

ADDITIONS A G E N D A



Joint Meeting of the City of Salem Budget Committee and
the Salem Urban Renewal Agency Budget Committee

DATE: Wednesday, April 27, 2022

TIME: 6:00 PM

CHAIRPERSON: Virginia Stapleton

PLACE: Virtual Online Meeting

STAFF LIAISON:

Josh Eggleston, Budget Officer

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ADDITIONS AGENDA

5. INFORMATION ITEMS

- c. Staff Report: Additional Responses to Committee Member Questions.

The City of Salem budget information can be accessed on the internet at: www.cityofsalem.net/departments/budget

NOTE: Disability-related accommodations, including auxiliary aids or services, in order to participate in this meeting, are available upon request. Sign language and interpreters for languages other than English are also available upon request. To request such an accommodation or interpretation, contact Kali Leinenbach, (503) 588-6231 or kleinenbach@cityofsalem.net at least 2 business days before this meeting. TTD/TTY telephone (503) 588-6439 is also available 24/7.

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For the Budget Committee Meeting of: April 27, 2022
Agenda Item No.: 5.c.

TO: Budget Committee Members

THROUGH: Kristin Retherford, Interim City Manager

FROM: Josh Eggleston, Chief Financial Officer

SUBJECT: Additional Responses to Committee Member Questions

SUMMARY:

Committee members have reached out to City departments with excellent questions. In the interest of sharing information and increasing understanding, the questions and responses are compiled in this document.

ISSUE:

Responses to member questions through April 25, 2022.

RECOMMENDATION:

Information only.

FACTS AND FINDINGS:

1. Is the Pilot Yard Tree Planting Program going to continue and expand beyond NOLA?

Please see attached memo.

2. Questions regarding the costs of providing services to Salem's unsheltered staff report from April 20, 2022.

- a. We have budgeted 240,000 for our Safe Park program, how many people is that serving and how many are still on the waiting list?

The Safe Park program currently has 49 people enrolled in the program in 14 different locations. There are 260 people currently on the waitlist.

- b. In FY 2022 we gave 150,000 to the Homeless Alliance but nothing is budgeted for 2023. Is there still a need there?

The grant to the Mid-Willamette Valley Homeless Alliance was for one-time costs and the City isn't anticipating providing additional funding.

- c. The description of individual efforts on page 4 of the Cost of Providing Services to the City's Unsheltered Population memo is very helpful. Could your team clarify the origin of the funds for each of the line items and whether or not we'd expect that cost to continue in future years?

	FY 2022		FY 2023	
	Amount	Funding Source	Amount	Funding Source
Navigation Center Operations	\$ 19,750	State Navigation Center Operating Grant	\$ 750,000	State Navigation Center Operating Grant
Navigation Center Construction	360,000	State Sheltering Grant, ARPA	4,900,000	Marion County Navigation Center Grant (\$3M), State Navigation Center Construction Grant (\$1.9M)
Micro Shelter Site 1 - 80 sheltered	1,311,900	ARPA	1,536,000	State Sheltering Grant
Micro Shelter Site 2 - 120 sheltered	1,761,060	ARPA	2,534,400	State Sheltering Grant
Pallet Shelter Purchase and Installation	194,720	General Fund		
Safe Park - Scattered Sites	240,000	General Fund	240,000	General Fund
Salem Warming Network	150,000	General Fund	150,000	General Fund
Towing / Vehicle Repair / Supplies	149,000	General Fund / State Sheltering Grant	226,500	General Fund / State Sheltering Grant
Biohazard and Environmental Clean Up	345,000	General Fund	160,000	General Fund
Homeless Rental Assistance Program	892,000	General Fund	885,000	General Fund
Community Sanitation Response Team	300,000	State Sheltering Grant	939,360	State Sheltering Grant
Non-Profit Work Program	51,250	State Sheltering Grant	205,000	State Sheltering Grant
Non-Congregate Sheltering Program	172,830	ARPA		
Homeless Alliance	150,000	ARPA / General Fund		
United Way Safe Sleep Expansion			300,000	ARPA
Center for Hope and Safety			230,000	ARPA
Total	\$ 6,097,510		\$ 13,056,260	

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Funding Source	Description
General Fund	General revenues within the General Fund
ARPA*	American Rescue Plan Act Federal Funding - One-time
State Navigation Center Operating Grant*	\$5 M Navigation Center Grant from the 2021 State Legislative Session
State Sheltering Grant*	\$10.5 M Sheltering Grant from the 2021 State Legislative Session
Marion County Navigation Center Grant*	\$3.0 M Navigation Center Construction Grant from Marion County
State Navigation Center Construction Grant*	\$1.9 M Navigation Center Construction Grant from the 2022 State Legislative Session

*Funding sources are one-time and the services funded with these sources could represent an ongoing expense of the City should the City Council choose to continue the programs after one-time funding is depleted.

3. The 2023 budget consists of \$3M in contingency (pg 34), does Salem collect interest from whatever banking institution we bank with?

The \$3M referenced is only for the General Fund, however several other funds and services also have budgeted contingencies. The City invests per council policy C-7 <https://www.cityofsalem.net/citydocuments/council-policy-manual-c-07-investment-policy-and-portfolio-guidelines.pdf> which balances the objectives of safety, liquidity, yield, and sustainability. The City receives and allocates interest earnings back to individuals funds.

4. Policy C-17 (pg 35, 52) is about workers comp, do we work with SAIF? If not, is it because it is cheaper to fund this program in house? If working with SAIF is cheaper, what is the process to contract with them?

The City does not use SAIF for workers' compensation, but are instead self-insured. The City has a contract with Corvel to administer and process claims. The City conducted a cost comparison several years ago and determined it was more cost effective to retain this program in-house using Corvel as our administrator.

The process to change workers' compensation vendors would require the expiration of the current contract, established with Corvel in FY 21/22 and an RFP (Request For Proposal) to collect proposals from vendors for review and comparison with current program metrics.

5. The percentage of minority employees is 16.4%, (pg 43), what is HR doing to increase recruitment to increase this percentage to more mirror what the city of Salem looks like?

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The City advertises position openings in multiple recruitment outlets aimed at reaching diverse audiences that includes electronic postings on search engines, job boards, associations and groups, social media sites, and sometimes billboards. Staff attend high school and college career fairs, establish partnerships with special groups such as SKPS' Career & Technical Education Center (CTEC), Chemeketa's law enforcement certificate program and Fire Science program, Western Oregon University, and Oregon State University, and host specialized outreach such as training programs for youth.

Extensive work has been completed to review job classifications focused on removing bias, ensuring minimum requirements do not create barriers for specific population groups, and adding accommodation language where applicable. A recent comprehensive compensation analysis was also conducted by an external consultant to identify equity issues that have been addressed in multiple departments.

Through the budgeting process, a limited duration Diversity, Equity, and Inclusion (DEI) Coordinator position was added and hired in FY 21/22, and through a dedicated workshop in March the City of Salem DEI Strategy was developed. This position is focusing on developing a program aimed at improving awareness across the organization, as well as evaluating programs, processes, and procedures to include a DEI perspective. This effort includes the work of dedicated HR staff and the DEI Committee with representatives across the City that have assisted with the review of position classifications, hiring practices, and operational policies.

The City is tracking demographics where possible and will continue to report on improvements made in all areas of the City and in specific sectors.

6. On the legal department summary (pg 64), it states that the dept has completed a RFP to replace the file maintenance system with a go-live date of June 2023. Does Salem require a QA service for IT projects above a certain threshold? Also does Salem follow something like the State with a stage gate process?

<https://www.oregon.gov/das/OSCIO/Pages/StrategyStageGate.aspx>

The Information Technology Department uses the principles of Project Management outlined in the Project Management Body of Knowledge (PMBOK). IT Projects are requested by the departments or IT when the following criteria are met:

- *The technical solution utilizes enterprise-wide software,*
- *Fulfills a mandate either operational, political, or by regulation,*
- *Creates efficiencies in operations, safety, or customer impact,*
- *Impacts two or more City departments, and*
- *Requires an effort to complete that exceeds 40 hours or \$3,000.*

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The Oversight process is as follows:

- *Stage 1 - Projects are requested and assigned to discovery that includes gathering requirements and producing a rough estimate of resources (hours and expenses).*
- *Stage 2 – Projects are reviewed and prioritized by a governing body representative of each City department.*
- *Stage 3 – Projects are scheduled and resources assigned.*
- *Stage 4 – Projects are managed by a Project Manager that reports progress to an IT Review Board and identified Sponsor(s).*
- *Stage 5 – Projects are closed and formal documents are presented to the IT Review Board and Sponsor before storage in the Project Management Software System.*

7. Operational and Tech transfers (pg 109) for the fire department are lined out for FY23. Were the \$3.9M just one time transfers in FY22?

Yes, this was a one-time transfer from Radio Communications to the Equipment Replacement Reserve. The reserves for the radio program are now managed in the Equipment Replacement Reserve instead of the operating budget.

8. Cap improvements transfers and contingencies (pg 110) for the WVCC are lined out for FY23. Were the funds in FY22 one time?

This was identified after the budget document was published as an error and the Committee will be asked to approve an errata on May 4th to correct the error.

9. Problem Oriented Policing, Youth Services, and Contingencies (pg 114, 115) are lined out for staff and expenditures for FY23. Why is that? Is SPD not continuing these programs or are they merged into other programs? I think I vaguely remember that SKSD did not continue the SRO program, is that what "youth services" refers to?

The Problem Oriented Policing unit was restructured due to organizational needs. The Sergeant moved to other duties and the two officers were merged into the Community Action Unit. The Youth Services program was dissolved when the School District chose not to renew the contract of school resource officers. Four officers returned to Patrol and two went to Investigations.

The contingencies are still budgeted (see fund summary on page 362), but were included in the main program of Police Regional Records Management System.

10. Regarding the Cultural and Tourism funds (pg 150), I was wondering what Salem is doing to promote itself when Eugene hosts the world track and field championship? Inevitably, people will fly through PDX and drive through Salem to get to Eugene. What are we doing to get some of those people to stay, eat, play here?

Salem is listed on Eugene's [website](#) as an alternative location for accommodations and visitors through the site are directed to Travel Salem's web page where they can find "Things to Do and Places to Stay" in addition to a list of events taking place in and around Salem. Additionally, the City has enjoyed its own success in hosting major competitive events. The 2021 Ironman race brought new tourism opportunities with the City serving as the host for more than 2,000 athletes taking part in the 70.3 mile race across the city and region. The event produced an estimated \$11 million dollar impact to the Salem region. The 2022 event should match this level of impact and is scheduled for July 10, 2022.

- 11.** The airport is embarking on the master plan update (pg 151, 153), Is there talk of this airport becoming more than just a private and ONG hanger?

The Salem Airport is a public-use airport that serves a wide variety of aviation users, including private, corporate, military, charter flights, and occasionally unscheduled air service. There is now the prospect of scheduled commercial air service on the horizon, and as such the airport's master planning efforts will put additional emphasis on the facility needs to accommodate the presence of, and forecast growth of commercial air service. This will likely include terminal expansion, vehicle parking and aircraft ramp parking needs, amongst other airfield improvements.

- 12.** Parking enforcement, meters, and permit administration (pg 152) are all being lined out for FY23, why is that? Was this a City Council decision?

These programs were moved to the Community Development Department and can be found on page 149

- 13.** Regarding the Downtown parking fund (pg 153) has there been a study as to if the city needs all three of the parking garages? Or could one be sold for commercial redevelopment?

The City undertakes regular parking studies to examine utilization rates, including on street and parking garages. The most recent analysis occurred in 2021. City parking garages are needed to accommodate parking demand from residential infill downtown. On-site parking is not required for multi-family development downtown. With more multi-family being built downtown, demand for parking permits in the garages continues to increase. Additionally, selling one or more garage to a private enterprise that would charge for customer parking is not financially attractive to a prospective purchaser as long as on-street parking downtown is free.

Until such time as we implement paid parking on-street, which should push more parkers into the parking garages and then hopefully reach a capacity that we can then convert the garages to paid parking also, the parkades would not be financially feasible to sell.

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BACKGROUND

In order to provide as much information to Committee members between meetings, staff work to address questions as they arise and share with other Committee members. This allows for increased transparency and dialogue about the City organization and the proposed budget.


Attachments:


1. Memo regarding the Pilot Yard Tree Planting Program




MEMO

TO: Budget Committee

THROUGH: Kristin Retherford, Interim City Manager 

THROUGH: Josh Eggleston, Chief Financial Officer 
Finance Department

FROM: Peter Fernandez, PE, Public Works Director 
Public Works Department

DATE: April 26, 2022

SUBJECT: Pilot Yard Tree Planting Program

Question from Budget Committee Meeting: *Is the Pilot Yard Tree Planting Program going to continue and expand beyond NOLA?*

Yes, even though we had a low response rate in 2021-22, we do intend to continue the pilot program, and to use what we learned in year one to improve outreach moving forward. The program is not focused specifically on NOLA; NOLA was simply the first neighborhood chosen for testing the program. Because of program and budget constraints, we currently do not plan to expand it to the whole city, but rather to rotate the program through different neighborhoods each year, starting in the lowest canopy areas, so each neighborhood has a chance to participate. More information about this and other related tree programs is included below for context.

Background Information

The City of Salem Public Works Department has many tree planting programs. The programs are managed by Parks Operations, Parks and Natural Resources Planning, and Stormwater Quality. In addition, SRC Chapter 808, which protects Salem's trees and native riparian vegetation, is administered by the Community Development Department. Staff working on tree-related issues acknowledge that all tree-related programs and other tree topics be consolidated in one City web landing page to better communicate to the public all the efforts the City takes to protect and enhance Salem's tree canopy and opportunities that are available to them.

Neighborhood Trees Program (and the Yard Tree Pilot)

The Neighborhood Trees program is managed by the Parks and Natural Resources Planning Section and is implemented via a contract with Friends of Trees. The Neighborhood Trees Program has traditionally focused on planting trees in parks and on streets adjacent to parks in low canopy neighborhoods in Salem. This year the program was expanded to also include an opportunity for residents in a designated neighborhood to obtain low cost (or even free) trees for their front yards and to request free trees for their right-of-way planting strips (referred to as the Yard Tree Pilot Program).

The geographic focus area of the Neighborhood Tree Program changes on an annual basis. Parks and Natural Resources Planning staff work with Parks Operations staff and the Urban Forester to identify locations in low canopy areas that have a combination of good planting opportunities for parks, streets, and front yards. This year the North Lancaster (NOLA) neighborhood was chosen as the primary focus area for the program, although some park and street planting also took place in a different Northeast Salem neighborhood (i.e., Highland Park and Columbia Street NE). Locations for next year's Neighborhood Tree Program have not yet been selected. The intent is for the Yard Tree Pilot Program to move around each year to give residents of different low-canopy neighborhoods an opportunity to get free or low-cost trees for their yards and street planting strips.

The first year of the Pilot Program was not as successful as we would have hoped; however, it was a great learning experience. Outreach was targeted directly to the NOLA neighborhood residents through over 2,700 direct mailers (a Friends of Trees trifold brochure with a postage paid tear off postcard), a presentation to the NOLA Neighborhood Association, a series of targeted Nextdoor posts, and posts on NOLA's neighborhood Facebook page. Given the very low response rate, staff is brainstorming ideas for improving outreach next year to generate more interest in the program.

How the Yard Tree Pilot Program Works

Residents of the focus neighborhood can request front yard trees, street trees for their right-of-way planting strip, or both. They can sign up by mailing back the postage paid post card, calling Friends of Trees, or directly on the Friends of Trees website: <https://friendsoftrees.org/get-a-tree/>. Street trees are free through the program, and yard trees have a cost of \$35 each, which can be fully subsidized by Friends of Trees if the landowner indicates that they cannot afford the expense (no documentation necessary).

Residents can select the type of tree(s) they want for their yard or planting strip from a list that has been pre-approved by the City's Urban Forester and based on nursery availability. Friends of Trees helps residents evaluate their available planting locations and select site-appropriate trees. Any trees that are requested for the street right-of-way must be approved by the Urban Forester before they can be ordered.

Friends of Trees plants the trees during a volunteer tree planting event, similar to the events they hold at our parks. The landowner requesting the trees is encouraged to help plant their trees, but it is not required. After planting, Friends of Trees provides the landowner information about how to care for the trees, sends care reminders, and checks on the trees to ensure they become established.

Street Tree Planting Program

The Urban Forester manages all street tree planting in the city, including the contract with Treecology. Through the Treecology contract, approximately 150 trees are planted each planting season in City rights-of-way, and trees are watered and cared for by Treecology for three years after planting. The Urban Forester supplements this contract by planting additional street trees throughout the City as staff time and materials allow. In both cases, the Urban Forester uses door hangers to notify property owners of the upcoming street tree planting and to give them the opportunity to opt out.

Streamside Free Tree Program

This program is managed by the Stormwater Quality Group. It is a task in the City's Total Maximum Daily Load Plan to help shade streams and reduce stream temperature, especially during summer. All streamside property owners are invited to participate in the program. The program is over for the year. Statistics for the 2022 Program follow:

Total People Placed Orders: 180
Total Plants Ordered: 677

Plants offered were Pacific Ninebark, Snowberry, and Red Osier Dogwood.

Information about this program and how to sign up are available online at <https://www.cityofsalem.net/Pages/free-tree-program.aspx>

Friends of Trees Streamside Restoration Program

The Stormwater Quality Group also contracts with Friends of Trees to conduct streamside restoration, which includes tree planting. The contract focuses on restoring tree canopy along streambanks in the City's parks. Similar to the Neighborhood Tree Program, suitable planting locations are identified on an annual basis by Stormwater Quality and Parks Operations staff, and native trees and shrubs are planted at volunteer planting events.

Community Tree Survey

This survey was conducted by staff from Parks and Natural Resources Planning and Stormwater Quality. The City of Salem contracted with EnviroIssues to conduct a community tree survey. The purpose of the survey was to better understand residents' relationships with trees – primarily in low-canopy areas – specifically related to barriers that might keep property owners from planting more trees, and incentives or information that might encourage them to plant trees. The online survey was available for low-canopy respondents from October 1 – 25, 2021, and to the general public from October 11 – 25, 2021. The survey was available in English and Spanish.

Low canopy for this survey is defined as any area with an existing tree canopy below the City's goal of 28 percent. As Salem seeks to increase its tree canopy, reaching out to property owners in the low canopy areas of town was of primary importance for a number of reasons, including equity, environmental justice, and the urban heat island effect in low canopy areas.

The report has not been posted online, but information from the report will help guide the City in its outreach efforts.