

TO: CITY COUNCIL AND BUDGET COMMITTEE MEMBERS

FROM: LINDA NORRIS, CITY MANAGER

SUBJECT: FUTURE FUNDING PRIORITIES SURVEY AND COMMUNITY CONVERSATIONS REPORT

ISSUE:

To inform the City Council and Budget Committee about the findings from the Future Funding Priorities Survey and Community Conversations.

RECOMMENDATION:

Information only.

BACKGROUND:

The following is a summary of the outreach activity regarding the City's current fiscal situation. There were two primary components to the outreach effort: (1) a printed and on-line survey (Attachment A) and (2) a series of community conversations held at locations geographically distributed throughout Salem.

The survey and community conversations were designed to gauge community perceptions regarding the relative importance of each of the four result areas, as defined by Council, and the programs and services within each result areas.

The four result areas are:

- **Safe Community.** I want a sense of safety and security throughout the community with a focus on the public's safety, prevention, and an effective and timely response when an emergency or threat arises.
- **Livable Community.** I want to live in a well planned community that promotes strong and vibrant neighborhoods; provides opportunities for artistic, cultural, and recreational pursuits; offers an adequate supply of affordable housing; and preserves its historical assets.
- **Vibrant Economy.** I want a City that facilitates economic opportunities for all citizens and businesses, measured in terms of job and income growth, through the fostering of strategic partnership, and by retention and recruitment of employers providing family-wage jobs.
- **Healthy Environment.** I want to live in a City that promotes and maintains a high quality and sustainable environment through provision of an abundant and clean water supply, effective wastewater treatment with sufficient capacity to meet

community needs, preservation of our community's natural environment, and use of renewable energy sources and resource conservation practices.

Generating Interest

A post card was prepared with a brief statement regarding the City's fiscal situation; listing each of the dates, times and locations for the community conversations; and providing the web link for the funding priorities survey and presentation used in the community conversations.

Both outreach components were supported by press coverage and editorials in the Statesman Journal and on CCTV; distribution (both hard copy and via email) to a variety of key City office locations, Chamber, and business association membership, neighborhood associations, City boards and commissions; State, County, Transit, Willamette University employees and Willamette University students; and advertisements on Spanish radio.

FACTS AND FINDINGS:

The Results

While the result areas were ranked differently in the community conversations from the survey responses (for example, *Livable Community* was most important in community conversations and least important in the survey), there was a great deal of similarity in prioritization of individual service priorities within each result area. The ranking, in order of importance, may be slightly different, but the service priorities in the top three or four positions were the same.

In *Safe Community*, the top priorities were identical in the survey and the community conversations: quick response when safety or well-being is at risk, preventing drug and gang activity, preparing for emergency response and lending a helping hand to those in need.

In *Livable Community*, the top priorities of maintaining parks and open space, being responsible in planning as our community grows, and maintaining library services were echoed in the community conversations and surveys. The primary difference was an emphasis in the community conversations on recreation programs for youth and families. This service priority was not a specific choice in the survey.

In *Vibrant Economy*, recruiting and retaining employers that provide family wage jobs and attracting new industry and business by providing needed infrastructure, were mirrored as the top priorities in both the community conversations and survey. In the survey, planning to have adequate land, water, sewer and streets for our future was ranked as a priority, but it was identified as a priority in only one of the community conversations. In the community conversations, helping to renovate buildings and promote housing, retail and office uses in downtown Salem was viewed as a top priority, but the same priority was ranked in the top three by 42.2% of survey respondents.

In *Healthy Environment*, the top priorities between the community conversations and survey were identical: supply abundant and clean drinking water, protect our health by responsibly managing sewage disposal, and protect our watershed, creeks and streams.

Future Funding Priorities Survey

The future funding priorities survey was made available in print and on-line January 13 through February 25, 2009. A Spanish survey was made available in print and on-line in mid-February and used in the February 24 community conversation.

Survey respondents were asked to select their top three priorities in each of the four result areas: *Safe Community*, *Livable Community*, *Vibrant Economy* and *Healthy Environment*. The questions were in the form of a statement which began, "My City government should:" There were seven service priorities to choose from in *Safe Community* and *Livable Community*; six in *Vibrant Economy* and *Healthy Environment*. Each service priority corresponds roughly to a single program or service or a set of programs and/or services provided by the City. Services and programs were assigned to a home result area.

Who Responded

There were almost 900 responses to the budget priority survey with 436 (49%) providing additional comments from the City Council and Budget Committee to consider regarding the City's budget and priority services. The majority of survey responses came from people who live in south Salem (39.3%); are between 36-69 years old (75.2%); have a family income of more than \$70,000 (44.4%); speak English at home (98.9%); live in Salem (81.8%) and work in Salem (71.1%). The weighting to south Salem area residents is similar to the population distribution in Salem, as roughly half of Salem's population resides in south Salem. A complete summary of survey results is attached (Attachment B).

Prioritizing Result Areas

Just over half of the survey respondents (51.2%) identified *Safe Community* as the highest priority. *Healthy Environment* was viewed by less than a third of survey respondents (28.3%) to be the second most important priority. The *Vibrant Economy* result area was rated as the third most important priority by almost one third (31.0%) of the respondents. *Livable Community* was viewed as the least important priority (39.7%).

Prioritizing Programs and Services

Safe Community:

- Respond quickly when our safety or well-being is at risk (91.7%)
- Prevent drug and gang activity in my neighborhood (66.0%)
- Prepare for effective emergency responses (37.1%)
- Lend a helping hand to people in need by providing funding for shelter, food, and other needs (36.9%)

Livable Community:

- Maintain parks and open spaces for everyone to enjoy (76.0%)
- Be responsible in planning land use, streets and parks as our community grows (65.9%)
- Offer a central and branch public library with services and programs for all ages (60.6%)

Vibrant Economy:

- Recruit and retain employers that provide family wage jobs (72.0%)
- Attract new industry and business by providing needed infrastructure (52.8%)
- Plan to have adequate land, water, sewer and streets for our future (51.8%)

Healthy Environment:

- Supply abundant and clean drinking water (76.4%)
- Protect our health by responsibly managing sewage disposal (64.6%)
- Protect our watershed, creeks and streams (55.0%)

Additional Comments

Almost half of the responses included comments for City Council and the Budget Committee to consider regarding the City's budget and priority services. Staff reviewed all comments received and categorized them based on a series of themes. The results of the survey are not statistically valid but represent the views of the survey participants. Many comments were lengthy and represented ideas in several of the categories shown below. The idea, not the whole response, was categorized. As a result, an individual comment could be categorized multiple times. .

Comments were focused on the following themes and are shown in order of frequency:

- 1. Suggestions for preserving specific services or programs.** The majority of the survey comments (almost 40%) were directed at preserving or maintaining a particular program or service. The programs or services most frequently mentioned were libraries, pools, parks, recreation programs (particularly for youth), human rights focus and public safety (police and fire staffing – including several comments regarding staffing of the new West Salem Fire Station). In addition, there were several references to the importance of community enforcement, social service provision/funding support, and streets and sidewalk maintenance.
- 2. Ideas for generating savings.** Almost 17% of those sharing comments, offered creative suggestions for reducing costs and several ideas for new revenue (see below). In addition to reducing mailings and energy consumption, there were several suggestions for:
 - a. Promote volunteerism and provide more opportunities for volunteers,** including a suggestion to develop a reserve police officer program.
 - “Promote collaboration and volunteerism across city/neighborhood/county lines to leverage existing resources (people,

time, money, energy) and help foster a helpful, can-do, optimistic environment in which to live and work.”

- “Call on the public to help maintain the parks, streets, etc...”
- “Why don’t we employ reserve police office program, like most other cities in Oregon, to put more officers on the street at a cost savings. This should be explored to cut the cost of public safety without a cut in our police patrol coverage.”

b. Reduce costs associated with employees including changing the rate of employer covered health benefits, reducing work days or hours or pay, and reducing the number of management employees.

- “.. A four day work week may be needed to provide the most possible at 80% rather than 100% with more drastic cuts.”
- “Cutting from the top first. We need ‘workers’ not ‘managers’.”
- “Not sure if employee benefits are the same as state gov. but why is the city or the public paying full medical, dental, etc. for employees and families. That would save lots of \$ if employees had to pay part like the rest of us.”

c. Eliminate or reduce service provision, such as eliminating services that are considered optional or discretionary (not mandatory), consolidating services, or eliminating services provided in languages other than English.

- “Eliminate all optional and/or discretionary City spending (those specifically not required by federal law) for programs, benefits and/or services (eg. housing healthcare, food assistance, training, etc.) for anyone who can not verify “proof of legal presence in the US.”
- “Cut any funding on behalf of the City on ESL or other programs that provide language services.”

d. Contract out services or programs, such as parks and recreation or historic resources to non profits, timecard and payroll services to the private sector, etc.

- “Be more willing to privatize services such as pools, youth recreation, tree trimming, etc.”
- “Corporate sponsorship for pools – park activities... Nonprofits/foundations for Bush/Deepwood, cultural projects – as well as kids activities.”

3. Theorizing about service priorities for government. Many of the comments suggested a specific focus for the City, based on theory or beliefs that were sometimes in direct conflict with an opinion expressed by another survey respondent. The City was asked to focus its resources on: livability, job creation and retention, social services, prevention rather than clean up, public safety, infrastructure, the entire City (not just downtown), and required, essential services only. There is not unanimity among the views expressed as shown in the example comments below:

- “Sustainability should be a governing value. Reusing is better than new. Building a great downtown doesn’t help if you don’t have transportation

options to get people there – bikes, buses, walking, and landscape patterns that promote more compact, walkable neighborhoods...”

- “I would like to focus on prevention of issues (in all areas) rather than a focus on clean up. If we focus on prevention now, then we won’t have clean up.”
- “Use balance. Don’t choose between environment, land use and public safety. All three need balanced attention and funding.”
- “In this time of economic challenge, the city’s first priority should be attracting employers and jobs to Salem, and supporting a business friendly climate. Thereafter, the city should focus on the safety of its citizens, and in doing so, trust that improvements in these vital areas, will lead to improvements a healthy environment and more livable community.”
- “Safety and health of citizens should come first then education and commerce. After all, you can’t educate or do business in a community that is unsafe and unhealthy... right?”

- 4. New ideas for program/service investment.** Many of the comments summarized above in the theorizing category were related to survey respondent suggestions for new or additional funding for existing programs or services, such as more public safety staffing, enhanced library services, more recreation programs and activities, and a stronger emphasis on bicycle and pedestrian infrastructure.
- 5. “Services provided by a separate governmental entity.** The majority of comments received in this category were directed to Salem-Keizer Transit (restoring Saturday service, providing more service, etc.). In addition, several comments were directed to the Salem-Keizer School District and public health officials. These comments will be forwarded to the appropriate jurisdiction.
- 6. Comments specific to the budget process or survey.** Most of the comments in this category addressed difficulty in making the choices the survey required participants to make, constraining input to a discrete list of City programs and services. Others expressed frustration because they viewed the result areas or service priorities as inter-connected and the outcomes inherently related to each other. A few respondents requested additional, more detailed information regarding the budget. Example comments for this category include:
 - “I think that these priorities are not mutually exclusive. You can’t build a strong economy if people don’t feel safe...”
 - “I think you need to rewrite this survey – it forces me to select government as is and just set priorities. That is not what we need in these times. We need to rethink the purpose of city government... it cannot continue to be all things to all people... it cannot provide everything. We don’t have the money.”
 - “It was difficult for me to choose between each of these worthy areas. Your job is a very difficult one. God bless you!”
- 7. Ideas for new revenue sources.** Fewer than 15 survey respondents offered specific ideas for potential new revenue sources for the City to pursue. Ideas ranged from increasing fees for service and traffic infractions, charging more for

downtown parking, seeking funds from the State for services provided, seeking sponsorship for parks and recreation programs, starting a business license program and seeking more grants.

- "...Parking is dirt cheap here. Consider increased parking fees if it would be a revenue producer. Consider other sources for city revenue – surcharges on garbage, electricity and water bills. City income tax?"

Community Conversations

Four community conversations were held in February to engage the community in discussion about the City's fiscal situation and priority program or service outcomes sought by participants. The conversations were geographically dispersed throughout Salem:

- Monday, February 16 at 7 PM, West Salem Roth's
- Wednesday, February 18 at 6 PM, North Salem High School
- Saturday, February 21 at 10 AM, South Salem High School
- Tuesday, February 24 at 6 PM, McKay High School (*Spanish speaking*)

Each community conversation began with a welcome from Mayor Taylor and introductions of City Councilors or Budget Committee members in attendance. Linda Norris followed with a brief presentation which provided an orientation to the General Fund, an assessment of the City's fiscal situation, steps taken in previous years to remedy the situation, and an overview of the four result areas. A quick show of hands to prioritize the result areas helped staff prepare for the small group conversations, in which approximately 8-10 participants broke into small groups to discuss the service priorities in a single result area.

City staff volunteered to serve as facilitators and recorders for each of the community conversations. In late January and early February, staff participated in a training to prepare them for their facilitator roles. In most cases, staff facilitated and recorded the community conversations.

Participation and Result Area Priorities

Approximately 160 community members participated in the community conversations in West Salem, north Salem, south Salem and at McKay High School (including 40 Spanish speakers). Several participants attended multiple conversations.

At the first three community conversations, the overwhelming majority of participants chose to discuss the *Livable Community* result area. In West Salem, there were four *Livable Community* small group discussions and in South Salem, three small groups. Each of the other result areas had one small group discussion.

At the final community conversation, in which the majority of participants were Spanish-speaking, the primary focus of the conversation was the *Vibrant Economy* result area, followed by *Safe Community* and *Healthy Environment*. For this community

conversation, participants discussed the survey, weighing service priorities in all the result areas.

Prioritizing Programs and Services

As part of the report back, at the end of each meeting, each small group presented or discussed their top priorities. Overall, the top priorities from the community conversations were quick response when safety or well-being is at risk; lending a helping hand to people in need; maintaining library services, parks and open space; and recruiting and retaining employers with family wage jobs. There was no clear standout priority for *Healthy Environment*. However, clean drinking water; protecting our watershed, creeks and streams; and reducing energy use and cost at City buildings were ranked as high priorities in three of the four community conversations. A high level summary of each community conversation is attached (Attachment B).

The following summary identifies the top priorities in the community conversations by result area:

Safe Community:

- In each of the four community conversations, the following were identified as priorities:
 - Respond quickly when our safety or well-being is at risk
 - Lend a helping hand to people in need by providing funding for shelter, food, and other needs
- In three of the four community conversations, the following was identified as a priority:
 - Prevent drug and gang activity in my neighborhood
- In one of the four community conversations, the following were identified as priorities:
 - Prepare for effective emergency responses
 - Fund activities to keep children safe and occupied

Livable Community:

- In each of the four community conversations, the following were identified as priorities:
 - Offer a central and branch public library with services and programs for all ages
 - Maintain parks and open spaces for everyone to enjoy
- In three of the four community conversations, the following were identified as priorities:
 - Maintain recreation programs at low cost, with a focus on less fortunate children and families
 - Be responsible in planning land use, streets and parks as our community grows
- In one of the four community conversations, the following were identified as priorities:
 - Maintain public pools
 - Help fund a variety of cultural activities

- Do a better job communicating regarding the budget situation and services available

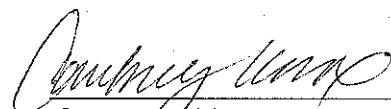
Vibrant Economy:

- In each of the four community conversations, the following was identified as a priority:
 - Recruit and retain employers that provide family wage jobs
- In three of the four community conversations, the following was identified as a priority:
 - Attract new industry and business by providing needed infrastructure – one group emphasized attracting industry and businesses to existing business and industrial parks
- In two of the four community conversations, the following were identified as priorities:
 - Continue to help renovate buildings and promote housing, retail and office uses in downtown Salem – one group emphasized use of the assets we have (historic buildings, downtown) to attract business
- In one of the four community conversations, the following were identified as priorities:
 - Library as a resource in difficult economic times
 - Make investments in infrastructure that have a real return
 - Improve airport to revive economy but not at expense of general fund
 - Plan to have adequate land, water, sewer and streets available for our future

Healthy Environment:

- In three of the four community conversations, the following were identified as priorities:
 - Supply abundant and clean drinking water
 - Protect our watershed, creeks and streams
 - Reduce energy use and costs for City buildings and operations – one group suggested developing alternative sources of energy and transportation
- In two of the four community conversations, the following was identified as a priority
 - Protect our health by responsibly managing sewage disposal
- In one of the four community conversations, the following were identified as priorities:
 - Protect wetlands as habitat for plants and wildlife
 - Protect the City's urban forest

Attachment A: Future Funding Priorities Survey
Attachment B: Survey Results
Attachment C: Community Conversation Summary



Courtney Knox
Project Manager, Urban
Development

Future Funding Priorities: Shape the Future of Your City Government

The City of Salem is facing financial challenge in all funds, including an estimated \$5 million in General Fund budget reductions for this coming fiscal year, beginning July 1, 2009. Over time, the increasing cost of providing government services has outpaced the growth in revenue. As a result, the City must reduce the services it provides. Despite layoffs, a hiring freeze, and last year's service cuts (bookmobile, for example), the City cannot continue to provide all current services.

City services include things like clean water, police and fire protection, libraries, and parks for example. A variety of revenue sources fund City services, and many are restricted to a particular service. The revenues supporting the General Fund, such as property taxes, franchise fees and a share of State taxes, fund the majority of City services are not keeping pace with costs. In addition, the recent downturn in the economy has reduced funding related to development services, and road and street maintenance.

The City is asking for your help as we consider service reductions. City Council and the Budget Committee will be considering your input at their March 9 meeting.

Thank you for your help with this critical task.

1. **Priorities: Safe Community** Please select your **top three priorities** for a safe community.

My City government should:

- Respond quickly when our safety or well-being is at risk
- Educate us about preventing crime and staying safe from the risk of fire
- Prevent drug and gang activity in my neighborhood
- Hold people accountable in court when they violate traffic laws or commit crimes (like vagrancy and trespassing)
- Prepare for effective emergency responses to occurrences like floods and earthquakes
- Ensure that our homes and businesses are well-constructed and safe to live in
- Lend a helping hand to people in need by providing funding for shelter, food, and other needs

2. **Priorities: Livable Community** Please select your **top three priorities** for a livable community.

My City government should:

- Help fund a variety of cultural activities like summer festivals, art shows and street fairs
- Preserve its historic buildings (like the Deepwood Historic Estate and Bush House Museum, for example)
- Offer a central and branch public library with services and programs for all ages
- Maintain parks and open spaces for everyone to enjoy
- Provide staff support and newsletter communication for its 19 neighborhood associations
- Be responsible in planning land use, streets and parks as our community grows
- Help to keep our neighborhoods clean and up-to-code

3. Priorities: Vibrant Economy Please select your **top three priorities** for a vibrant economy.

My City government should:

- Recruit and retain employers that provide family wage jobs
- Attract new industry and business by providing needed infrastructure (water, sewer, and streets)
- Plan to have adequate land, water, sewer and streets available for our future
- Clean up and prepare undesirable properties for new uses
- Continue to help renovate buildings and promote housing, retail and office uses in downtown Salem
- Maintain an airport that can provide all types of air service like passenger, cargo and small airplanes

4. Priorities: Healthy Environment Please select your **top three priorities** for a healthy environment.

My City government should:

- Supply abundant and clean drinking water
- Protect our watershed, creeks and streams
- Reduce energy use and costs for City buildings and operations
- Protect our health by responsibly managing sewage disposal
- Manage stormwater to minimize flooding and improve water quality
- Protect wetlands as a habitat for plants and wildlife, as mandated

5. Priority Service Areas

The first four questions provided you the opportunity to shape City government within four result areas (safe community, livable community, vibrant economy and healthy environment). This next question is asking you to rank the result areas from most to least important to you.

Number the result areas by assigning either a 1, 2, 3 or 4. Use each number once. Number 1 represents the highest priority and 4 represents the lowest priority to you.

- **Safe Community.** I want a sense of safety and security throughout the community with a focus on the public's safety, prevention, and an effective and timely response when an emergency or threat arises.
- **Livable Community.** I want to live in a well planned community that promotes strong and vibrant neighborhoods; provides opportunities for artistic, cultural, and recreational pursuits; offers an adequate supply of affordable housing; and preserves its historical assets.
- **Vibrant Economy.** I want a City that facilitates economic opportunities for all citizens and businesses, measured in terms of job and income growth, through the fostering of strategic partnership, and by retention and recruitment of employers providing family-wage jobs.
- **Healthy Environment.** I want to live in a City that promotes and maintains a high quality and sustainable environment through provision of an abundant and clean water supply, effective wastewater treatment with sufficient capacity to meet community needs, preservation of our community's natural environment, and use of renewable energy sources and resource conservation practices.

6. What other issues would you like City Council and the Budget Committee to consider regarding the City's budget and priority services?

Please tell us about yourself.

7. I _____ in Salem.

- Live
- Work

8. What part of Salem do you live in?

- West
- East
- South
- Downtown
- North
- Just outside the City limits

9. What age are you?

- Under 18
- 18-35 years old
- 36-69 years old
- 70 years old or older

10. What language do you speak at home?

- English
- Spanish
- Other _____

11. What is your family's income?








- Below \$38,000
- \$38,000 to \$50,000
- \$51,000 to \$70,000
- More than \$70,000

Please return this survey to:
City of Salem
Attn: Shaping the Future of City Government
555 Liberty Street SE
Salem, OR 97301



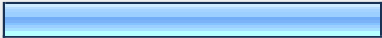

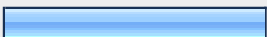
City of Salem - Future Funding Priorities - 1

1. Priorities: Safe Community Please select your top three priorities for a safe community. My City government should:			
		Response Percent	Response Count
Respond quickly when our safety or well-being is at risk		91.7%	816
Educate us about preventing crime and staying safe from the risk of fire		9.7%	86
Prevent drug and gang activity in my neighborhood		66.0%	587
Hold people accountable in court when they violate traffic laws or commit crimes (like vagrancy and trespassing)		30.7%	273
Prepare for effective emergency responses to occurrences like floods and earthquakes		37.1%	330
Ensure that our homes and businesses are well-constructed and safe to live in		21.8%	194
Lend a helping hand to people in need by providing funding for shelter, food, and other needs		36.9%	328
		answered question	890
		skipped question	0

2. Priorities: Livable Community. Please select your top three priorities for a livable community. My City government should:

		Response Percent	Response Count
Help fund a variety of cultural activities like summer festivals, art shows, and street fairs		22.1%	196
Preserve its historic buildings (like Historic Deepwood Estate and Bush House Museum, for example)		20.3%	180
Offer a central and branch public library with services and programs for all ages		60.6%	537
Maintain parks and open spaces for everyone to enjoy		76.0%	673
Provide staff support and newsletter communication for its 19 neighborhood associations		7.0%	62
Be responsible in planning land use, streets, and parks as our community grows		65.9%	584
Help to keep our neighborhoods clean and up-to-code		39.2%	347
		<i>answered question</i>	886
		<i>skipped question</i>	4

3. Priorities: Vibrant Economy. Please select your top three priorities for a vibrant economy. My City government should:

		Response Percent	Response Count
Recruit and retain employers that provide family wage jobs		72.0%	634
Attract new industry and business by providing needed infrastructure (water, sewer, and streets)		52.8%	465
Plan to have adequate land, water, sewer, and streets available for our future		51.8%	456
Clean up and prepare undesirable properties for new uses		41.5%	366
Continue to help renovate buildings and promote housing, retail, and office uses in downtown Salem		42.0%	370
Maintain an airport that can provide all types of air service like passenger, cargo, and small airplanes		28.7%	253
		<i>answered question</i>	881
		<i>skipped question</i>	9

4. Priorities: Healthy Environment. Please select your top three priorities for a healthy environment. My City government should:

		Response Percent	Response Count
Supply abundant and clean drinking water		76.4%	676
Protect our watershed, creeks and streams		55.0%	487
Reduce energy use and costs for City buildings and operations		38.4%	340
Protect our health by responsibly managing sewage disposal		64.6%	572
Manage stormwater to minimize flooding and improve water quality		31.0%	274
Protect wetlands as a habitat for plants and wildlife, as mandated		29.4%	260
		<i>answered question</i>	885
		<i>skipped question</i>	5

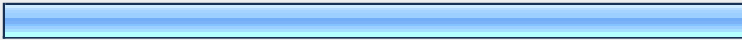

5. Number the result areas by assigning either a 1, 2, 3 or 4. You may only use each number once for the entire question. Only one statement can be the "highest priority." You are comparing each statement to the others. Number 1 represents the highest priority and 4 represents the lowest priority to you.

	1 - Most Important	2	3	4 - Least Important	Rating Average	Response Count
Safe Community. I want a sense of safety and security throughout the community with a focus on the public's safety, prevention, and an effective and timely response when an emergency or threat arises.	51.2% (456)	22.7% (202)	15.2% (135)	10.9% (97)	3.14	890
Livable Community. I want to live in a well planned community that promotes strong and vibrant neighborhoods; provides opportunities for artistic, cultural, and recreational pursuits; offers an adequate supply of affordable housing; and preserves its historical assets.	14.6% (130)	19.8% (176)	26.0% (231)	39.7% (353)	2.09	890
Vibrant Economy. I want a City that facilitates economic opportunities for all citizens and businesses, measured in terms of job and income growth, through the fostering of strategic partnership, and by retention and recruitment of employers providing family-wage jobs.	15.3% (136)	29.2% (260)	31.0% (276)	24.5% (218)	2.35	890
Healthy Environment. I want to live in a City that promotes and maintains a high quality and sustainable environment through provision of an abundant and clean water supply, effective wastewater treatment with sufficient capacity to meet community needs, preservation of our community's natural environment, and use of renewable energy sources and resource conservation practices.	18.9% (168)	28.3% (252)	27.9% (248)	24.9% (222)	2.41	890
	<i>answered question</i>					890
	<i>skipped question</i>					0

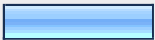

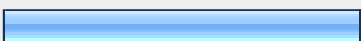

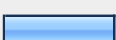

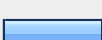
6. What other issues would you like City Council and the Budget Committee to consider regarding the City's budget and priority services?




		Response Count
		436
<i>answered question</i>		436
<i>skipped question</i>		454

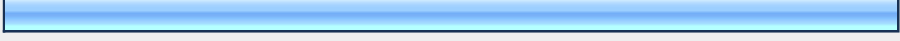


7. Please tell us about yourself. I _____ in Salem.

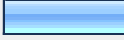
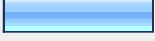

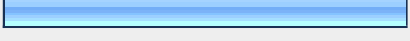
		Response Percent	Response Count
Live		81.8%	728
Work		71.1%	633
<i>answered question</i>			890
<i>skipped question</i>			0

8. What part of Salem do you live in?

		Response Percent	Response Count
West		16.1%	143
East		6.6%	59
South		39.3%	350
Downtown		5.6%	50
North		11.9%	106
Just outside the City limits		10.0%	89
I don't live in Salem		10.4%	93
<i>answered question</i>			890
<i>skipped question</i>			0

9. What age are you?			Response Percent	Response Count
Under 18			0.0%	0
18-35 years old			22.0%	196
36-69 years old			75.2%	669
70 years old or older			2.8%	25
			answered question	890
			skipped question	0

10. What language do you speak at home?			Response Percent	Response Count
English			98.9%	880
Spanish			3.1%	28
Other _____			1.7%	15
			Other (please specify)	15
			answered question	890
			skipped question	0

11. What is your family's income?			Response Percent	Response Count
Below \$38,000			13.4%	119
\$38,000 to \$50,000			16.2%	144
\$51,000 to \$70,000			26.1%	232
More than \$70,000			44.4%	395
			answered question	890
			skipped question	0

Future Funding Priorities: Shape the Future of Your City Government

SUMMARY: COMMUNITY CONVERSATIONS

February 16, West Salem Roth's

- 58 participants
- Polling for most important result area: 39 livable community; 7 for safe and healthy; 5 for vibrant economy
- Discussion groups: four livable community; one safe community, one vibrant economy, one healthy environment.
- Top priorities for *Safe Community*:
 - Respond quickly when our safety or well-being is at risk
 - Prevent drug and gang activity in my neighborhood
 - Lend a helping hand to those in need
 - Prepare for effective emergency responses
- Top priorities for *Livable Community*:
 - Offer a central and branch public library with services and programs for all ages
 - Maintain parks and open spaces for everyone to enjoy
 - Be responsible in planning land use, streets and parks as our community grows
 - Maintain public pools
 - Maintain recreation programs for kids
 - Help fund a variety of cultural activities
- Top priorities for *Vibrant Economy*:
 - Recruit and retain employers that provide family wage jobs
 - Attract new industry and business – to existing business and industrial parks
 - Make investments in infrastructure that have a real return
 - Improve airport to revive economy but not at expense of general fund
- Top priorities for *Healthy Environment*:
 - Protect our watershed, creeks and streams
 - Protect wetlands as habitat for plants and wildlife
 - Reduce energy use and costs for City buildings and operations
 - Protect the City's urban forest

February 18, North Salem High School

- 25 participants
- Polling for most important result area: 12 livable community; 3 for safe and vibrant; 5 for healthy environment
- Discussion groups: one for each topic.
- Top priorities for *Safe Community*:
 - Respond quickly when our safety or well-being is at risk
 - Lend a helping hand to those in need
 - Fund activities to keep children safe and occupied

- Top priorities for *Livable Community*:
 - Offer a central and branch public library with services and programs for all ages
 - Maintain parks and open spaces for everyone to enjoy
 - City needs to do a better job communicating regarding the budget situation and services available
- Top priorities for *Vibrant Economy*:
 - Recruit and retain employers that provide family wage jobs
 - Attract new industry and business by providing needed infrastructure
 - Continue to help renovate buildings and promote housing, retail and office uses in downtown Salem
- Top priorities for *Healthy Environment*:
 - Supply abundant and clean drinking water
 - Protect our healthy responsibly managing sewage disposal
 - Protect our watershed, creeks and streams

February 21, South Salem High School

- 34 participants
- Polling for most important result area: 22 livable community; 4 for safe and vibrant; 5 for healthy environment
- Discussion groups: three livable community; one safe community, one vibrant economy, one healthy environment.
- Top priorities for *Safe Community*:
 - Respond quickly when our safety or well being is at risk
 - Prevent drug and gang activity in my neighborhood
 - Lend a helping hand to people in need
- Top priorities for *Livable Community*:
 - Offer a central and branch public library with services and programs for all ages
 - Maintain parks and open spaces for everyone to enjoy
 - Recreation programs (at low cost) with a focus on less fortunate children and families
- Top priorities for *Vibrant Economy*:
 - Recruit and retain employers that provide family wage jobs
 - Continue to renovate buildings and promote housing, retail and offices in downtown – use assets we have (historic buildings, downtown) to attract business
 - Library as a resource in difficult economic times
- Top priorities for *Healthy Environment*:
 - Supply abundant and clean drinking water
 - Reduce energy use and costs for City buildings and operations – develop alternative sources of energy and transportation

February 24, McKay High School – Spanish Speaking

- 40 participants
- For this community conversation, participants formed small groups and discussed the survey questions, weighing service priorities in all the result areas.

- In the report back, Vibrant Economy was rated the most important result area by the majority of participants (17), followed by Safe Community (10) and Healthy Environment (9).
- Top priorities for *Safe Community*:
 - Prevent drug and gang activity in my neighborhood
 - Lend a helping hand to people in need by providing funding for shelter, food, and other needs
 - Respond quickly when our safety or well-being is at risk
- Top priorities for *Livable Community*:
 - Offer a central and branch public library with services and programs for all ages
 - Maintain parks and open spaces for everyone to enjoy
 - Be responsible in planning land use, streets and parks as our community grows
- Top priorities for *Vibrant Economy*:
 - Recruit and retain employers that provide family wage jobs
 - Attract new industry and business by providing needed infrastructure
 - Plan to have adequate land, water, sewer and streets available for our future
- Top priorities for *Healthy Environment*:
 - Protect our health by responsibly managing sewage disposal
 - Supply abundant and clean drinking water
 - Protect our watershed, creeks and streams
 - Reduce energy use and costs for City buildings and operations