

## **Sustainable Services Revenue Task Force Charter**

### **TASK FORCE PURPOSE**

For several years the City has sustained many of the services residents rely on through cost reductions, deferring on-going needs and foregoing long-term investments. Even with these actions and improvements in the economy, the costs to provide services are greater than the revenues received to support those services, and costs are escalating at a faster rate. To sustain the current levels of service and recent investments toward achieving the community priorities identified in the Strategic Plan, additional revenue is needed.

The purpose of the revenue task force is to carry out the motion approved unanimously by the City Council upon adoption of the FY 2018-19 Budget and achieve one of the actions under the Strategic Plan goal of sustainable services. As directed in the motion and in accordance with the Strategic Plan, the task force will explore new, additional revenue sources and revenue adjustment to fees to sustain those services that do not have a dedicated revenue stream.

### **OUTCOME**

The task force will gain understanding of the City's current and forecasted financial situation and be presented with possible options to help sustain current City services supported by the General Fund, such as police, fire, parks and libraries. After reviewing revenue alternatives the task force will recommend to the City Council new, additional revenue sources or changes to current fees that should be further explored. The City Council may choose to direct staff on the implementation of task force recommendations in order to balance future budgets and sustain services.

### **MEMBERSHIP**

The task force will be made up of 14 members appointed by the City Council. Appointed members will assist with identifying revenues to sustain services that accomplish good governance; natural environment stewardship; a safe community; safe, reliable and efficient infrastructure; a strong and diverse economy; and a welcoming and livable community. The following recommendations are made to align with these community priorities:

*Good Governance:* The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

- Mayor Bennett
- Councilor Ausec and McCoid from the Sustainable Services work group
- Past Budget Committee Chair Raquel Moore-Green

*Natural Environment Stewardship:* Protect natural resources including healthy streams and the Willamette River, and reduce the impact from the built environment and City operations on the environment.

- One representative from Salem 350
- One representative from Straub Environmental Center

*Safe Community:* Providing an emergency response while proactively reducing the risk of crime, fire, natural disasters, and health emergencies to residents, businesses, and property owners.

- One representative from Salem Fire Foundation
- One representative from Salem Police Foundation

*Safe, Reliable and Efficient Infrastructure:* An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

- One representative from Marion & Polk Counties Homebuilders' Association
- One representative from utility provider

*Strong and Diverse Economy:* A diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

- One representative of the Salem Economic Development Corporation
- One representative from the Latino Business Alliance

*Welcoming and Livable Community:* Neighborhoods are safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

- One member of Salem Parks and Recreation Advisory Board
- One member from the Oregon Marshallese Community Organization

## **TASK FORCE MEMBER ROLES AND RESPONSIBILITIES**

The task force will designate a chair and a vice chair. The chair, and vice chair in the chair's absence, will preside over task force meetings and work with staff and the facilitator to develop meeting agendas.

Members are expected to attend designated task force meetings and notify the chair when they are unavailable to attend a meeting. Members will come prepared to participate in discussions by studying materials provided in advance of the meetings.

## **MEETINGS**

The task force will hold public meetings and follow all requirements under Oregon's public meeting laws. All meeting materials will be made available on the City's website in addition to relevant reports, studies or other reference material provided to the task force. Information

about meeting dates, times and locations and meeting agendas will be published to the City's website at least twenty-four hours in advance of designated meeting times.

#### *Procedure and Parliamentary Authority*

The task force shall strive for consensus on matters and issues considered. In the absence of consensus a vote may be taken. When a formal task force action is necessary, such action will be governed by Roberts Rules of Order.

#### *Facilitation*

The City will contract with a facilitator to support the task force. In addition to assisting the task force with its work, the facilitator will assist staff and the chair in formulating agendas and ensuring the task force accomplishes the intended outcome prior to FY 2019-20 budget deliberations.

#### *Record*

Action minutes of the task force meeting shall serve as the official record of meetings and shall be made available upon request.

#### *Meeting Schedule and Purpose*

1. September 24 – Appointment of committee members; distribution of background materials and revenue options survey
2. October 15 – Meeting 1
  - Discuss result of revenue option survey
  - Provide more in-depth information regarding options that scored well
  - Receive direction from the committee regarding options that may be acceptable and viable for consideration to determine where research should be focused
3. October 30 – Meeting 2
  - Present options directed by committee, discuss and refine
4. November 14 – Meeting 3
  - Continuation of committee discussion and preparation for final direction
5. November 28 – Meeting 4
  - Final direction from the committee in advance of December 10 meeting
6. December 10 – City Council Meeting
  - Present committee recommendation to the City Council
  - Recommendation may be discussed in conjunction with early 2019 strategic planning and Council policy agenda setting.

## **ADMINISTRATIVE SUPPORT**

Staff support, including research, agenda packet preparation, meeting scheduling and record keeping will be provided by the Budget, Finance and Purchasing Division of the City Manager's Office.

## **PRODUCT/OUTCOME**

The task force will identify potential revenue sources for Council consideration to move the City toward a more diverse revenue stream that can sustain City services supported by General Fund revenues. The task force's recommendation will be approved by the task force at its final meeting. A report of the recommendations will be drafted by staff and reviewed by the chair prior to submission to the City Council. The timing of the Committee's work is intended to flow into the setting of the Council's 2019 Policy Agenda and the formation of the FY 2019-20 Budget.

## **TERM**

The task force expires on December 31, 2018.

## **Background materials to be distributed**

- Sustainable Services excerpt from strategic plan
- Property tax primer
- PERS primer
- Explanation of fund types and revenue restrictions
- Updated 5-year forecast for the GF
- Priority Based Budgeting status report
- Revenue options survey and instructions
- July 18, 2018 Center on Budget and Policy Priorities article on property tax limits