

# **AGENDA**

## **Membership Dues/EDD Assessment Subcommittee**

Mid-Willamette Valley Council of Governments

**Tuesday, November 5, 2019**

**3:30-5:00 p.m.**

**MWCOG Conference Room**

**100 High Street SE, Suite 200**

**Salem, Oregon**

**CONTACT:** Sean O'Day, Executive Director; 503-540-1601

---

**A. CALL TO ORDER – *Sean O'Day, Executive Director***

**B. INTRODUCTIONS**

**C. ACTION ITEMS**

- |  |         |
|--|---------|
| 1. Approval of minutes from August 14, 2019          | pp 2-4  |
| 2. Discussion of the Dues models and final questions | pp 5-17 |

**D. ADJOURNMENT**

The Mid-Willamette Valley Council of Governments is pleased to comply with the Americans with Disabilities Act (ADA). If you need special accommodations to attend this meeting, please contact Denise VanDyke at (503) 588-6177 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1. Thank you

## MINUTES OF AUGUST 14, 2019

### MEMBERSHIP DUES/EDD ASSESSMENT REVIEW SUBCOMMITTEE MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS BOARD OF DIRECTORS

Conference Room, MWVCOG Offices  
100 High Street SE, Suite 200, Salem, Oregon

#### **MEMBERS PRESENT**

Jackie Franke, Chemeketa Community College, COG Board Vice Chair  
Amber Mathiesen, Mt. Angel City Manager (by phone)  
Mac Corthell, Falls City City Manager  
Courtney Knox Busch for Steve Powers, Salem City Manager  
Kenna West, Willamina City Manager  
Lisa Trauernicht for Jan Fritz, Marion County Administrator

#### **MEMBERS ABSENT**

None

#### **OTHERS PRESENT**

Sean O'Day, Executive Director  
Denise VanDyke, Admin. Specialist II  
Renata Wakeley, Community Development Director  
Greg Smith, Finance Director

#### **CALL TO ORDER & INTRODUCTIONS**

Ms. Franke called the meeting to order at 3:05 p.m. Attendance was noted, and the presence of a quorum announced.

#### **APPROVAL OF MARCH 6, 2019 MINUTES**

**MOTION:** By Ms. Franke, **SECONDED** by Mr. Corthell, to **APPROVE THE MINUTES OF May 29, 2019, AS PRESENTED.**

Motion carried. **IN FAVOR:** Franke, West, Corthell, Mathiesen, Knox Busch, Trauernicht. **OPPOSED:** None. **ABSTAINED:** None.

#### **DISCUSSION OF MWVCOG MEMBERSHIP DUES AND EDD ASSESSMENT**

Mr. O'Day explained the tables provided in the agenda packet. These models are based on discussion and requests from the last meeting. Greg Smith did the research and put together the models. Staff also looked at flat rate dues. The originating documents of the COG state that each member will pay into the budget of the organization to cover 50 percent of the costs. Staff looked at various definitions of "costs". The COG has a budget procedure that sort of works backwards from most – we calculate the dues, then align costs to work with that number. Staff would like this committee to look at the overhead expenses and give direction on how much should be covered by dues, and how much should be included in the indirect rate. Also up for consideration is the methodology for calculating the dues, and if the methodology for the EDD assessment should be consistent with the dues methodology.

Ms. Franke stated that she feels it is important to have a minimum. Consensus was to keep a minimum dues amount. Mr. Smith explained how the current minimum was established. It is based on population and has been adjusted by the CPI for the past (approximately) ten years. The COG is currently using the CPI-W for Seattle for the first six months of the relevant year. Dues are adopted by the COG Board of Directors at their December meeting.

Ms. Knox Busch asked if there is a goal of a particular percentage to cover? Mr. O'Day replied that that is one of the questions for this committee to answer. He explained that one goal is to limit or eliminate subsidizing programs with dues monies. For FY 2018-19, we managed to avoid transfers for all fee for service programs. Staff is trying to build up reserves for contingencies, however, at this time, dues are the main source for contingency funds. Our budget is more reactive than proactive.

Discussion ensued regarding possible problems (lack of anticipated work, etc.). An idea was proposed to set a base amount of dues with a differential for each service the member participates in. Other ideas and variations were discussed, including pros and cons of being competitive in the market, surcharges for fee for service versus including fee for service programs in the dues, benefits of regional expertise, and how the market works. Consensus was that we cannot afford to have our fee for service programs be a loss-leader. Because the COG is a governmental entity, there is no problem regarding procurement rules for contracting fee for service programs. During discussion of establishing a goal amount, Mr. O'Day mentioned that about \$50,000-\$60,000 more than current would be needed per year. Programs need to have individual reserves to prevent transfers in the future. Currently, there is a high tolerance from the Board to look at various pieces of the puzzle. Consensus was reached that the reserve is important, it is okay to use some member dues, and consider a "retainer" for fee for service. Staff is to do a model.

Setting a maximum amount for dues was discussed. There are two main ways to calculate dues –

- Rate based, which takes the total amount needed and calculates how to get that amount
- Revenue based, which calculates how much is available and makes it work

COG has been using the revenue based method. Discussion of the indirect rate, benefits of the MPO, and having a base amount of dues with variables ensued. A discussion occurred to consider a combination of population, property tax base, and/or general fund budget to calculate the member dues rate. Various percentages were considered.

It was determined that both population, which indicates impact on the region, and tax base, which indicates the ability to pay, were both necessary to include. Target revenue should be established, even though it would take at least five years to reach the goal. A minimum and maximum rate must be included. Also, it was pointed out that building a reserve in each program could lower the overall reserve target.

Once the target reserve goal is met, an opportunity fund, which would serve as seed money for new initiatives (with Board approval), would be started.

Ms. Wakeley recommended that the EDD assessment go with net population for all, and increase annually by the CPI plus population adjustment. Also, special districts and the Tribe should be added. This would probably be a general fund expenditure for our members, and not eligible for URA funds. The idea is to be equitable. The target amount each year is \$75,000. Staff will run the numbers and provide models.

There was a discussion of which programs and services should be included as free with membership, and which should be fee for service. Free services should include: management level evaluations, simple goal setting sessions, and grant writing assistance. Fee for service tasks should include: recruitments, land use planning, attorney services, strategic planning sessions, and census assistance.

The difference between goal setting and strategic planning was discussed. Mr. O'Day mentioned the possibility of establishing a consortium of city managers to help each other with strategic planning. A high quality end result is needed. An alternate possibility is to offer as a benefit, but only every two years (maybe longer).

When asked if the MPO should be included in this discussion, it was pointed out that the MPO already provides matching funds and the members' assessments are calculated strictly on population.

Staff will do models and draft a staff report based on this discussion, which will be circulated for review. If approved by the committee members, the process will be done. If not, we will need to set another meeting.

**ADJOURNMENT**

There being no other business, Ms. Franke adjourned the meeting at 5:10 p.m.

---

Sean O'Day, Executive Director



## MEMORANDUM

**TO:** Membership Committee

**DATE:** November 5, 2019

**FROM:** Sean O'Day  
Executive Director

**RE:** Dues Models and Final Questions

---

### Background

In August, the Committee met and reviewed various dues models for purpose of evaluation and comparison ranging from a flat rate dues structure, to using different methods (other than population) to establish base dues. The Committee also spent some time discussing how much of the organization's administrative expenses (overhead) should be covered by member dues. Finally, the Committee discussed making changes to the Economic Development District (EDD) assessment to include raising the minimum assessment, netting out county population, and including special districts.

Before reaching a final consensus, the Committee asked staff to return with additional analysis that was based on a hybrid model of "ability to pay" plus population, and additional analysis of the EDD assessment based on discussion and guidance from the Committee.

### Comparative Tables

At the Committee's request, staff prepared the following tables, which are attached to this staff report:

- A series of tables that use a hybrid model (tax rate, budget, population – at varying percentages).
- A table that shows the impact to the EDD assessment if special districts were included and county dues were amended from a net county population calculation to a graduated scale increase based upon total population.

## **Discussion / Remaining Issues**

To aid the Committee in reaching a conclusion, below are the questions staff and the Committee identified need to be answered in order to fulfill its task to the Board, along with draft answers based on the discussions held thus far:

### **By what percentage or fixed amount should member dues contribute to the fixed operating costs of the operation (admin costs)?**

Draft Answer: Dues currently pay for approximately 20% of the total administrative costs. The remainder is charged to other program areas (transportation, business lending, community development, etc.). Administrative costs are paid using a formula that assesses each program area a fee based on the total number of FTE assigned to that program area. Consequently, to increase the amount of dues going towards administration, would require budgeting more FTE in the member services department (where the member dues are derived). The committee does not recommend any changes to this arrangement.

### **Should member dues be used to establish an operating reserve, or should rates for fee-for-service programs be set at an amount to allow each program area to develop its own reserve?**

Draft Answer: Given the low percentage of administrative costs that member dues currently pay, the Committee recommends that dues revenue be used to build an operating reserve that can be used for both unforeseen financial challenges in other program areas as well as funds to be used to start up new member services. However, each fee-for-service program should also set its rates at a level that covers expenses and builds an operating reserve so that member dues are used as a last resort to assist those programs during difficult financial times.

### **What services should be covered by dues?**

Draft Answer: Dues should be used to start new programs and to pay for activities that benefit the membership as a whole, such as publications, training, annual dinner. Dues should be used to pay for staff activities that strengthen local governments such as governance training, consultation, technical services, etc. However, dues should not be used to cover the costs in whole or in part to pay for specialized services that specifically benefit an individual member (such as goal setting, recruitments, evaluations, etc.)

### **What services should be provided solely on a fee-for-service basis?**

Draft Answer: Any service that is specialized and tailored to provide a direct benefit to the member should be paid for on a fee-for-service model such as land use planning, attorney services, strategic planning, human resources, etc. As noted above, the Committee recommends fees for those programs be set at levels that allow the program to build its own operating reserve to cover expenses during leaner times. Although dues are

an appropriate source to cover program losses, they should be used as a last resort and not on a recurring basis.

**What methodology should be employed when setting dues? (flat rate, current methodology, budget, tax rate, etc).**

Draft Answer: The Committee recommends the dues methodology should be based on a target revenue figure that would cover the costs of providing member services plus an additional amount needed to build and sustain an operating reserve. The methodology should be . . .

**What methodology should be employed when setting the EDD assessment?**

Draft Answer: The methodology used should raise the amount of money needed to provide a local match to the EDD grant (currently \$75,000) and should be based upon population for member cities and a graduated population scale for counties. The minimum fee should be set at \$150 and increased each year based on CPI (using the Seattle Index). The methodology should include an assessment for special districts that obtain benefits from the EDD (WESD, Transit District, Chemeketa, and the School District) at a rate of \$150 as well.

**New Question: Should the COG establish a “dues” category for non-profit organizations, intergovernmental entities, and private sector organizations that desire to participate in COG programs and services?**

Answer: TBD

**Member Dues**

	Population	Population %	Current FY19/20 Dues	Ability to Pay Calculation				
				General			Total Dues	Change
				Property Tax Component	Fund Component	Population Componet		
				5.00%	5.00%	90.00%		
5% Property Tax								
5% General Fund								
90% Population Componet								
Amity	1,640	0.28%	1,076	9	6	968	983	(93)
Aumsville	3,970	0.67%	1,894	24	15	1,705	1,744	(150)
Aurora	980	0.17%	1,076	9	6	968	983	(93)
Carlton	2,205	0.37%	1,076	24	11	968	1,003	(73)
Dallas	15,570	2.64%	7,427	128	115	6,684	6,927	(500)
Dayton	2,670	0.45%	1,274	8	6	1,147	1,161	(113)
Detroit	210	0.04%	1,076	2	1	968	971	(105)
Donald	985	0.17%	1,076	2	2	968	972	(104)
Dundee	3,225	0.55%	1,538	24	17	1,384	1,425	(113)
Falls City	950	0.16%	1,076	3	5	968	976	(100)
Gates	442	0.08%	1,076	-	1	968	969	(107)
Gervais	2,570	0.44%	1,226	23	14	1,103	1,140	(86)
Hubbard	3,300	0.56%	1,574	25	17	1,417	1,459	(115)
Idanha	78	0.01%	1,076	1	-	968	969	(107)
Independence	9,340	1.59%	4,455	62	72	4,010	4,144	(311)
Jefferson	3,235	0.55%	1,543	11	9	1,389	1,409	(134)
Keizer	38,345	6.51%	18,291	69	121	16,462	16,652	(1,639)
Lafayette	4,095	0.70%	1,953	23	17	1,758	1,798	(155)
McMinnville	33,665	5.72%	16,058	419	293	14,452	15,164	(894)
Monmouth	9,855	1.67%	4,701	70	61	4,231	4,362	(339)
Mt. Angel	3,400	0.58%	1,622	25	17	1,460	1,502	(120)
Newberg	23,480	3.99%	11,200	262	179	10,080	10,521	(679)
Salem	163,450	27.75%	33,623	2,180	1,363	30,261	33,804	181
Scotts Mills	370	0.06%	1,076	-	1	968	969	(107)
Sheridan	6,185	1.05%	2,950	15	14	2,655	2,684	(266)
Silverton	10,070	1.71%	4,803	87	56	4,323	4,466	(337)
St. Paul	435	0.07%	1,076	2	2	968	972	(104)
Stayton	7,770	1.32%	3,706	64	45	3,335	3,444	(262)
Sublimity	2,755	0.47%	1,314	5	5	1,183	1,193	(121)
Turner	2,005	0.34%	1,076	16	7	968	991	(85)
Willamina	2,110	0.36%	1,076	13	7	968	988	(88)
Woodburn	24,685	4.19%	11,775	309	155	10,598	11,062	(713)
Yamhill	1,075	0.18%	1,076	9	7	968	984	(92)
MARION COUNTY (less member cities)	96,370	16.36%	33,623	2,517	939	30,261	33,717	94
POLK COUNTY (less member cities)	18,190	3.09%	8,677	414	238	7,809	8,461	(216)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	756	382	11,514	12,652	(141)
Salem Area Transit District	5,359	0.91%	2,556	415	351	2,300	3,066	510
Chemeketa Community College	10,507	1.78%	5,012	722	1,096	4,511	6,329	1,317
Salem/Keizer School District	40,999	6.96%	19,557	2,707	5,804	17,601	26,112	6,555
Confederated Tribes of the Grand Ronde								
Community of Oregon	5,556	0.95%	2,650	133	133	2,385	2,651	1
Total	588,921	100.00%	231,783				231,779	

**Member Dues**

	Population	Population %	Current FY19/20 Dues	Ability to Pay Calculation				
				General			Total Dues	Change
				Property Tax Component	Fund Component	Population Componet		
				10.00%	10.00%	80.00%		
10% Property Tax								
10% General Fund								
80% Population Componet								
Amity	1,640	0.28%	1,076	18	12	861	891	(185)
Aumsville	3,970	0.67%	1,894	48	30	1,515	1,593	(301)
Aurora	980	0.17%	1,076	18	12	861	891	(185)
Carlton	2,205	0.37%	1,076	48	23	861	932	(144)
Dallas	15,570	2.64%	7,427	257	229	5,942	6,428	(999)
Dayton	2,670	0.45%	1,274	16	12	1,019	1,047	(227)
Detroit	210	0.04%	1,076	5	2	861	868	(208)
Donald	985	0.17%	1,076	5	5	861	871	(205)
Dundee	3,225	0.55%	1,538	48	34	1,230	1,312	(226)
Falls City	950	0.16%	1,076	7	9	861	877	(199)
Gates	442	0.08%	1,076	-	2	861	863	(213)
Gervais	2,570	0.44%	1,226	46	28	981	1,055	(171)
Hubbard	3,300	0.56%	1,574	50	34	1,259	1,343	(231)
Idanha	78	0.01%	1,076	2	-	861	863	(213)
Independence	9,340	1.59%	4,455	124	144	3,564	3,832	(623)
Jefferson	3,235	0.55%	1,543	23	18	1,234	1,275	(268)
Keizer	38,345	6.51%	18,291	138	243	14,633	15,014	(3,277)
Lafayette	4,095	0.70%	1,953	46	34	1,562	1,642	(311)
McMinnville	33,665	5.72%	16,058	839	587	12,846	14,272	(1,786)
Monmouth	9,855	1.67%	4,701	140	121	3,761	4,022	(679)
Mt. Angel	3,400	0.58%	1,622	50	34	1,298	1,382	(240)
Newberg	23,480	3.99%	11,200	525	357	8,960	9,842	(1,358)
Salem	163,450	27.75%	33,623	4,360	2,727	26,898	33,985	362
Scotts Mills	370	0.06%	1,076	-	2	861	863	(213)
Sheridan	6,185	1.05%	2,950	30	28	2,360	2,418	(532)
Silverton	10,070	1.71%	4,803	174	112	3,842	4,128	(675)
St. Paul	435	0.07%	1,076	5	5	861	871	(205)
Stayton	7,770	1.32%	3,706	128	89	2,965	3,182	(524)
Sublimity	2,755	0.47%	1,314	9	9	1,051	1,069	(245)
Turner	2,005	0.34%	1,076	32	14	861	907	(169)
Willamina	2,110	0.36%	1,076	25	14	861	900	(176)
Woodburn	24,685	4.19%	11,775	619	309	9,420	10,348	(1,427)
Yamhill	1,075	0.18%	1,076	18	14	861	893	(183)
MARION COUNTY (less member cities)	96,370	16.36%	33,623	5,034	1,879	26,898	33,811	188
POLK COUNTY (less member cities)	18,190	3.09%	8,677	827	477	6,942	8,246	(431)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	1,512	763	10,234	12,509	(284)
Salem Area Transit District	5,359	0.91%	2,556	830	701	2,045	3,576	1,020
Chemeketa Community College	10,507	1.78%	5,012	1,444	2,193	4,010	7,647	2,635
Salem/Keizer School District	40,999	6.96%	19,557	5,415	11,608	15,646	32,669	13,112
Confederated Tribes of the Grand Ronde								
Community of Oregon	5,556	0.95%	2,650	265	265	2,120	2,650	-
Total	588,921	100.00%	231,783				231,787	

**Member Dues**
**Ability to Pay Calculation**

	Population	Population %	Current FY19/20 Dues	General			Total Dues	Change
				Property Tax Component	Fund Component	Population Componet		
				15.00%	15.00%	70.00%		
15% Property Tax								
15% General Fund								
70% Population Componet								
Amity	1,640	0.28%	1,076	27	17	753	797	(279)
Aumsville	3,970	0.67%	1,894	72	45	1,326	1,443	(451)
Aurora	980	0.17%	1,076	27	17	753	797	(279)
Carlton	2,205	0.37%	1,076	72	34	753	859	(217)
Dallas	15,570	2.64%	7,427	385	344	5,199	5,928	(1,499)
Dayton	2,670	0.45%	1,274	24	17	892	933	(341)
Detroit	210	0.04%	1,076	7	3	753	763	(313)
Donald	985	0.17%	1,076	7	7	753	767	(309)
Dundee	3,225	0.55%	1,538	72	52	1,077	1,201	(337)
Falls City	950	0.16%	1,076	10	14	753	777	(299)
Gates	442	0.08%	1,076	-	3	753	756	(320)
Gervais	2,570	0.44%	1,226	69	41	858	968	(258)
Hubbard	3,300	0.56%	1,574	76	52	1,102	1,230	(344)
Idanha	78	0.01%	1,076	3	-	753	756	(320)
Independence	9,340	1.59%	4,455	186	217	3,119	3,522	(933)
Jefferson	3,235	0.55%	1,543	34	27	1,080	1,141	(402)
Keizer	38,345	6.51%	18,291	206	364	12,804	13,374	(4,917)
Lafayette	4,095	0.70%	1,953	69	52	1,367	1,488	(465)
McMinnville	33,665	5.72%	16,058	1,258	880	11,241	13,379	(2,679)
Monmouth	9,855	1.67%	4,701	210	182	3,291	3,683	(1,018)
Mt. Angel	3,400	0.58%	1,622	76	52	1,135	1,263	(359)
Newberg	23,480	3.99%	11,200	787	536	7,840	9,163	(2,037)
Salem	163,450	27.75%	33,623	6,541	4,090	23,536	34,167	544
Scotts Mills	370	0.06%	1,076	-	3	753	756	(320)
Sheridan	6,185	1.05%	2,950	45	41	2,065	2,151	(799)
Silverton	10,070	1.71%	4,803	261	168	3,362	3,791	(1,012)
St. Paul	435	0.07%	1,076	7	7	753	767	(309)
Stayton	7,770	1.32%	3,706	192	134	2,594	2,920	(786)
Sublimity	2,755	0.47%	1,314	14	14	920	948	(366)
Turner	2,005	0.34%	1,076	48	21	753	822	(254)
Willamina	2,110	0.36%	1,076	38	21	753	812	(264)
Woodburn	24,685	4.19%	11,775	928	464	8,243	9,635	(2,140)
Yamhill	1,075	0.18%	1,076	27	21	753	801	(275)
MARION COUNTY (less member cities)	96,370	16.36%	33,623	7,551	2,818	23,536	33,905	282
POLK COUNTY (less member cities)	18,190	3.09%	8,677	1,241	715	6,074	8,030	(647)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	2,268	1,145	8,955	12,368	(425)
Salem Area Transit District	5,359	0.91%	2,556	1,244	1,052	1,789	4,085	1,529
Chemeketa Community College	10,507	1.78%	5,012	2,165	3,289	3,508	8,962	3,950
Salem/Keizer School District	40,999	6.96%	19,557	8,122	17,412	13,690	39,224	19,667
Confederated Tribes of the Grand Ronde								
Community of Oregon	5,556	0.95%	2,650	398	398	1,855	2,651	1
Total	588,921	100.00%	231,783				231,783	

## Member Dues

	Population	Population %	Current FY19/20 Dues	Ability to Pay Calculation				Total Dues	Change		
				General							
				Property Tax Component	Fund Component	Population Componet					
				5.00%	5.00%	90.00%					
5% Property Tax											
5% General Fund											
90% Population Componet											
Retains Previous Minimum Dues											
Amity	1,640	0.28%	1,076	9	6	1,076	1,091	15			
Aumsville	3,970	0.67%	1,894	24	15	1,705	1,744	(150)			
Aurora	980	0.17%	1,076	9	6	1,076	1,091	15			
Carlton	2,205	0.37%	1,076	24	11	1,076	1,111	35			
Dallas	15,570	2.64%	7,427	128	115	6,684	6,927	(500)			
Dayton	2,670	0.45%	1,274	8	6	1,147	1,161	(113)			
Detroit	210	0.04%	1,076	2	1	1,076	1,079	3			
Donald	985	0.17%	1,076	2	2	1,076	1,080	4			
Dundee	3,225	0.55%	1,538	24	17	1,384	1,425	(113)			
Falls City	950	0.16%	1,076	3	5	1,076	1,084	8			
Gates	442	0.08%	1,076	-	1	1,076	1,077	1			
Gervais	2,570	0.44%	1,226	23	14	1,103	1,140	(86)			
Hubbard	3,300	0.56%	1,574	25	17	1,417	1,459	(115)			
Idanha	78	0.01%	1,076	1	-	1,076	1,077	1			
Independence	9,340	1.59%	4,455	62	72	4,010	4,144	(311)			
Jefferson	3,235	0.55%	1,543	11	9	1,389	1,409	(134)			
Keizer	38,345	6.51%	18,291	69	121	16,462	16,652	(1,639)			
Lafayette	4,095	0.70%	1,953	23	17	1,758	1,798	(155)			
McMinnville	33,665	5.72%	16,058	419	293	14,452	15,164	(894)			
Monmouth	9,855	1.67%	4,701	70	61	4,231	4,362	(339)			
Mt. Angel	3,400	0.58%	1,622	25	17	1,460	1,502	(120)			
Newberg	23,480	3.99%	11,200	262	179	10,080	10,521	(679)			
Salem	163,450	27.75%	33,623	2,180	1,363	30,261	33,804	181			
Scotts Mills	370	0.06%	1,076	-	1	1,076	1,077	1			
Sheridan	6,185	1.05%	2,950	15	14	2,655	2,684	(266)			
Silverton	10,070	1.71%	4,803	87	56	4,323	4,466	(337)			
St. Paul	435	0.07%	1,076	2	2	1,076	1,080	4			
Stayton	7,770	1.32%	3,706	64	45	3,335	3,444	(262)			
Sublimity	2,755	0.47%	1,314	5	5	1,183	1,193	(121)			
Turner	2,005	0.34%	1,076	16	7	1,076	1,099	23			
Willamina	2,110	0.36%	1,076	13	7	1,076	1,096	20			
Woodburn	24,685	4.19%	11,775	309	155	10,598	11,062	(713)			
Yamhill	1,075	0.18%	1,076	9	7	1,076	1,092	16			
MARION COUNTY (less member cities)	96,370	16.36%	33,623	2,517	939	30,261	33,717	94			
POLK COUNTY (less member cities)	18,190	3.09%	8,677	414	238	7,809	8,461	(216)			
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	756	382	11,514	12,652	(141)			
Salem Area Transit District	5,359	0.91%	2,556	415	351	2,300	3,066	510			
Chemeketa Community College	10,507	1.78%	5,012	722	1,096	4,511	6,329	1,317			
Salem/Keizer School District	40,999	6.96%	19,557	2,707	5,804	17,601	26,112	6,555			
Confederated Tribes of the Grand Ronde											
Community of Oregon	5,556	0.95%	2,650	133	133	2,385	2,651	1			
Total	588,921	100.00%	231,783				233,183	1,400			

**Member Dues**

	Population	Population %	Current FY19/20 Dues	Ability to Pay Calculation				
				General			Total Dues	Change
				Property Tax Component	Fund Component	Population Componet		
				10.00%	10.00%	80.00%		
10% Property Tax								
10% General Fund								
80% Population Componet								
Retains Previous Minimum Dues								
Amity	1,640	0.28%	1,076	18	12	1,076	1,106	30
Aumsville	3,970	0.67%	1,894	48	30	1,515	1,593	(301)
Aurora	980	0.17%	1,076	18	12	1,076	1,106	30
Carlton	2,205	0.37%	1,076	48	23	1,076	1,147	71
Dallas	15,570	2.64%	7,427	257	229	5,942	6,428	(999)
Dayton	2,670	0.45%	1,274	16	12	1,076	1,104	(170)
Detroit	210	0.04%	1,076	5	2	1,076	1,083	7
Donald	985	0.17%	1,076	5	5	1,076	1,086	10
Dundee	3,225	0.55%	1,538	48	34	1,230	1,312	(226)
Falls City	950	0.16%	1,076	7	9	1,076	1,092	16
Gates	442	0.08%	1,076	-	2	1,076	1,078	2
Gervais	2,570	0.44%	1,226	46	28	1,076	1,150	(76)
Hubbard	3,300	0.56%	1,574	50	34	1,259	1,343	(231)
Idanha	78	0.01%	1,076	2	-	1,076	1,078	2
Independence	9,340	1.59%	4,455	124	144	3,564	3,832	(623)
Jefferson	3,235	0.55%	1,543	23	18	1,234	1,275	(268)
Keizer	38,345	6.51%	18,291	138	243	14,633	15,014	(3,277)
Lafayette	4,095	0.70%	1,953	46	34	1,562	1,642	(311)
McMinnville	33,665	5.72%	16,058	839	587	12,846	14,272	(1,786)
Monmouth	9,855	1.67%	4,701	140	121	3,761	4,022	(679)
Mt. Angel	3,400	0.58%	1,622	50	34	1,298	1,382	(240)
Newberg	23,480	3.99%	11,200	525	357	8,960	9,842	(1,358)
Salem	163,450	27.75%	33,623	4,360	2,727	26,898	33,985	362
Scotts Mills	370	0.06%	1,076	-	2	1,076	1,078	2
Sheridan	6,185	1.05%	2,950	30	28	2,360	2,418	(532)
Silverton	10,070	1.71%	4,803	174	112	3,842	4,128	(675)
St. Paul	435	0.07%	1,076	5	5	1,076	1,086	10
Stayton	7,770	1.32%	3,706	128	89	2,965	3,182	(524)
Sublimity	2,755	0.47%	1,314	9	9	1,076	1,094	(220)
Turner	2,005	0.34%	1,076	32	14	1,076	1,122	46
Willamina	2,110	0.36%	1,076	25	14	1,076	1,115	39
Woodburn	24,685	4.19%	11,775	619	309	9,420	10,348	(1,427)
Yamhill	1,075	0.18%	1,076	18	14	1,076	1,108	32
MARION COUNTY (less member cities)	96,370	16.36%	33,623	5,034	1,879	26,898	33,811	188
POLK COUNTY (less member cities)	18,190	3.09%	8,677	827	477	6,942	8,246	(431)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	1,512	763	10,234	12,509	(284)
Salem Area Transit District	5,359	0.91%	2,556	830	701	2,045	3,576	1,020
Chemeketa Community College	10,507	1.78%	5,012	1,444	2,193	4,010	7,647	2,635
Salem/Keizer School District	40,999	6.96%	19,557	5,415	11,608	15,646	32,669	13,112
Confederated Tribes of the Grand Ronde								
Community of Oregon	5,556	0.95%	2,650	265	265	2,120	2,650	-
Total	588,921	100.00%	231,783				234,759	2,976

## Member Dues

	Population	Population %	Current FY19/20 Dues	Ability to Pay Calculation				Total Dues	Change		
				General							
				Property Tax Component	Fund Component	Population Componet					
				15.00%	15.00%	70.00%					
15% Property Tax											
15% General Fund											
70% Population Componet											
Retains Previous Minimum Dues											
Amity	1,640	0.28%	1,076	27	17	1,076	1,120	44			
Aumsville	3,970	0.67%	1,894	72	45	1,326	1,443	(451)			
Aurora	980	0.17%	1,076	27	17	1,076	1,120	44			
Carlton	2,205	0.37%	1,076	72	34	1,076	1,182	106			
Dallas	15,570	2.64%	7,427	385	344	5,199	5,928	(1,499)			
Dayton	2,670	0.45%	1,274	24	17	1,076	1,117	(157)			
Detroit	210	0.04%	1,076	7	3	1,076	1,086	10			
Donald	985	0.17%	1,076	7	7	1,076	1,090	14			
Dundee	3,225	0.55%	1,538	72	52	1,077	1,201	(337)			
Falls City	950	0.16%	1,076	10	14	1,076	1,100	24			
Gates	442	0.08%	1,076	-	3	1,076	1,079	3			
Gervais	2,570	0.44%	1,226	69	41	1,076	1,186	(40)			
Hubbard	3,300	0.56%	1,574	76	52	1,102	1,230	(344)			
Idanha	78	0.01%	1,076	3	-	1,076	1,079	3			
Independence	9,340	1.59%	4,455	186	217	3,119	3,522	(933)			
Jefferson	3,235	0.55%	1,543	34	27	1,080	1,141	(402)			
Keizer	38,345	6.51%	18,291	206	364	12,804	13,374	(4,917)			
Lafayette	4,095	0.70%	1,953	69	52	1,367	1,488	(465)			
McMinnville	33,665	5.72%	16,058	1,258	880	11,241	13,379	(2,679)			
Monmouth	9,855	1.67%	4,701	210	182	3,291	3,683	(1,018)			
Mt. Angel	3,400	0.58%	1,622	76	52	1,135	1,263	(359)			
Newberg	23,480	3.99%	11,200	787	536	7,840	9,163	(2,037)			
Salem	163,450	27.75%	33,623	6,541	4,090	23,536	34,167	544			
Scotts Mills	370	0.06%	1,076	-	3	1,076	1,079	3			
Sheridan	6,185	1.05%	2,950	45	41	2,065	2,151	(799)			
Silverton	10,070	1.71%	4,803	261	168	3,362	3,791	(1,012)			
St. Paul	435	0.07%	1,076	7	7	1,076	1,090	14			
Stayton	7,770	1.32%	3,706	192	134	2,594	2,920	(786)			
Sublimity	2,755	0.47%	1,314	14	14	1,076	1,104	(210)			
Turner	2,005	0.34%	1,076	48	21	1,076	1,145	69			
Willamina	2,110	0.36%	1,076	38	21	1,076	1,135	59			
Woodburn	24,685	4.19%	11,775	928	464	8,243	9,635	(2,140)			
Yamhill	1,075	0.18%	1,076	27	21	1,076	1,124	48			
MARION COUNTY (less member cities)	96,370	16.36%	33,623	7,551	2,818	23,536	33,905	282			
POLK COUNTY (less member cities)	18,190	3.09%	8,677	1,241	715	6,074	8,030	(647)			
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	2,268	1,145	8,955	12,368	(425)			
Salem Area Transit District	5,359	0.91%	2,556	1,244	1,052	1,789	4,085	1,529			
Chemeketa Community College	10,507	1.78%	5,012	2,165	3,289	3,508	8,962	3,950			
Salem/Keizer School District	40,999	6.96%	19,557	8,122	17,412	13,690	39,224	19,667			
Confederated Tribes of the Grand Ronde											
Community of Oregon	5,556	0.95%	2,650	398	398	1,855	2,651	1			
Total	588,921	100.00%	231,783				236,540	4,757			

**Member Dues**
**Ability to Pay Calculation**

5% Property Tax  
 5% General Fund  
 90% Population Component  
 Retains Previous Minimum Dues  
 Special Districts Capped at Previous Level

	Population	Population %	Current FY19/20 Dues	General			Adj for Adverse Impact	Total Dues	Change
				Property Tax Component	Fund Component	Population Component			
				5.00%	5.00%	90.00%			
Amity	1,640	0.28%	1,076	9	6	1,076		1,091	15
Aumsville	3,970	0.67%	1,894	24	15	1,705		1,744	(150)
Aurora	980	0.17%	1,076	9	6	1,076		1,091	15
Carlton	2,205	0.37%	1,076	24	11	1,076		1,111	35
Dallas	15,570	2.64%	7,427	128	115	6,684		6,927	(500)
Dayton	2,670	0.45%	1,274	8	6	1,147		1,161	(113)
Detroit	210	0.04%	1,076	2	1	1,076		1,079	3
Donald	985	0.17%	1,076	2	2	1,076		1,080	4
Dundee	3,225	0.55%	1,538	24	17	1,384		1,425	(113)
Falls City	950	0.16%	1,076	3	5	1,076		1,084	8
Gates	442	0.08%	1,076	-	1	1,076		1,077	1
Gervais	2,570	0.44%	1,226	23	14	1,103		1,140	(86)
Hubbard	3,300	0.56%	1,574	25	17	1,417		1,459	(115)
Idanha	78	0.01%	1,076	1	-	1,076		1,077	1
Independence	9,340	1.59%	4,455	62	72	4,010		4,144	(311)
Jefferson	3,235	0.55%	1,543	11	9	1,389		1,409	(134)
Keizer	38,345	6.51%	18,291	69	121	16,462		16,652	(1,639)
Lafayette	4,095	0.70%	1,953	23	17	1,758		1,798	(155)
McMinnville	33,665	5.72%	16,058	419	293	14,452		15,164	(894)
Monmouth	9,855	1.67%	4,701	70	61	4,231		4,362	(339)
Mt. Angel	3,400	0.58%	1,622	25	17	1,460		1,502	(120)
Newberg	23,480	3.99%	11,200	262	179	10,080		10,521	(679)
Salem	163,450	27.75%	33,623	2,180	1,363	30,261		33,804	181
Scotts Mills	370	0.06%	1,076	-	1	1,076		1,077	1
Sheridan	6,185	1.05%	2,950	15	14	2,655		2,684	(266)
Silverton	10,070	1.71%	4,803	87	56	4,323		4,466	(337)
St. Paul	435	0.07%	1,076	2	2	1,076		1,080	4
Stayton	7,770	1.32%	3,706	64	45	3,335		3,444	(262)
Sublimity	2,755	0.47%	1,314	5	5	1,183		1,193	(121)
Turner	2,005	0.34%	1,076	16	7	1,076		1,099	23
Willamina	2,110	0.36%	1,076	13	7	1,076		1,096	20
Woodburn	24,685	4.19%	11,775	309	155	10,598		11,062	(713)
Yamhill	1,075	0.18%	1,076	9	7	1,076		1,092	16
MARION COUNTY (less member cities)	96,370	16.36%	33,623	2,517	939	30,261		33,717	94
POLK COUNTY (less member cities)	18,190	3.09%	8,677	414	238	7,809		8,461	(216)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	756	382	11,514		12,652	(141)
Salem Area Transit District	5,359	0.91%	2,556	415	351	2,300	(510)	2,556	-
Chemeketa Community College	10,507	1.78%	5,012	722	1,096	4,511	(1,317)	5,012	-
Salem/Keizer School District	40,999	6.96%	19,557	2,707	5,804	17,601	(6,555)	19,557	-
Confederated Tribes of the Grand Ronde									
Community of Oregon	5,556	0.95%	2,650	133	133	2,385		2,651	1
Total	588,921	100.00%	231,783					224,801	(6,982)

**Member Dues**
**Ability to Pay Calculation**

10% Property Tax  
 10% General Fund  
 80% Population Component  
 Retains Previous Minimum Dues  
 Special Districts Capped at Previous Level

	Population	Population %	Current FY19/20 Dues	General			Adj for Adverse Impact	Total Dues	Change
				Property Tax Component	Fund Component	Population Component			
				10.00%	10.00%	80.00%			
Amity	1,640	0.28%	1,076	18	12	1,076		1,106	30
Aumsville	3,970	0.67%	1,894	48	30	1,515		1,593	(301)
Aurora	980	0.17%	1,076	18	12	1,076		1,106	30
Carlton	2,205	0.37%	1,076	48	23	1,076		1,147	71
Dallas	15,570	2.64%	7,427	257	229	5,942		6,428	(999)
Dayton	2,670	0.45%	1,274	16	12	1,076		1,104	(170)
Detroit	210	0.04%	1,076	5	2	1,076		1,083	7
Donald	985	0.17%	1,076	5	5	1,076		1,086	10
Dundee	3,225	0.55%	1,538	48	34	1,230		1,312	(226)
Falls City	950	0.16%	1,076	7	9	1,076		1,092	16
Gates	442	0.08%	1,076	-	2	1,076		1,078	2
Gervais	2,570	0.44%	1,226	46	28	1,076		1,150	(76)
Hubbard	3,300	0.56%	1,574	50	34	1,259		1,343	(231)
Idanha	78	0.01%	1,076	2	-	1,076		1,078	2
Independence	9,340	1.59%	4,455	124	144	3,564		3,832	(623)
Jefferson	3,235	0.55%	1,543	23	18	1,234		1,275	(268)
Keizer	38,345	6.51%	18,291	138	243	14,633		15,014	(3,277)
Lafayette	4,095	0.70%	1,953	46	34	1,562		1,642	(311)
McMinnville	33,665	5.72%	16,058	839	587	12,846		14,272	(1,786)
Monmouth	9,855	1.67%	4,701	140	121	3,761		4,022	(679)
Mt. Angel	3,400	0.58%	1,622	50	34	1,298		1,382	(240)
Newberg	23,480	3.99%	11,200	525	357	8,960		9,842	(1,358)
Salem	163,450	27.75%	33,623	4,360	2,727	26,898		33,985	362
Scotts Mills	370	0.06%	1,076	-	2	1,076		1,078	2
Sheridan	6,185	1.05%	2,950	30	28	2,360		2,418	(532)
Silverton	10,070	1.71%	4,803	174	112	3,842		4,128	(675)
St. Paul	435	0.07%	1,076	5	5	1,076		1,086	10
Stayton	7,770	1.32%	3,706	128	89	2,965		3,182	(524)
Sublimity	2,755	0.47%	1,314	9	9	1,076		1,094	(220)
Turner	2,005	0.34%	1,076	32	14	1,076		1,122	46
Willamina	2,110	0.36%	1,076	25	14	1,076		1,115	39
Woodburn	24,685	4.19%	11,775	619	309	9,420		10,348	(1,427)
Yamhill	1,075	0.18%	1,076	18	14	1,076		1,108	32
MARION COUNTY (less member cities)	96,370	16.36%	33,623	5,034	1,879	26,898		33,811	188
POLK COUNTY (less member cities)	18,190	3.09%	8,677	827	477	6,942		8,246	(431)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	1,512	763	10,234		12,509	(284)
Salem Area Transit District	5,359	0.91%	2,556	830	701	2,045	(1,020)	2,556	-
Chemeketa Community College	10,507	1.78%	5,012	1,444	2,193	4,010	(2,635)	5,012	-
Salem/Keizer School District	40,999	6.96%	19,557	5,415	11,608	15,646	(13,112)	19,557	-
Confederated Tribes of the Grand Ronde									
Community of Oregon	5,556	0.95%	2,650	265	265	2,120		2,650	-
Total	588,921	100.00%	231,783					217,992	(13,791)

**Member Dues**
**Ability to Pay Calculation**

15% Property Tax  
 15% General Fund  
 70% Population Component  
 Retains Previous Minimum Dues  
 Special Districts Capped at Previous Level

	Population	Population %	Current FY19/20 Dues	General			Adj for Adverse Impact	Total Dues	Change
				Property Tax Component	Fund Component	Population Componet			
				15.00%	15.00%	70.00%			
Amity	1,640	0.28%	1,076	27	17	1,076		1,120	44
Aumsville	3,970	0.67%	1,894	72	45	1,326		1,443	(451)
Aurora	980	0.17%	1,076	27	17	1,076		1,120	44
Carlton	2,205	0.37%	1,076	72	34	1,076		1,182	106
Dallas	15,570	2.64%	7,427	385	344	5,199		5,928	(1,499)
Dayton	2,670	0.45%	1,274	24	17	1,076		1,117	(157)
Detroit	210	0.04%	1,076	7	3	1,076		1,086	10
Donald	985	0.17%	1,076	7	7	1,076		1,090	14
Dundee	3,225	0.55%	1,538	72	52	1,077		1,201	(337)
Falls City	950	0.16%	1,076	10	14	1,076		1,100	24
Gates	442	0.08%	1,076	-	3	1,076		1,079	3
Gervais	2,570	0.44%	1,226	69	41	1,076		1,186	(40)
Hubbard	3,300	0.56%	1,574	76	52	1,102		1,230	(344)
Idanha	78	0.01%	1,076	3	-	1,076		1,079	3
Independence	9,340	1.59%	4,455	186	217	3,119		3,522	(933)
Jefferson	3,235	0.55%	1,543	34	27	1,080		1,141	(402)
Keizer	38,345	6.51%	18,291	206	364	12,804		13,374	(4,917)
Lafayette	4,095	0.70%	1,953	69	52	1,367		1,488	(465)
McMinnville	33,665	5.72%	16,058	1,258	880	11,241		13,379	(2,679)
Monmouth	9,855	1.67%	4,701	210	182	3,291		3,683	(1,018)
Mt. Angel	3,400	0.58%	1,622	76	52	1,135		1,263	(359)
Newberg	23,480	3.99%	11,200	787	536	7,840		9,163	(2,037)
Salem	163,450	27.75%	33,623	6,541	4,090	23,536		34,167	544
Scotts Mills	370	0.06%	1,076	-	3	1,076		1,079	3
Sheridan	6,185	1.05%	2,950	45	41	2,065		2,151	(799)
Silverton	10,070	1.71%	4,803	261	168	3,362		3,791	(1,012)
St. Paul	435	0.07%	1,076	7	7	1,076		1,090	14
Stayton	7,770	1.32%	3,706	192	134	2,594		2,920	(786)
Sublimity	2,755	0.47%	1,314	14	14	1,076		1,104	(210)
Turner	2,005	0.34%	1,076	48	21	1,076		1,145	69
Willamina	2,110	0.36%	1,076	38	21	1,076		1,135	59
Woodburn	24,685	4.19%	11,775	928	464	8,243		9,635	(2,140)
Yamhill	1,075	0.18%	1,076	27	21	1,076		1,124	48
MARION COUNTY (less member cities)	96,370	16.36%	33,623	7,551	2,818	23,536		33,905	282
POLK COUNTY (less member cities)	18,190	3.09%	8,677	1,241	715	6,074		8,030	(647)
YAMHILL COUNTY (less member cities)	26,820	4.55%	12,793	2,268	1,145	8,955		12,368	(425)
Salem Area Transit District	5,359	0.91%	2,556	1,244	1,052	1,789	(1,529)	2,556	-
Chemeketa Community College	10,507	1.78%	5,012	2,165	3,289	3,508	(3,950)	5,012	-
Salem/Keizer School District	40,999	6.96%	19,557	8,122	17,412	13,690	(19,667)	19,557	-
Confederated Tribes of the Grand Ronde									
Community of Oregon	5,556	0.95%	2,650	398	398	1,855		2,651	1
Total	588,921	100.00%	231,783					211,394	(20,389)

	Population	%	Current FY19/20 Assessment	Population Amount (no minimum)	Net Population Amount	Net Population Amount (Marion & Salem Capped)	Net Population Amount (Marion, Polk, Yamhill & Salem Capped)	Net Population Amount (Marion, Polk, & Yamhill Capped)
Amity	1,640	0.18%	150	135	229	202	150	150
Aumsville	3,970	0.43%	319	323	554	493	269	288
Aurora	980	0.11%	150	83	150	150	150	150
Carlton	2,205	0.24%	178	180	303	273	150	162
Dallas	15,570	1.70%	1,260	1,275	2,163	1,930	1,053	1,135
Dayton	2,670	0.29%	215	218	369	331	180	193
Detroit	210	0.02%	150	15	150	150	150	150
Donald	985	0.11%	150	83	150	150	150	150
Dundee	3,225	0.35%	259	263	450	402	219	235
Falls City	950	0.10%	150	75	150	150	150	150
Gates	485	0.05%	150	38	150	150	150	150
Gervais	2,570	0.28%	207	210	354	317	173	187
Hubbard	3,300	0.36%	267	270	458	408	223	241
Idanha	140	0.02%	150	15	150	150	150	150
Independence	9,340	1.02%	756	765	1,299	1,157	632	678
Jefferson	3,235	0.35%	259	263	450	402	219	235
Keizer	38,345	4.18%	3,097	3,135	5,322	4,757	2,596	2,793
Lafayette	4,095	0.45%	333	338	568	509	278	298
McMinnville	33,665	3.67%	2,719	2,753	4,672	4,177	2,279	2,451
Monmouth	9,855	1.07%	793	803	1,366	1,221	667	716
Mt. Angel	3,400	0.37%	274	278	472	422	230	247
Newberg	23,480	2.56%	1,897	1,920	3,262	2,912	1,589	1,709
Salem	163,480	17.83%	13,211	13,373	22,697	13,000	13,000	11,897
Scotts Mills	370	0.04%	150	30	150	150	150	150
Sheridan	6,185	0.67%	496	503	856	766	418	450
Silverton	10,070	1.10%	815	825	1,395	1,248	681	732
St. Paul	435	0.05%	150	38	150	150	150	150
Stayton	7,770	0.85%	630	638	1,078	965	527	564
Sublimity	2,755	0.30%	222	225	384	341	186	200
Turner	2,005	0.22%	163	165	280	250	150	150
Willamina	2,110	0.23%	170	173	295	263	150	152
Woodburn	24,685	2.69%	1,993	2,018	3,425	3,060	1,670	1,797
Yamhill	1,075	0.12%	150	90	150	150	150	150
MARION COUNTY	339,200	36.99%	27,407	27,743	13,338	27,000	30,000	30,000
POLK COUNTY	81,000	8.83%	6,543	6,623	2,524	2,257	5,000	5,000
YAMHILL COUNTY	106,300	11.59%	8,587	8,693	3,727	3,327	10,000	10,000
Confederated Tribes of the Grand Ronde Community of Oregon	5,360	0.58%	430	425	760	661	361	390
Chemeketa Community College					150	150	150	150
Salem/Keizer School Dist.					150	150	150	150
Transit District					150	150	150	150
WESD					150	150	150	150
Total	917,115	100.00%	75,000	75,000	75,000	75,000	75,000	75,000