

# 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, May 2, 2018  
TIME: 6:00 PM  
CHAIRPERSON: Raquel Moore-Green

PLACE: Salem City Hall  
Council Chambers  
555 Liberty Street SE

STAFF LIAISON:  
Kelley Jacobs, Budget Officer  
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### \*\*\* ADDITIONS \*\*\*

#### 4. ACTION ITEMS

- d. Errata Sheet 5 – Convention Center Transfer of Program Income

#### 5. INFORMATION ITEMS

- g. Correspondence from Cindy Kimball regarding funding for sidewalk replacement
- h. Correspondence from Laura Sauter regarding funding for sidewalk replacement
- i. Correspondence from Pamela Ruona regarding funding for sidewalk replacement
- j. Proposal for the Blight to Bright Program
- k. Safety in City Parks, Park Ranger Position Update
- l. Elimination of DVD Rental Charge, Youth Collection Overdue Fines

*The next Budget Committee meeting will be Wednesday, May 9, 2018 at 6:00 pm in the City Council Chambers, 555 Liberty Street SE, Room 240. The following budgets are scheduled to be reviewed and actions to be taken:*

- *Service Area: Good Governance, pages 197 – 215*
- *Approval of Tax Levy*
- *Recommendation of Proposed FY 2019 City of Salem Budget and Proposed FY 2019 Urban Renewal Agency Budget*

*Budget staff is available for your convenience to discuss the budget document and process. Please call the staff listed above or 503-588-6231 if you have any questions.*

The City of Salem budget information can be accessed on the internet at: [www.cityofsalem.net/departments/budget](http://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](mailto:kleinenbach@cityofsalem.net) at least 2 business days before this meeting. TTD/TTY telephone (503) 588-6439 is also available 24/7.

The City of Salem values all persons without regard to race, color, religion, national origin, sex, age, marital status, domestic partnership, disability, familial status, sexual orientation, gender identity and source of income.

**TO:** Budget Committee Members

**FROM:** Steve Powers, City Manager 

**SUBJECT:** Errata Sheet 5 – Convention Center Transfer of Program Income

**ISSUE:**

To inform the Budget Committee about errors and corrections, or updated information regarding the Proposed FY 2019 Urban Renewal Agency Budget.

**RECOMMENDATION:**

1. Increase *Beginning Working Capital / Account 39910* in cost center, 345-68200000, by \$700,000 and the expense, *Interfund Transfer / Account 62110*, in the same cost center by the same amount in the Urban Renewal Agency's Convention Center Fund.
2. Increase *Interfund Transfer / Account 39110* revenue in cost center, 428-68986100, of the Urban Renewal Agency's Convention Center Gain / Loss Reserve Fund by \$700,000.

**SUMMARY AND BACKGROUND:**

Errata sheets are used in the budget process to identify and correct errors to the proposed budget or provide updated information. Small errors in formatting, spelling, and grammar may not be included in an errata sheet, but instead will be corrected prior to publication of the adopted budget. When an error or updated information has a budgetary impact or could affect comprehension, an errata sheet is prepared.


**FACTS AND FINDINGS:**

Each fiscal year program income realized in the Convention Center Fund (Fund 345) is transferred to the Convention Center Gain / Loss Reserve Fund (Fund 428). The actions required to move the funds to the reserve span two fiscal years. The income is earned in one fiscal year and transferred in the next fiscal year.

The recommended actions in Errata Sheet 5 will allow for the discontinuation of this practice and have all actions related to the distribution of the program income occur in the year in which it was earned. To facilitate this corrective action, appropriation authority sufficient for two transfers is needed in FY 2019. The first transfer will occur at the beginning of the fiscal year and account for the program income earned in FY 2018. The second transfer will occur at the end of the fiscal year and account for the income earned in FY 2019. By increasing the current transfer authority by \$700,000 to a total of \$1,500,000, it is assumed that two

years of program income can be transferred in FY 2019. It is estimated that this level of total appropriation authority is needed as the program income earned and transferred for FY 2017 was \$683,727.

With this one-time corrective action, only one transfer will be necessary in subsequent fiscal years, which will occur at the end of the fiscal year and represent program income earned in that year.



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Kelley Jacobs  
Budget Officer

**Kali Leinenbach**

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**From:** Cindy Kimball <kimball.cindylou@gmail.com>  
**Sent:** Monday, April 30, 2018 5:59 PM  
**To:** budgetoffice  
**Subject:** Sidewalks in Salem

Dear Salem's Budget Committee,

I am writing in regards to the sidewalks in Salem that desperately need repair.

Monday through Friday, (unless it's a downpour) I walk in my neighborhood from 7:15 to 8:15 AM with my friend Pam.

Sadly, we rarely walk on the sidewalks. I live in an older part of Salem, on 21st Street, between D and Market Streets. So I cross through older neighborhoods, with large beautiful trees, and old crumbling sidewalks.

I am advocating for the repair of the sidewalks so that I do not have to walk in the street, as I normally do. Many of the sidewalks are dangerous and a tripping hazard. But, I am **NOT** advocating for chopping down the trees. There are some very good examples of sidewalk repair on 24th Street, just south of Center Street, across from the State Hospital, where the new sidewalks were designed to curve with the tree's roots. Surely, that same model can be used elsewhere in the city. Thinking outside the box lends to a more friendly neighborhood and better quality of life.

Please, please not just for my sake, but for elderly, children and the handicapped, include more money in the budget to repair as many sidewalks as possible.

Thank you kindly for the work you do on the Budget Committee.

Sincerely,  
Cindy Kimball

**Kali Leinenbach**

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**From:** Laura Sauter <lauragsauter@gmail.com>  
**Sent:** Monday, April 30, 2018 6:42 PM  
**To:** budgetoffice  
**Cc:** Cindy Kimball  
**Subject:** Sidewalks in NEN  
**Attachments:** sidewalk mess.zip

I find it unconsionable that the City of Salem continues to ignore the sidewalk problem in this neighborhood. Many sidewalks are nearly unuseable. It is particularly ridiculous and ironic that all the curbs have wheelchair cutouts because, if one were using a wheelchair, it would be impossible to negotiate the sidewalks, once one accessed them by use of the cutout! Someone, soon, will fall and break a hip or tip over in a wheelchair and sue the City of Salem for more than the cost of repair. Millions, I should imagine. And if the ADA gets involved....I shudder to think.

And don't think for a minute about removing our beloved street trees! There are plenty of ways to have street trees and safe sidewalks at the same time. I attach some photos of the sidewalks in a one block area around my house on 16th Street and a link to a site on preserving street trees, for your edification.

Sincerely,  
Laura Sauter

<http://shadetreexpert.com/sidewalks-and-tree-roots/>

<https://www.treepeople.org/>

<https://www.bartlett.com/resources/Sidewalk-Repair-Near-Trees.pdf>











**Kali Leinenbach**


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**From:** Pamela Ruona <pkruona@hotmail.com>  
**Sent:** Tuesday, May 01, 2018 4:58 PM  
**To:** budgetoffice  
**Subject:** Sidewalk Repairs

I am writing to request that you put aside funds for repairing our sidewalks. I walk in the northeast neighborhood and live on Chemeketa Street just east of 21st street. The sidewalks on Chemeketa between 17th and 20th in particular, are in very bad repair. I have noticed work on sidewalks on Court and 18th, which I appreciate. However, I also love our mature trees and hope that when repairing sidewalks the city can save as many trees as possible by going around their roots. There are other areas just north of Center Street on 20th or 21st Street that are in desperate need of repair.

Sidewalks make our city livable and accessible to all. Thank you for your consideration.

Pamela Ruona  
2186 Chemeketa St. NE  
Salem, OR 97301

**TO:** Budget Committee Members  
**FROM:** Steve Powers, City Manager   
**SUBJECT:** Proposal for Blight to Bright Program

**ISSUE:**

To inform the Budget Committee about the intent, design, and benefit of the proposed Blight to Bright program.

**RECOMMENDATION**

Information only.

**SUMMARY AND BACKGROUND**

Currently, there are 9 dangerous buildings and 23 derelict buildings identified in the City of Salem. There are hundreds of other blight cases generated each year from the accumulation of trash, junk, and debris. Each instance of blight is a detriment to public health, safety, and welfare; a nuisance; and a potential liability. Some cases have been managed in our current code compliance program for over four years without tangible progress.

The proposed program, Blight to Bright, will apply existing staff and financial resources to the most dangerous and / or persistent issues of blight. Each Blight to Bright conversion will provide staff and the community real progress that is needed in instances where cases like these may take years to resolve.

**FACTS AND FINDINGS**

**Strategic Plan Alignment**

The proposal is aligned with the City's Strategic Plan under its fundamental mission and vision for livability and safety. The proposal is also directly related to two priority areas. Most blight is found in residential areas and so the program serves housing and community development needs found in Priority Area 2. With dedicated funding and appropriate tools, the program will provide efficiencies supporting sustainable service delivery in Priority Area 5.

**Converting a Dangerous / Derelict Property**

The proposed program is focused on the removal of blight, which includes recreational vehicles in addition to structures and junk. Public dangers can be removed and, where possible, new development can occur. In every case, the removal of the blight will also remove nuisances and a deterrence to investing in a neighborhood. After a site is cleared of its blight, planning and economic development staff will be engaged to determine the highest and best use for the site. Increased densities on the sites as well

as a broader range of allowed uses to entice redevelopment will be explored. Each site will be a valuable opportunity for infill development.

### Program Funding

Initial funding of \$100,000 for this program is a one-time transfer from the City's Liability Program in the Self Insurance Fund. The funding is provided as a loss prevention measure as blighted properties create a potential liability exposure. Providing a one-time transfer to manage the hazards created by these properties reduces the potential liability and demonstrates that the City has taken appropriate steps to manage the exposure.

The initial funding from the Liability Program is seed money. The Blight to Bright funding goal is to accrue civil penalty / lien proceeds. The seed money will help to cover the costs of paying a contractor to clear the blighted property. These costs will be assigned to the property in the form of a lien. When the property is sold, the lien proceeds will be returned to the program budget to be reinvested in the community by remediating the next blight case.

### Measuring Progress

Along with dedicated financial support, the proposal will be part of a broader process improvement effort. An inter-departmental collaboration will develop a new case management software system to enhance capacity for managing the workload in a sustainable, consistent manner. In addition, key performance indicators (KPIs) are being developed to measure program effectiveness.

## Attachment 1: Blight to Bright Candidate Properties

The four properties on this page are documented on the department's dangerous and derelict building list. Clearing these structures could cost as much as \$30,000 each. Meanwhile, recreational vehicles that are impounded and deemed "blighted" will cost as much as \$750 to \$1,500 to deconstruct.



1525 Lee Street – unfit structure; dangerous building




990 17<sup>th</sup> Street – abandoned home



Liberty Street – abandoned rental property



2469 Evergreen Street – abandoned property, fire damaged structure

**TO:** Budget Committee Members  
**FROM:** Steve Powers, City Manager   
**SUBJECT:** Safety in City Parks, Park Ranger Position Update

**ISSUE:**

Budget Committee question about safety in Salem's parks and an update on the park ranger position.

**RECOMMENDATION:**

Information only.

**SUMMARY AND BACKGROUND:**

At the April 25, 2018, Budget Committee meeting, a request was made of staff to provide an update regarding safety in Salem's parks as prompted by testimony from a member of the public.

**FACTS AND FINDINGS:**

Enhancing safety for park visitors and responding to issues within Salem's parks is a responsibility shared among several City departments.

**Police Department**

The Downtown Bike Team addresses the majority of issues in Marion Square, Riverfront, Wallace Marine, and Minto-Brown Island parks. Patrol officers are available when needed. In most parks, a patrol officer is the first responder to a call for service. Other units within the department also may be involved – Graffiti Abatement or Street Crimes as examples.

Bicycle officers deploy to Minto-Brown Island Park from the Peter Courtney Pedestrian Bridge and routinely patrol the park as time allows within the demands of other duties in the downtown area.

Homeless and camping issues, drug and alcohol use, and the occurrence of crimes are issues that continue to occur in Salem's parks. Collaboration among employees of the Police and Public Works / Parks departments and the park ranger, along with developing a process for effective response helps to address these issues. Illegal camping mitigation is a team effort and the City continues to improve its coordinated response.

**Public Works Department / Parks Operations Division**

A visible presence by police officers and the park ranger creates an effective deterrent to bad behavior. Safety in Salem's parks is also enhanced as Parks staff perform brush and vegetation removal, tree-limbing, and debris collection and disposal. Sight lines are opened, which reduces the opportunity to develop homeless camps. In addition, the use of volunteers in the parks, especially at Minto-Brown Island, is a key factor in providing

support and awareness of all types of activities.

### Community Development Department / Neighborhood Enhancement Division

As well as serving as a deterrent, the Park Ranger Program maintains the long-term objective of enhancing use and enjoyment of the parks system. The park ranger conducts rounds on a regular basis at four assigned parks: Riverfront, Wallace Marine, Minto-Brown Island and Marion Square. During rounds, the park ranger watches for any potential nuisances and issues warnings. Perhaps as importantly, the park ranger also presents as an ambassador for the parks and the City; occasionally leading guided trips through the parks, talking with visitors, engaging with children, and providing a positive sense of familiarity with City staff.

This aspect of the park ranger's role, as an ambassador for the parks and the City, is a large part of what makes the role unique. It is also what makes the role an extension of the Neighborhood Enhancement Division of the Community Development Department. Since its move to the department in July 2017, the Park Ranger Program focus has been molded to reflect the broader approach of the division's Code Compliance group.

### The Compliance-First Approach

Code Compliance and the Park Ranger programs both operate from a standpoint of providing a relationship-based approach to enforcement. Both programs seek to gain compliance, rather than apply punishment, through an engagement protocol that includes communication, politeness, verbal warnings, and a gradual escalation to fines and other actions as a last resort. Both programs are designed to handle minor infractions. The park ranger serves as "eyes in the field" and reports matters to the Police Department to allow for an appropriate response to the incident. Serious infractions, whether violent in nature or substantial in scope, are referred to the Police Department for response and follow up.

Nonetheless, enforcement is still a responsibility for the Park Ranger Program and actions have been taken in recent months to ensure the park ranger is properly equipped to handle issues within the position's scope. These actions include:

### Defined Progression System for the Park Ranger Position

The park ranger position has been expanded to include a Level 1 and Level 2 series of responsibilities. Level 1 allows the ranger to enforce park regulations relating to smoking, off-leash dogs, and parking. The relationship-based approach is defined in a series of communication protocols that mirror the protocols used by Code Compliance.

Once the approach is firmly established and the necessary ability is demonstrated, the park ranger will be elevated to Level 2 responsibilities. At Level 2 the park ranger can conduct enforcement of violations (no misdemeanors) for related items such as mobile food units, conduct at special events, and damage to park property.

### Progressive Set of Fines

The specified fine for infractions is \$250 per offense. This is a significant amount. A proposed next step from the compliance-first approach is the issuance of a fine that is proportionate to the misconduct. The Neighborhood Enhancement Division is currently evaluating such a response. As an example, should the fine for infractions for smoking in the park or a dog off leash be equivalent to penalties for more significant health and safety concerns?

The Neighborhood Enhancement Division is working with the Legal Department to provide the park ranger with a broader set of options that more appropriately reflect a philosophy of proportionate response. While an internal administrative rule was proposed and considered, one or more code amendments will be required. This work is underway with a draft of the first code amendment anticipated sometime in May 2018. Adoption of the new ordinance will provide the park ranger the authority to write citations at a level commensurate with the unwanted behavior.

Over the next six months it is anticipated that a new set of regulations tailored to the compliance-first approach will be finalized and in use. The regulations, coupled with training, will give the park ranger more tools to effectively perform the position duties. In addition, with a defined path for developing the park ranger into a Level 2 position capable of responding to many issues, the Park Ranger Program will be more fully realized and evaluation of its effectiveness will be possible.

**TO:** Budget Committee Members

**FROM:** Steve Powers, City Manager 

**SUBJECT:** Elimination of DVD Rental Charge, Youth Collection Overdue Fines

**ISSUE:**

Responding to Budget Committee questions regarding elimination of the DVD rental charge and youth collection overdue fines.

**RECOMMENDATION**

Information only.

**SUMMARY AND BACKGROUND**

**Elimination of DVD Rental Charge**

The Proposed FY 2019 City of Salem Budget for the General Fund reflects a proposal to eliminate the one dollar rental charge for DVDs at Salem Public Library. Elimination of the fee is estimated to have a revenue impact of \$43,000 based on the highest level of activity over the past three years.

**Youth Collection Overdue Fines**

At the April 25, 2018 Budget Committee meeting, a public comment and member questions focused attention on youth collection overdue fines. Based on an average of the past two years of activity, late fees derived from the youth collection account for approximately \$24,300.

**FACTS AND FINDINGS**

The fees and fines have been instituted for a variety of reasons, none of which were intended to be contrary to the Library's mission. However, any barriers, physical or financial, may diminish a library's ability to expand access and engagement. By removing financial barriers, libraries may be better able to increase resource opportunities for the community.

**Elimination of DVD Rental Charge**

With the recommendation to eliminate the DVD rental charge, the General Fund's allocation of resources to the Library would remain unchanged. The revenue loss would be absorbed in the fund as a whole without a reduction to the Library's budget. As such there would be no reduction to the Library's collection, only a reduction to the financial barriers patrons currently experience to access that part of the Library's collection.

The DVD rental charge creates an inefficiency for Library patrons. DVDs cannot be checked out through the Library's new automated system because of the fee. As a

payment is involved, staff must attend the circulation desk and treat DVDs differently than other materials. This situation interferes with the efficiencies put in place with an automated system for the patron check-out experience.

### Youth Collection Overdue Fines

Research performed by Library staff revealed that two peer libraries, Multnomah County and Fort Vancouver, have eliminated all overdue fines for what Salem Public Library classifies as youth materials for patrons ages 0 to 17 years. Six peer libraries have eliminated overdue fines for children's materials for patrons ages 0-10 years. The table below summarizes the findings.

Library	Children's fines	YA fines	Adult fines
Salem	\$0.25 / day	\$0.25 / day	\$0.25 / day
WCCLS Libraries	none	\$0.25 / day	\$0.25 / day
Eugene	\$0.25 / day	\$0.25 / day	\$0.50 / day
Multnomah Co.	none	none	\$0.25 / day
Corvallis	\$0.15 / day	\$0.15 / day	\$0.15 / day
Beaverton	none	\$0.25 / day	\$0.25 / day
Deschutes Co.	none	\$0.10 / day	\$0.10 / day
Hillsboro	none	\$0.25 / day	\$0.25 / day
Fort Vancouver	none	none	none
LINCC Libraries	\$0.25 / day	\$0.25 / day	\$0.25 / day

Library staff are currently evaluating a policy recommendation to eliminate overdue fines on the youth collection. A report and recommendation will be compiled for policy consideration in the near future.

### Food for Fines

The Budget Committee also asked about the impact to the Library's annual Food for Fines initiative from the possible elimination of fines on the youth collection.

During the 2018 Food for Fines activity period of March 31 through April 8, Salem Public Library gathered 8,516 pounds of food. The donations absolved \$8,703 of overdue fines on patron accounts at an equivalency of approximately \$1.00 per pound. Of the absolved fines, \$433 was applied to youth accounts. Using 2018 as a benchmark, eliminating overdue fines for youth materials would reduce the food collection by five percent.