–14 to 89 percent in fiscal year 2016-17. Using the parkade for demands created by the elimination of structured parking at the police facility site limits the number of spaces available to meet future parking needs, including spaces likely to be required for the development of downtown housing units. The city has a long-standing practice of encouraging new downtown residential units by making its parking garages an available resource to meet zoning code requirements related to residential parking. This is done through agreements with property owners and parking permits, and has been a tool used by several downtown property owners.

Enclosure: City Comparison—Salem Police Facility Project Budget

ALTERNATIVE PROGRAM WITHOUT WVCC & NO GROWTH & REDUCED PKG STRUC

DATE	February 6, 2017				O'Brien Site
					SITE 13
A	Building Construction (current dollars)	115,000	GSF	\$299 per SF	\$34,385,000
B	Parking Structure Construction (current dollars)			100 STALLS	\$2,645,000
C	Site and Demolition Construction (current dollars)			215 STALLS	\$2,991,000
D	Solar Allowance (required per OAR 330-135)		1.50%		\$600,000
E	Off-Site Construction (eg: Intersection Improvements)				\$0
F	Fixtures, Furniture and Equipment		5%		\$1,852,000
G	Art Allowance (required per SRC 15)		0.5%		\$200,000
H	Development Costs		13.75%		\$5,840,000
J	Property Acquisition Budget				\$5,473,000
K	Bond Issuance Expenses (required)		1%		\$540,000
L	Escalation		9.18%		\$4,503,000
M	Contingency		9%		\$4,907,000
Project Budget Total					\$63,936,000
Project Budget Total without Land Acquisition					\$58,463,000

- Note:
- 1

Contingency EXCLUDES Escalation
- 2

Line J - Budget provided by City of Salem based recent and comparable sales
- 3

Off Site Construction would be funded through Urban Renewal for Liberty & Division Intersection

ADDITIONAL COSTS FOR SALEM PROJECT			
Additional Program Req's	\$29.00	\$3,335,000	
Site Construction Difference		\$1,991,000	
Parking Structure		\$2,645,000	
Escalation at 9.18% vs 5%		\$2,077,350	
Contingency at 9% vs 5%		\$2,481,350	
Sub Total	\$399	\$45,933,300	Total
per square foot		per square foot	
COST ANALYSIS SHOWN FOR COMPARISON ONLY BETWEEN SALEM AND BEAVERTON			
		\$389	\$ 35,000,000

BEAVERTON FACILITY w/o PKG STRUC + LAND + SITE			
90,000	\$	270	\$ 24,300,000
0			
		\$	1,000,000
		\$	400,000
0			
estimate		4.5%	\$ 1,100,000
		1%	\$ 200,000
		\$	4,800,000
0			
Included in Line H			
		5%	\$ 1,600,000
		5%	\$ 1,600,000
TOTAL			
		\$389	\$ 35,000,000

ADDITIONAL COSTS FOR SALEM FACILITY VS BEAVERTON Description of Additional Salem Scope not including Land Acquisition	
\$3,335,000	Salem additional cost of \$29/SF for special program requirements (Crime Lab, SWAT, Special Teams)
\$2,645,000	Salem Project has a Parking Structure
\$1,991,000	Salem redevelopment site with additional constraints
Proportionally comparable	
Not in the project scope	
Proportionally comparable	
Proportionally comparable	
Proportionally comparable	
Not included for comparison purposes	
Proportionally comparable	
\$2,077,350	Salem Project is 9.18% vs Salem at 5%
\$2,481,350	Salem Project is 9% vs Salem at 5%
\$12,529,700 TOTAL DIFFERENCE	