

2024 CITY OF SALEM REVENUE TASK FORCE CHARTER

TASK FORCE PURPOSE:

The City has relied on cost reductions, deferring on-going needs, reducing services, and foregoing long-term investments to maintain compliance with financial policies and fiscally responsible operations. Even with these actions and the one-time infusion of millions in federal American Rescue Plan Act dollars, the costs to provide ongoing services are greater than the revenues received to support those services, and costs are escalating at a faster rate. The City's five-year revenue forecast reflects a growing gap between revenues and expenses. To sustain the current levels of service, additional revenue is needed or significant reductions in services will be required.

The purpose of the revenue Task Force is to explore new, additional revenue sources and adjustment to fees to sustain those services that do not have a dedicated revenue stream consistent with the motion adopted by City Council that created this Task Force.

The Task Force's work will be carried out in parallel with the work of the Budget Committee and City Council as they consider amendments to the 2024 adopted budget and formulate the proposed 2025 budget based on revised revenue projections.

OUTCOME:

The Task Force will review the City's financial situation and be presented with possible options to help sustain current City services funded by the General Fund, such as police, fire, homeless response, parks and libraries. The Task Force may consider all revenue options available to cities in Oregon and shall evaluate the appropriateness of these revenue sources to meet the City of Salem's current and long-range needs. After reviewing revenue alternatives, the Task Force will recommend to the City Council new, additional revenue options or changes to current fees that should be further explored. The City Council will use this input in their ongoing deliberations about the City's current and future budget.

MEMBERSHIP:

The Task Force will be made up of 20-30 members and at least 2 alternates appointed by the City Council. Members shall be appointed through the City's standard boards and commissions appointment process. Any vacancies occurring during the term of the Task Force may be filled by City Council through this process.

Generally, the City Council wishes to create a Task Force that is broadly representative of the diversity that makes up our community including residents and business owners from all City wards, with a variety of lived experience, at varied life stages, and of varied ethnicity and backgrounds. Council seeks people who are interested in learning, listening and asking good questions, and who can help connect with the broader community. Task force members should demonstrate intellectual curiosity, a willingness to consider additional revenues, and a collaborative mindset.

Task Force members will be asked to evaluate a wide variety of written information including budget and financial information, community survey reports, focus group results, and input from community members. Task Force members should be comfortable working in a group, interacting with people with a wide range of experiences, and treating each other and community members with respect. Council encourages those who care deeply about the future of our community and value the services provided by the City to apply.

Council also recognizes that certain groups and organizations in the community have unique knowledge and perspective that would add to this process. Individuals with these affiliations, listed below, may be prioritized for inclusion on the Task Force.

DESIRED REPRESENTATION:

- Community members at large: Salem residents or business owners
- Two representatives from each ward, nominated by City Council members, and two at-large representatives nominated by the Mayor. Ward/at-large representation may overlap with other affiliations.
- Chamber of Commerce representative
- Business representative
- Salem 350 representative
- Latino Business Alliance representative
- City employee union representative
- Ex officio, non-voting representatives:
 - Social service/non-profit agencies
 - State of Oregon Department of Administrative Services

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 the consultant and designated staff liaison to develop meeting agendas.

Members are expected to attend designated Task Force meetings and notify the chair and designated staff 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.

Council encourages the Task Force members to broadly engage with community members about the City's revenue needs. Members may be asked to attend planned community town hall meetings, to serve as table hosts at these meetings, to listen and learn about community member perspectives and interests, and to report back to the Task Force. Members may be asked to present their recommendations directly to the City Council.

The Task Force shall generally conform to [Council's Rules](#) as they apply to the Task Force's work including - Rule 1: Robert's Rules of Order, Rule 8: General Decorum, Rule 9: Rules of Debate, Rule 10: Consideration of Business, Rule 14: Council Requests of Staff.

STIPEND:

To reduce barriers to member participation, the City will provide a per-meeting stipend of \$100 as requested. The stipend may be spent at the member's discretion, for purposes of supporting participation; these may include childcare or transportation. Task force members must opt in to receiving the stipend. Note that stipends must be claimed as taxable income.

MEETINGS:

The Task Force will hold public meetings and follow all requirements under Oregon's public meeting laws. A public comment period will be provided for a prescribed time at the beginning of each meeting. 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.

The City will not provide childcare, but task force meetings will be family-friendly and open to those with caregiving responsibilities.

It is anticipated that the Task Force will convene for 6 to 12 facilitated meetings between January and July 2024 and may participate in a variety of other community meetings, events, and outreach efforts throughout 2024.

Task Force meetings will be family-friendly.

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 the Task Force Charter and Roberts Rules of Order.

FACILITATION

The City may contract with a facilitator to support the Task Force. In addition to assisting the Task Force with its work, the facilitator shall assist staff and the Chair in formulating agendas and ensuring the Task Force accomplishes its work by beginning of July.

RECORD

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

ADMINISTRATIVE SUPPORT

Staff support, including research, agenda packet preparation, meeting scheduling and record keeping will be provided by the staff and the consultant.

PRODUCT/OUTCOME

The Task Force will evaluate the information and input it receives and identify potential revenue options 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.

TERM

The Task Force will sunset on December 31, 2024.