










**SALEM CLIMATE ACTION PLAN**  
Implementation Strategies – Summary Sheet

<b><u>EC07 -ECONOMIC DEVELOPMENT</u></b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
<p>Conduct a review of City financial assets/investments to determine extent of holdings in fossil fuel companies. (a) Based on review, divest from fossil fuel holdings and</p> <p>(b) provide options to employees for alternative investment strategies in climate-friendly financial portfolios.</p>	Low	\$	City	   	Short
<p><b>GHG Reduction:</b> Low, Medium, High (general guideline)</p>		 Environmental Quality			
<p><b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above</p>		 Local Economy			
<p><b>Lead Agency:</b> City or Other Agency</p>		 Public Health			
<p><b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years</p>		 Mobility Choice			
		 Community Equity			
<p><b>Lead:</b> Finance and Human Resources Department</p>					
<p><b>Subject Matter Expert:</b> Josh Eggleston, Michelle Bennett</p>					
<p><b>Current Status:</b></p> <p>(a) Inclusion of Environmental, Social, and Governance (ESG) Parameters in scoring investments of City funds.</p> <p>To meet the requirements of the new ESG parameters of the investment policy, a company must meet the following criteria:</p> <ul style="list-style-type: none"> <li>○ Issuer’s ESG Risk Rating must be medium or lower as rated by Sustainalytics (less than 30 on a scale of 0-100, with lower scores indicating less ESG related risk)</li> <li>○ Cannot be a company in the industries of energy services, oil &amp; gas producers, or refiners &amp; pipelines</li> </ul> <p>The Finance Committee reviewed the proposed changes to the Policy at its meeting held on December 13, 2021 and approved forwarding the changes to the City Council.</p> <p>February 28, 2022, Council approved amending Council Policy No. C-7, Investment Policy and Portfolio Guidelines to include ESG parameters and industry exclusions.</p> <p>The Oregon Short Term Fund Board approved the changes in the City’s investment policy.</p> <p>Public meeting held February 28, 2022.</p> <p>(b) Discussion with VOYA in process for potential of adding fossil-fuel free fund option for employees Currently Employees can opt to pay \$50/year to move funds into other investments outside of VOYA portfolio</p>					

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**Process:**

- (a) Divestment of investments to meet new policy in process.  
ESG scoring to be reviewed quarterly.
  
  - (b) Adding new fund options must be approved by Deferred Compensation Plan Committee  
New funds must fall within credit rating criteria and meet ERISA (Employee Retirement Investment Security Act) requirements.
- Once new fund option added VOYA will announce.

**Considerations:**

- (a) Rate of divestment strategy
  
- (b) Opportunity for VOYA to provide more information to employees about climate friendly financial options in their retirement portfolios

**Costs:**

- (a) Staff and consultant costs for ESG scoring and ranking reviews (proposed quarterly)








**Anticipated Timeline:** In-Process

**Additional Information:**

**Authority:**

Departmental Approval for (a) and (b)

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<b>TL30 -TRANSPORTATION &amp; LAND USE</b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Implement a City policy that transitions all City-owned fleet vehicles to EVs, with priority emphasis on first replacing gas-powered vehicles. Consider electrifying City fleet vehicles at a faster rate than community members to lead by example.	Low	\$\$\$\$	City	 	Short
<b>GHG Reduction:</b> Low, Medium, High (general guideline)  <b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above  <b>Lead Agency:</b> City or Other Agency  <b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years		 Environmental Quality  Local Economy  Public Health  Mobility Choice  Community Equity			
<b>Lead:</b> Enterprise Services Department (Fleet)					
<b>Subject Matter Expert:</b> Jim Schmidt					
<b>Current Status:</b> <ul style="list-style-type: none"> <li>• 4 new EV charging stations will be installed at Public Works Operations building.</li> <li>• A new Grant Coordinator position (1 FTE) has been recruited to assist in researching and writing grants for EVs, charging infrastructure and alternative fuels.</li> <li>• Fleet and Engineering are investigating PGE Fleet Partner Program for additional charging stations</li> <li>• Fleet has been using 99% Renewable diesel for last 2 years reducing CO<sub>2</sub> emissions of diesel engine vehicles by 66.1%</li> </ul>					
<b>Process:</b> <ul style="list-style-type: none"> <li>• Implementation of Fleet Climate Action Plan (in process)</li> <li>• Policy Development for Transition to EV</li> <li>• Planning for charging station locations and construction implementation</li> <li>• Prioritizing gas vehicles for replacement by comparable EVs</li> <li>• Research into costs/grants/budgetary requirements</li> <li>• Budgeting</li> <li>• Charging station installation and EV purchase.</li> </ul>					
<b>Considerations:</b> Partnership with PGE Fleet Program  Lack of EV charging stations at Shops/Operations/Key locations					

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Purchase w/i 2 years of one medium and one heavy duty vehicle required for PGE Fleet Program

Does electrification of fleet pencil out given short distances traveled and high cost of vehicles/batteries/storage?

**Costs:**

Staff time, construction and purchasing, maintenance

Maintenance contract with outside vendors

Grants may be available from PGE and ODOE

ARPA money available for electrification of fleet

**Anticipated Timeline:** In Process/Ongoing








**Additional Information:**

**Authority:**








Departmental and City Manager Action.

Council action for future grants and overall budget.







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<b><u>MW04 -MATERIALS &amp; WASTE</u></b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Write and implement a sustainable purchasing policy for the City to be informed by best practices, reducing GHG emissions, limiting harmful chemicals, prioritizing local businesses, and ensuring safe and fair supply chains.	Low	\$	City	 	Short
<b>GHG Reduction:</b> Low, Medium, High (general guideline)		 Environmental Quality  Local Economy  Public Health  Mobility Choice  Community Equity			
<b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above					
<b>Lead Agency:</b> City or Other Agency					
<b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years					
<b>Lead:</b> Finance Department					
<b>Subject Matter Expert:</b> Shawna Self					
<b>Current Status:</b> City has an existing Administrative Policy and Procedure for Sustainable Business Operations (APP #3.11) that was created in 2011. This policy can be reviewed and updated to ensure practices are in line with the City's Climate Action Plan.					
<b>Process:</b> Purchasing will initiate the review process of existing policy, provide recommended updates, and forward on to other Departments for feedback and review. Purchasing is reviewing policies from other nearby cities (Eugene, Multnomah County, Bend) to help inform the updates.					
<b>Considerations:</b>					
<b>Costs:</b> Staff Time					
<b>Anticipated Timeline:</b> Completion in Fall/Winter 2022					
<b>Additional Information:</b>					
<b>Authority:</b> Departmental and City Manager Approval					

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<b><u>MW05 -MATERIALS &amp; WASTE</u></b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Develop more comprehensive sustainable specifications for City bidding/RFP processes.	Low	\$	City	 	Short
<b>GHG Reduction:</b> Low, Medium, High (general guideline)		 Environmental Quality			
<b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above		 Local Economy			
<b>Lead Agency:</b> City or Other Agency		 Public Health			
<b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years		 Mobility Choice			
		 Community Equity			
<b>Lead:</b> Finance Department (Contracting & Purchasing)					
<b>Subject Matter Expert:</b> Shawna Self					
<b>Current Status:</b> Salem’s Public Contracting Rules (Rules) are updated, as needed, based on legislative changes. The City’s Rules were last amended in 2018. Rules should be reviewed and updated to ensure practices are in line with the City’s Climate Action Plan.					
<b>Process:</b> Purchasing to meet with Legal and City Leadership to review potential updates. Suggested revisions would be forwarded on to other Departments for feedback and review. City Council is the Local Contract Review Board and approves updates to Purchasing Rules.					
All updates will need to be posted on City website (with links to Sustainable Purchasing and Climate Action Plan) and disseminated to City staff and posted on the City Intranet page.					
Rule updates will trigger updates to contract language and could impact Engineering design standards.					
<b>Considerations</b>					
<b>Costs:</b> Staff Time					
<b>Anticipated Timeline:</b> Initiate in Summer 2022					
<b>Additional Information:</b>					
<b>Authority:</b> City Council Approval					

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<b>TL24 -TRANSPORTATION &amp; LAND USE</b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Charge for city-controlled parking (starting with on-street parking) using a supply/demand model intended to reduce parking in the central business district to 70-80% of supply.	High	\$\$	City		Short
<b>GHG Reduction:</b> Low, Medium, High (general guideline)  <b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above  <b>Lead Agency:</b> City or Other Agency  <b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years		 Environmental Quality  Local Economy  Public Health  Mobility Choice  Community Equity			
<b>Lead:</b> Urban Development Department					
<b>Subject Matter Expert:</b> Sheri Wahrgren					
<b>Current Status:</b> On Hold					
<b>Process:</b> <ol style="list-style-type: none"> <li>1) Council direction for staff to prepare an implementation strategy/plan for paid parking in downtown</li> <li>2) Financial analysis to determine feasibility of converting free parking district model to paid on-street system</li> <li>3) Determination of the number and locations of pay stations</li> <li>4) Determination of cost estimates for removal of existing signage and installation of new. Cost estimates also for operating/maintaining budget assumption for paid parking system</li> <li>5) Identification of funding source/budget for paid parking system</li> <li>6) If RDURA is identified as funding source, an amendment to the RDURA Plan would be required</li> <li>7) Development of communication strategy</li> <li>8) Ordinance Bill to revise/delete SRC Chapter 7, Downtown Parking District</li> <li>9) Revisions to Chapter 102, Parking</li> </ol> Review equipment contract to determine if any amendment/revisions are required. Order equipment which comes from Sweden, so lead time for delivery can be months. Coordination of equipment installation and signage removal and new signage installation Public education about pay station operation/use					
<b>Considerations:</b> Public Outreach - Communication strategy to be developed which would include at a minimum, downtown businesses, downtown property owners, all neighborhood associations, and chamber.  Initiate after November.					

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The Downtown Advisory Board submitted a memo in conjunction with their FY2022-23 Parking Fund Budget recommendations requesting that Council consider a motion to move forward paid parking in downtown.

Process and timing for eliminating current Parking Tax that businesses in downtown pay.

Updating of data could be undertaken prior to November.

**Costs:**

Anticipate consultant costs for communication strategy only.

Pending direction to move project forward.

Please note: Enforcement costs reside in the General Fund budget and would not be included as an expense against the revenue generated from paid on-street parking.










**Anticipated Timeline:** TBD

**Additional Information:**







**Authority:** Council direction to undertake this work. Agency action for RDURA Plan Amendment. Departmental Action. Council action for code changes.



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<b>TL34 -TRANSPORTATION &amp; LAND USE</b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Implement telecommuting and flexible work hour policies for City employees when appropriate to work assignments. Encourage other employers in Salem, such as State agencies, to adopt similar policies.	Medium	\$	City	   	Short
<b>GHG Reduction:</b> Low, Medium, High (general guideline)  <b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above  <b>Lead Agency:</b> City or Other Agency  <b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years		 Environmental Quality  Local Economy  Public Health  Mobility Choice  Community Equity			
<b>Lead:</b> Human Resources Department					
<b>Subject Matter Expert:</b> Human Resources & All Department Directors					
<b>Current Status:</b> Existing Administrative Policy and Procedure (APP. 4.8 – Remote Work Policy)					
<b>Process:</b> APP 4.8 was approved in 2021. This policy establishes procedures for City employees that are eligible to work from a remote worksite. Department Director’s approve remote work options based on individual Department need.					
<b>Considerations:</b> Potential impacts from DEQ Rule on Commute Trip Reduction Program – currently under development (see TL21). DEQ Rulemaking Advisory Committee has been established.					
<b>Costs:</b> City Issued Equipment					
<b>Anticipated Timeline:</b> In Process - Ongoing					
<b>Additional Information:</b>					
<b>Authority:</b> City Manager Approval					

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<b><u>EN04 -ENERGY</u></b>	GHG Reduction Potential	Cost	Lead Agency	Co-Benefits	Suggested Timeframe
Begin reporting community greenhouse gas emissions on a regular basis using a reporting platform that aligns with the Global Covenant of Mayors Common Reporting Framework.	Low	\$	City		Med
<b>GHG Reduction:</b> Low, Medium, High (general guideline)		 Environmental Quality			
<b>Cost:</b> \$=0-\$200K, \$\$=\$200K-\$500K, \$\$\$=\$500K-\$5M, \$\$\$\$=\$5M and above		 Local Economy			
<b>Lead Agency:</b> City or Other Agency		 Public Health			
<b>Suggested Timeframe:</b> Short = Now to 2 years, Med= 3-5 years, Long = Greater than 5 years		 Mobility Choice			
		 Community Equity			
<b>Lead:</b> Public Works Department					
<b>Subject Matter Expert:</b> TBD					
<b>Current Status:</b> Latest Community Greenhouse Gas (GHG) Inventory was completed in 2019 (Cascadia Partners)					
<b>Process:</b> Staff have begun to request cost estimates for the collection of updated GHG data and new emissions report.					
<b>Considerations:</b> ICLEI – Local Governments for Sustainability USA recommends that GHG Inventories be updated every two years.					
<b>Costs:</b> Initial estimate (ICLEI) for updated inventory (data collection and inventory report) is \$6,500. Additional estimates will be solicited.  Costs can increase substantially for the development of an automated tracking tool and external facing dashboard. This may be a future consideration.					
<b>Anticipated Timeline:</b> Initiate next update in 2022					
<b>Additional Information:</b>					
<b>Authority:</b> Departmental Approval					