



Mid-Willamette Valley  
Council of Governments

*Getting things done together!*

# 2012 Annual Report

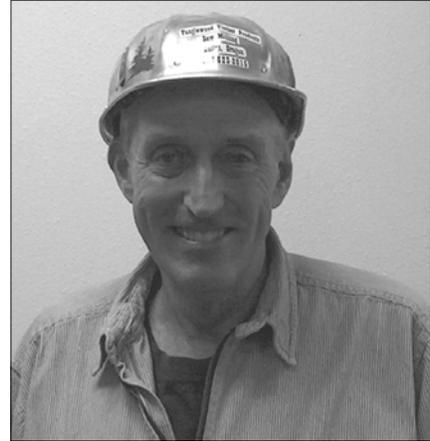
# Chair's Message

It has been my pleasure to serve as Chair of the Mid-Willamette Valley Council of Governments Board of Directors for 2012. My involvement with the COG has provided me the opportunity to work more closely with the member organizations and to learn more about the challenges faced and the work performed by those organizations. It has strengthened my commitment to intergovernmental cooperation and the many services that the COG provides to its members.

The COG provides a forum where elected officials and staff from member governments can come together to talk about issues that are common to all of us, share ideas and create opportunities. It has been a particular interest of mine this year to find ways to develop an even closer working relationship between cities/counties and education to build stronger communities. There is still work to be done in this area. In times of extremely limited resources, the ongoing mission of the COG remains ever critical. The strength of all of our organizations continues to lie in our ability to work together towards shared goals and priorities.

This year, one of those priorities was economic development. The COG along with many regional and state partners as well as member organizations focused significant time and energy on this topic which is so critically important for all of our communities. Achievements included working with members to obtain infrastructure grants, holding forums and meetings to develop strategies and goals, and providing small business loans in support of business growth and expansion. And, in November, the Mid-Willamette Valley Community Development Partnership (MWVCDP) Board adopted a new Comprehensive Economic Development Strategy (CEDS) for Marion, Polk and Yamhill counties.

The CEDS is a local planning process designed to guide the economic growth of an area and is intended to create jobs, foster more stable and diversified economies, and improve living conditions.



A goal that had been on the COG Board radar for a number of years was also achieved this past year as the COG moved into their new office space. This move provided for a much improved working environment and the consolidation of all COG employees on one floor rather than scattered in offices on three different levels. In addition, the new offices provide a great conference room space allowing the COG to hold COG Board meetings, MWACT meetings and MWVCDP meetings at their own location. The conference room facilities are also available for use by the members and have already been well-utilized by many different groups. The new office space will serve the COG and its members well for many years to come.

Thanks to all of you who helped me with the undertaking of being Chair this past year and please join me in welcoming Jim Fairchild, Dallas City Councilor, as Chair for 2013 as we look forward to another successful year.

Frank W. Pender, Jr.  
Willamette Educational Service District Board member  
Chair, 2012 MWVCOG Board of Directors

# Executive Director's Message



This past year marked my fifth anniversary serving as the Executive Director of Mid-Willamette Valley Council of Governments. Although I must admit that being a COG Director was never

consciously on my radar screen as a career goal, I have become a true champion of regional cooperation and the importance and strength of local government organizations working collectively on a wide variety of issues and concerns. In addition, I continue to be in awe and enjoy working with the professional and dedicated elected officials and appointed staff in all of your organizations who work so hard to build better communities ... and who approach so many challenges as opportunities.

During the last five years, there have been countless instances where the ability of you, our members, to work together has had significant positive results, such as influencing State and federal legislation and policies, developing priorities and economic strategies, working to solve infrastructure concerns, building facilities, and lending support and assistance during emergency situations. The strength of Mid-Willamette Valley COG comes directly from the commitment and willingness of our members to discuss issues, find common solutions and build on successes.

It is essential that local governments take the opportunity to celebrate successes whether working locally or regionally, to build on those successes (whether your own or those of your neighbors), and to search for new and better ways of doing things. As a result, I believe that local government can better demonstrate their ability to provide effective and efficient services - and even help to increase confidence in government overall. In this, Mid-Willamette Valley COG makes every effort to provide a vital service by expanding interaction and improving the dialogue among local units of government and by enhancing collective awareness of major regional issues (COG mission statements).

Serving as the COG Executive Director for the past five years has definitely been a rewarding opportunity for me. In addition to working with our member organizations, the COG staff is a remarkable group of individuals who are professional, proficient and enthusiastic about their work ... and have made my job much, much easier. Please let us know if there are additional ways that we can provide support and assistance to you in the future. I am looking forward to 2013!

# Ongoing Mission

- Expanding interaction and improving dialogue among local units of government.
- “Convenership” - enhancing collective awareness of major regional issues through seminars and workshops.
- Coordinating regional planning and development activities.
- Providing technical assistance and local services tailored to individual needs of member governments.

# Member Services

MWVCOG continued to provide staff support and assistance to a variety of regional meetings to promote the dialog among local units of government, including the Mayors Coalition, City/County Managers/Administrators meetings, Polk County breakfast meetings, Yamhill Local Government dinners and Santiam Regional Advisory Council meetings. The COG also serves as an ex-officio member for the Chemeketa Cooperative Regional Library Service (CCRLS).

**Facilitation Services** - In the past year, the COG facilitated goal setting sessions for the cities of Dundee and Gervais. In addition, the COG facilitated the City Manager performance review processes for the cities of Dundee and Sheridan. In conjunction with the performance review process, the COG completed a compensation survey for the position of City Manager for the City of Sheridan.

**Recruitment** - In the recruitment area, the COG facilitated the City Manager/Administrator recruitments for the cities of Dallas, Dayton, Donald and Falls City. In addition, the COG served on an interview

panel for the City of Newberg’s Assistant City Manager position.

**Training** - The COG conducted a Council Orientation (Elected Officials Training) for the City of Detroit.

**Other** - The COG worked with the City of Detroit in setting up a follow-up meeting to a roundtable discussion organized by Marion County for the North Santiam Canyon communities. The meeting focused on the issue of providing a sewer/septic system for the City of Detroit.

In addition, the COG assisted Marion County this year in the development of a county wide economic summit, and Community Development Director Suzanne Dufner was a speaker at the summit.

The COG also worked with the City of Amity and the Amity Rural Fire District in attempting to reach agreement on a contract-related dispute. Although we met with both entities a number of times, they were unable to reach an agreement. The sessions did, however, help to identify and clarify the areas of disagreement.

# Transportation Planning

## Salem-Keizer Area Transportation Study (SKATS)

As the federally designated Metropolitan Planning Organization (MPO) for the Salem-Keizer area, the Salem-Keizer Area Transportation Study (SKATS) continues its role in promoting and supporting comprehensive, multi-jurisdictional transportation planning.

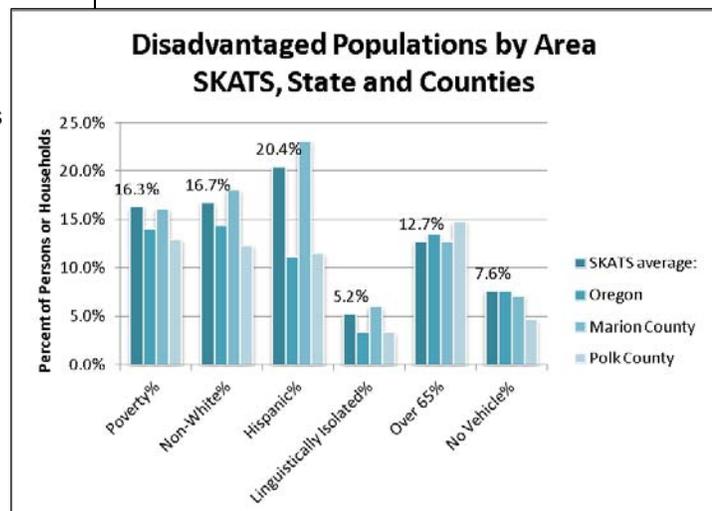
SKATS develops and manages the MPO Transportation Improvement Program (MTIP) that provides federal funds to priority projects in the region (e.g., road and intersection improvements, rideshare program and traffic signal control center, bus purchases, funds for the transit center in Keizer, bike lane and sidewalk improvements on regional roads, funds for the Salem River Crossing Environmental Impact Statement (EIS), safety improvements on Highway 22, Kroc Center Access Study, etc.). The SKATS Policy Committee adopted the FY 12-FY 17 TIP in January of 2012 following extensive public involvement activities, which included:

- A public hearing
- A color brochure and map that was developed and distributed in both English and Spanish. Two hundred thirty-five (235) copies were mailed, and 102 copies were distributed via e-mail to interested parties. The brochure was also posted to the SKATS website. Additional brochures were sent to the local jurisdictions and libraries and placed at various public locations.
- An online, interactive map that was created and posted to the

SKATS website. The map could be rescaled, and clicking on a project brought up project information. (This map will be kept up to date as the TIP is revised in the future.)

- Public Service Announcements that were sent to CCTV in Salem and to the Keizer radio station. Announcements were in both English and Spanish.
- A press release, posting 100 flyers throughout Salem and Keizer related to an open house, and inserting an article in the MWVCOG newsletter.

The SKATS Geographic Profile of Transportation Disadvantaged Populations in the SKATS area was updated with data from the 2010 Census. This demographic profile is a tool that aids in the development of a multi-modal transportation system that provides equitable access to goods, services, and employment.



Comparisons of disadvantaged populations are illustrated in the above figure. Average percentages of disadvantaged populations are compared for the SKATS area, the State of Oregon, Marion County, and Polk County.

SKATS staff manages several data collection, analysis, and forecasting projects:

- Travel Demand Model - The 2010 Census redefined the boundaries for the SKATS region. Therefore, it was necessary to update the models to reflect the new boundaries.
- SKATS staff continue to update and maintain traffic count and crash database inventories. In December of 2012, SKATS obtained 2011 crash data in geodatabase format from the Oregon Department of Transportation Crash Analysis and Reporting Unit. This marks the first year that ODOT has provided SKATS with a geodatabase, which gives the analyst the ability to do relational queries pertaining to the nature of the crash. With the geodatabase, staff will be able to correlate crash level attributes with “vehicle level” and “participant level” attributes associated with a crash location.
- Work continued on analyzing the Household Survey data that was collected in 2010. SKATS staff coordinated with other MPO and ODOT staff working on the data.
- Land Use Forecasts-Regional employment and land use forecasts are used in transportation studies as well as other planning studies.

### **Geographic Information Systems (GIS) and Census Services**

The MWVCOG Census Data Center assists agencies in Marion, Polk, and Yamhill Counties

with the analysis of Census, Census-related, and custom demographics studies. The COG warehouses electronic Census information, population estimates, population projections, and other related demographic data. COG staff are able to combine Census expertise and data access with GIS mapping techniques.

COG's GIS staff utilize GIS technology for projects in many varied area in transportation, land use, utilities, and natural resource management. Examples of work produced via GIS in 2012 include mapping of water and sewer utilities for the city of **Falls City**, assisting SKATS staff with revision of the SKATS boundary following the Census Bureau's release of the 2010 Urbanized Areas, update and continued maintenance of the **Salem-Keizer School District's** attendance boundaries and the SchoolFinder website, update of the **Salem-Keizer Transit** route system map, parks and path system mapping for the city of **Lafayette's** parks master plan, production of maps of proposed annexation areas in the city of **Jefferson** for the Marion County voter's handbook for the November 2012 Election, zoning and comprehensive plan designation mapping for several cities in the region, and flood mapping and analysis for the city of **Turner**. In early 2012, Turner experienced unprecedented flooding due to excessive rains, and consequently requested assistance from COG's GIS staff with preparation of maps and data to use for planning for future flood prevention. (See map example on page 6.)

### **Mid-Willamette Area Commission on Transportation (MWACT)**

The Mid-Willamette Valley Area Commission on Transportation (MWACT) is a local advisory body chartered by the Oregon Transportation Commission. Its purpose is to apply the

statewide transportation goals to the specific needs of the mid-Willamette Valley area as identified by the local jurisdictions.

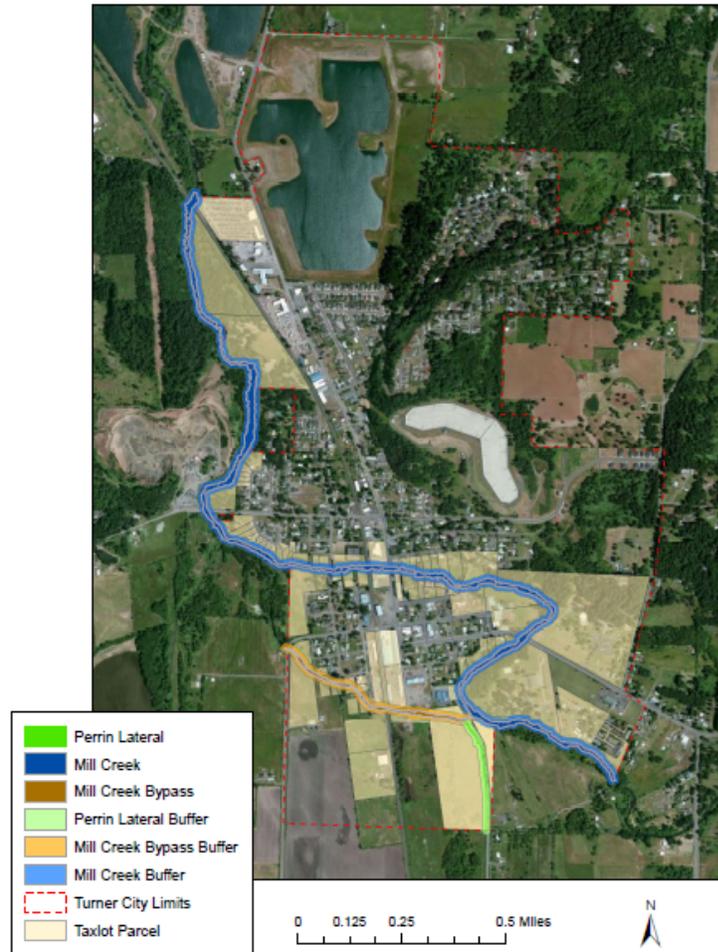
In 2012, MWACT members reviewed, discussed, and prioritized the six applications for ConnectOregon 4 funding from the MWACT region in the following order:

1. White's Grain & Seed Railcar Loading Site
2. Wilco Winfield Wheat Loading Siding Extension
3. Yamhill County Intermodal Transit Center
4. Willamette Valley Railway Co. Bridge Repairs
5. Marion County 3-Mile Rail Improvement
6. SAMTD Downtown Transit Mall Rehabilitation

The Oregon Transportation Commission (OTC) funded two of the six MWACT-area projects with ConnectOregon 4 funds.

Matt Garrett, Oregon Department of Transportation (ODOT) Director, met with MWACT members during their September meeting. Director Garrett provided an overview of current transitions, fiscal realities, and

### City of Turner: Riparian Corridors and Affected Taxlots



structural shifts related to the ODOT. He also provided an overview of the 2013 Legislative Session.

Director Garrett informed commission members that needs are much greater than the revenues available to fund them. He reminded MWACT members that ODOT is seeking the best projects to provide solutions. It is the ACTs job to prioritize projects.

# Community & Economic Development Services

## Community Investment Projects

In 2012, COG assisted member governments with obtaining funding for a number of community and economic development projects related to expanding public infrastructure, building new community facilities, and completing engineering studies. COG assists member governments in all phases of project development, from grant application preparation and contract procurement services to project management and administration. COG staff work with a variety of state, federal, local and private funding sources and are able to navigate complex regulatory requirements to comply with funding requirements. Listed below is a summary of COG Community and Economic Development Service activities in 2012.

**City of Amity:** Continued construction work on wastewater system improvements, funded with Water/Wastewater financing and a Community Development Block Grant (CDBG). Engineering work is underway on a Water Master Plan update. The plan update is funded by a CDBG Grant.

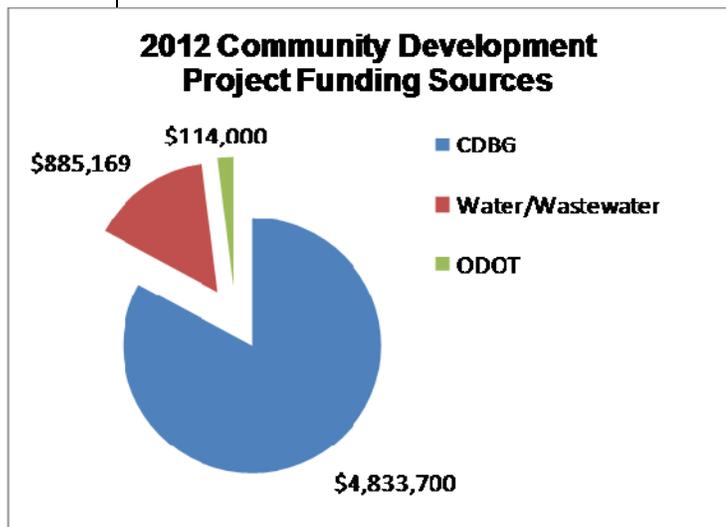
**City of Carlton:** Engineering work is underway on a Water Master Plan update. The City was also awarded a grant from ODOT for a Safe Routes to Schools sidewalk and bicycle facilities project.

**City of Dayton:** The City completed a Wastewater Facilities Master Plan in early 2012.

**City of Detroit:** The COG facilitated a work session with the Detroit City Council on developing a community wastewater treatment system in August 2012 and helped the City apply for funding to complete a wastewater treatment system feasibility study.

**City of Falls City:** Engineering work is underway on a Wastewater Facilities Plan update projected to be completed in early 2013.

**City of Gates:** The City completed a Water Master Plan update in 2012. The City was awarded a new CDBG grant to complete improvements to the city water system totaling over \$1.6 million. COG staff provided assistance with the application and will also provide administration assistance with new programmatic rules related to the grant.



**City of Gervais:** The COG helped the City of Gervais prepare an ODOT Transportation Enhancement grant application for sidewalk improvements.

**City of Jefferson:** The City was awarded a new CDBG grant to prepare a Water Master Plan.

**City of Idanha:** Engineering work is currently underway on a Water Master Plan update.

**City of Mt. Angel:** Engineering work is currently underway on a Wastewater Master Plan update.

**City of Sheridan:** Engineering work is underway on a Wastewater Master Plan update.

**City of Willamina:** The COG helped assist the City with an application for CDBG funding in the 4th quarter of 2012 and expects to hear back on an award in Spring 2013.

**Yamhill County:** The COG helped Yamhill County prepare ODOT EnhanceIt and STIP grant applications for the acquisition of an abandoned 17-mile rail corridor.

## Land Use Planning

In 2012, the COG provided land use planning services on an hourly contract basis to 18 cities including: **Aurora, Carlton, Dayton, Detroit, Donald, Falls City, Gates, Gervais, Hubbard, Idanha, Independence, Jefferson, Lafayette, Mt. Angel, Scotts Mills, Sheridan, Turner, and Willamina.**

Above and beyond representing these cities on applicant initiated land use applications, other planning services activities completed in 2012 included:

- **City of Aurora Development Code Update** - The **Aurora** City Council directed the Planning Commission to work with the Aurora Historic Review Board to conduct an update to the National Historic District guidelines and procedures. The project is ongoing and expected to undergo public comment and review in the Spring of 2013. Staff

also represented the City during the ongoing ODOT Highway 99E Corridor Study, expected to be completed in 2013.

- **City of Donald New Services** - The City of **Donald** contracted with COG for planning services in February 2012. In commencing planning support for the City, staff has initiated a zone map update, and an update to application forms and planning service fees (last updated in 1996), and conducted a Planning Commission training.
- **City of Hubbard Transportation System Plan (TSP) Update** - The City of **Hubbard** completed a year and a half long planning process to develop an updated Transportation System Plan (TSP) in June 2012. The updated TSP identifies needed improvements to the City's road, bicycle, and pedestrian networks to accommodate future growth through the year 2035.
- **City of Independence Planning Commissioner Training** - In 2012, COG conducted a Planning Commissioner training session for the City of **Independence**.
- **City of Jefferson UGB Expansion** - The City of **Jefferson** successfully amended its Urban Growth Boundary (UGB) to include critical public facilities, such as the City's water and wastewater treatment plants. The expansion allows the City to retain jurisdiction over the use of these lands to better facilitate the maintenance and expansion of these facilities in the future.
- **City of Lafayette Parks Master Plan Update** - In 2012, the City of **Lafayette** adopted an updated Parks Master Plan to address future park needs.



City of Lafayette Plantation Park

- **City of Willamina Development Code Update** – The City of Willamina completed Phase I of a Code Assistance update, which included an initial assessment of the City’s land use planning documents with a focus on downtown revitalization. The project was partially funded by a grant through the State’s Transportation and Growth Management Program (TGM) and guided by Siegel Planning Services. The

TGM Program provides specific help to local governments in identifying and updating their comprehensive plan policies and land use regulations that promote efficient land use and transportation planning.

## Economic Development Services

- **Mid-Willamette Valley Comprehensive Economic Development Strategy (CEDS)** – In November, the Mid-Willamette Valley Community Development Partnership Board’s Regional Economic Development Planning Committee adopted a new regional economic development strategy to guide regional economic development activities over the next five (5) years.
- **City of Turner** – The COG helped the City of Turner prepare an U.S. Economic Development Administration (EDA) Economic Adjustment Assistance grant for flood hazard planning services.

# COG Staff Milestones

**Nancy Boyer**, Executive Director, celebrated her **5<sup>th</sup> Anniversary** with the COG on February 1, 2012.

**David Dahlin**, Senior Loan Officer, celebrated his **5<sup>th</sup> Anniversary** with the COG on August 7, 2012.

**Kindra Martinenko**, Assistant Transportation Planner, celebrated her **5<sup>th</sup> Anniversary** with the COG on December 1, 2012.

**Marjorie Mattson**, Land Use Planner, celebrated her **5<sup>th</sup> Anniversary** with the COG on September 24, 2012.

**Greg Smith**, Finance Director, celebrated his **10<sup>th</sup> Anniversary** with the COG on March 11, 2012.

**Ray Jackson**, Senior Transportation Planner, celebrated his **15<sup>th</sup> Anniversary** with the COG on September 2, 2012.

**Denise VanDyke**, Admin. Specialist II, celebrated her **15<sup>th</sup> Anniversary** with the COG on October 1, 2012.

# Housing Rehabilitation Services

In 2012, the COG assisted with the administration and management of housing rehabilitation services in rural **Marion County** and the following cities: **Aumsville, Aurora, Detroit, Gates, Gervais, Hubbard, Idanha, Jefferson, Keizer, Mt. Angel, Silverton, Stayton, Turner, and Woodburn**. The program is managed by the non-profit, Valley Development Initiatives (VDI), in conjunction with staff support from the COG. The program provides assistance in the form of low to no interest loans to income qualifying homeowners in need of home repairs, such as new roofs, dry rot repair, painting, and weatherization. Program highlights from 2012 include the following:

- In April 2012, the **City of Turner** received confirmation of administrative closeout of their 2009 Housing Rehabilitation award. Overall, the program was able to provide low interest loans to income qualifying residents of

the area with the \$400,000 award.

- The COG assisted the **City of Keizer** with the administration of housing rehabilitation funds from a previously awarded CDBG grant and a grant from the Department of Energy for energy efficiency upgrades. In 2012, COG staff helped the City close a total of 19 loans totaling \$288,234.
- In September, **Marion County** and the **Cities of Woodburn** and **Stayton** were awarded a new CDBG grant in the amount of \$400,000 for housing rehabilitation services.
- From January 2012 to December 2012, COG staff administered ten (10) housing rehabilitation loans totaling over \$120,000 from funds turned over to Valley Development Initiatives for management and administration.



This Marion County three-person household used a Housing Rehabilitation Loan, managed by VDI, to hire a contractor to install new siding, gutters, and roofing and repaint the entire house. The before picture (above left) shows a failing and leaking roof and siding. The after picture (above right) is upon contract completion.



The picture at left shows a City of Keizer residence with a porch that did not meet code standards for access and railing heights. The homeowner used a low interest loan from the City of Keizer Housing Rehabilitation fund to replace the sliding door and install new railings and stairs (right).



# Small Business Finance

This year, the Small Business Loan Program continued to see increased loan activity through the Small Business Administration (SBA) 504 Loan Program as companies took advantage of low finance rates and favorable real estate conditions to purchase building space or expand their operations. In 2012, COG lending staff closed seven (7) loans that totaled approximately \$3.8 million. These loans leveraged approximately \$7.5 million in private investment and created a total of 36 jobs.

Additional loan program highlights from 2012 include:

- COG was awarded \$1,000,000 in new business loan funding through the U.S. SBA's Intermediary Lending Program (ILP).
- COG entered into an agreement with Cascades West Financial Services (CWFS), Inc. in August to provide financial services and serve as the fiscal agent for CWFS, Inc.
- In June, COG entered into an Intergovernmental Agreement (IGA) with the City of Canby to provide loan underwriting and servicing activities for the City's newly created Urban Renewal Area (URA) Revolving Loan Fund (RLF).



Photo above courtesy of Bonaventura Authentic Italian Sausage & Deli website ([www.bonaventurasausage.com](http://www.bonaventurasausage.com)).



Pictured above: Joe Bonaventura, owner of Bonaventura Authentic Italian Sausage and Deli in Newberg, Oregon. The COG help package a loan using the Newberg Revolving Loan Fund (RLF) for Mr. Bonaventura to purchase equipment for a new deli in downtown Newberg.

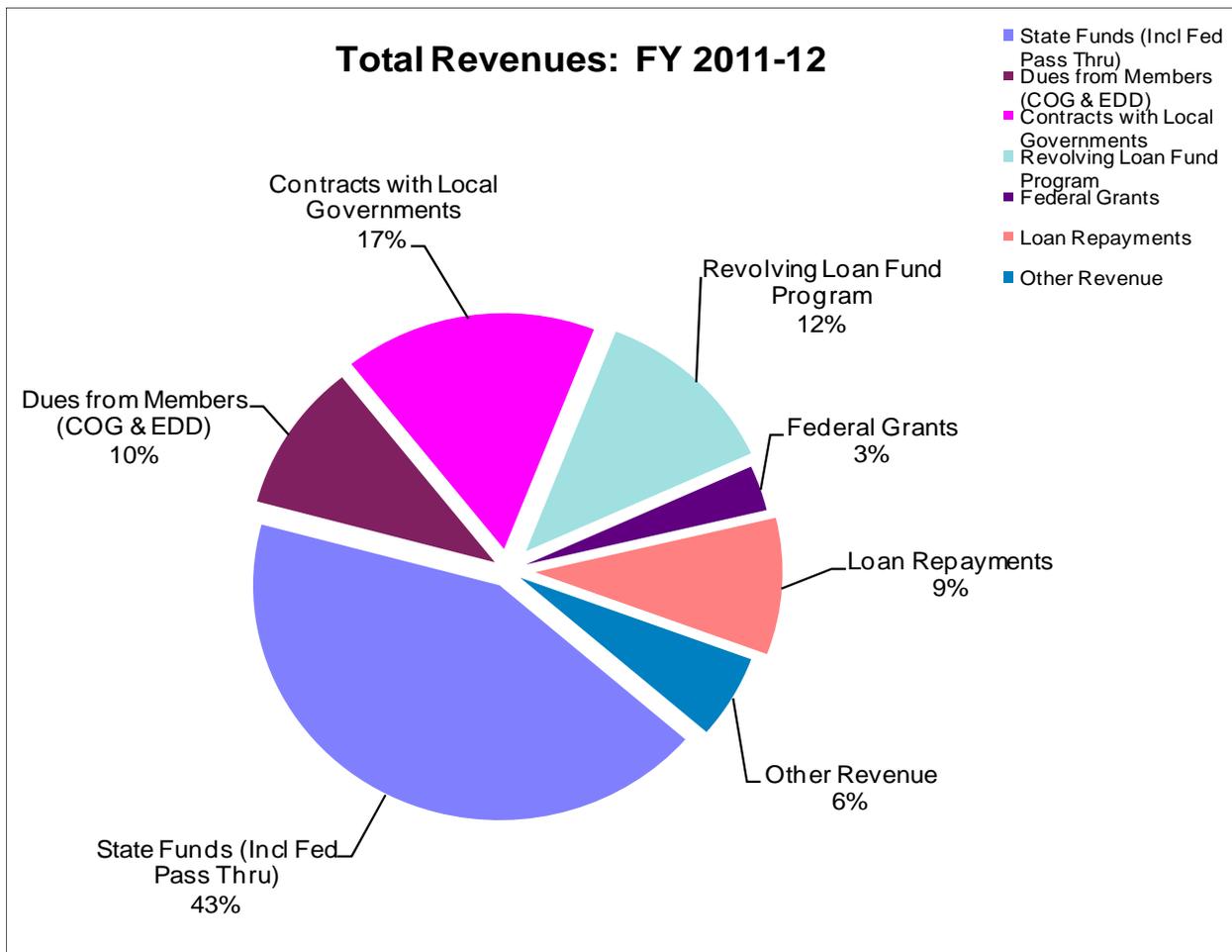
# Financial Summary

The COG operated with a budget of \$3.9 million and a FTE staff of 18.4 during the past year.

Actual expenditures were \$2.26 million.

Major sources of revenue include dues from member governments, contracts with member governments for services, grants or contracts with state and federal agencies for a variety of

services, pass-through money from state and federal programs that is distributed to others, and fees earned from small businesses for loans. The chart on this page illustrates in summary form the various sources of COG funds. The single most important source of revenue to the COG is dues from member governments. It is this revenue that provides for basic operating costs and a portion is used to match federal grants.



# COG Offices

In 2012, the COG moved into new office space which had been a goal of the COG Board and Executive Committee for a number of years. The move provided for the consolidation of all COG employees on one floor rather than being scattered in offices on three different levels. The new offices also provide staff with a much



Our new reception area

improved and functional working environment. In addition, the new office space includes a much larger conference room that can also be divided into two separate meeting spaces. This larger conference room allows the COG to hold their COG Board meetings, MWACT meetings and Mid-Willamette Valley Community Development Partnership Board meetings at their own location, which previously was not possible. The conference facilities are also available for use by our members and other organizations.

In anticipation of the move, we also identified furniture and related office equipment that we no longer needed. Over the 25 years that we were in our previous location, the COG had done a great job of holding on to everything and anything, and this was a great opportunity to do some “house cleaning.” We were pleased that we were able to provide some of our surplus furniture, etc. to our members, including the cities of **Aurora, Detroit,**

and **Falls City, Jefferson and Sheridan;** and to **Salem-Keizer Public Schools and Salem-Keizer Transit.** One of the most interesting items that we were able to find a new home for was a five-foot by seven-foot light table that will be used in a classroom setting.

Our move was not without its challenges. Although we did not move a long distance – just across the street, it proved to be a logistical puzzle and we had help from a number of our members as we met those challenges. Thanks to the **City of Salem** for working with us on the scheduling for the sidewalk/ intersection

construction outside both our old and new offices. Thanks to the **Willamette Education Services District** for working through the challenges of re-establishing technology at our new site. And thank you also to **Marion County** and **Salem-Keizer Transit** for lending us tables for our new conference room when our order was delayed due to the extreme heat in the Midwest.

We are happy to be in our new location at 100 High Street SE – Suite 200 in downtown Salem. If you haven’t had a chance to come by and visit, please put it on your 2013 calendar.



Our new work room



COG Conference Room

# 2012 MWVCOG Board of Directors

**Mr. Frank W. Pender, Jr., Chair**

Willamette Education Service District Board of Directors

**Councilor Jim Fairchild, Vice Chair**

City of Dallas

**Commissioner Sam Brentano**

Marion County

**Commissioner Mike Ainsworth**

Polk County

**Commissioner Mary Stern**

Yamhill County

**Mayor John Oberst**

City of Monmouth

**Mayor Kathy Figley**

City of Woodburn

**Mayor Lore Christopher**

City of Keizer

**Mayor Anna Peterson**

City of Salem

**Mayor Bob Andrews**

City of Newberg

**Councilor Kevin Jeffries**

City of McMinnville

**Mayor John McArdle**

City of Independence; City of Falls City

**Mayor Michael Myers**

City of Jefferson; Cities of Aumsville, Aurora, Detroit, Gates, Gervais, Hubbard, Idanha, Mt. Angel, Scotts Mills, Silverton, St. Paul, Stayton, Sublimity and Turner

**Mayor Kathie Oriet**

City of Carlton; Cities of Amity, Dayton, Dundee, Lafayette, Sheridan, Willamina and Yamhill

**Mr. Rick Kimball**

Salem/Keizer School District Board of Directors

**Mr. Ron Pittman**

Chemeketa Community College Board of Education

**Mr. Jerry Thompson**

Salem Area Mass Transit District Board of Directors

**Mr. Mike McBride**

Chehalem Park and Recreation District Board of Directors

**Mr. Chris Mercier**

Confederated Tribes of Grand Ronde Council

**Vacant**

Other Special Districts Representative

# 2012 Membership

## CITIES:

Amity	Keizer
Aumsville	Lafayette
Aurora	McMinnville
Carlton	Monmouth
Dallas	Mt. Angel
Dayton	Newberg
Detroit	Salem
Donald	Scotts Mills
Dundee	Sheridan
Falls City	Silverton
Gates	Stayton
Gervais	Sublimity
Hubbard	Turner
Idanha	Willamina
Independence	Woodburn
Jefferson	Yamhill

## COUNTIES:

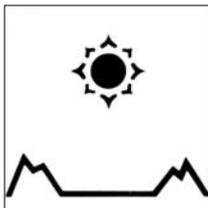
Marion County  
Polk County  
Yamhill County

## TRIBAL GOVERNMENT:

The Confederated Tribes of Grand  
Ronde

## SPECIAL DISTRICTS:

Chehalem Park and Recreation District  
Chemeketa Community College  
Salem-Keizer Transit  
Salem-Keizer School District  
Willamette Education Service District



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