



AGENDA

CITY COUNCIL REVENUE SUB-COMMITTEE

91136 N Willamette Street

541-682-7852 | coburgoregon.org

Tuesday, October 07, 2025 at 4:00 PM

The public may attend this meeting at City Hall or via Zoom. To participate via Zoom, you must pre-register with the city by 3 PM the day of the meeting. Council meetings are recorded and live-streamed at www.coburgoregon.org (NO registration required). For questions, contact the City Recorder, Sammy Egbert, at sammy.egbert@ci.coburg.or.us or 541-682-7852.

CALL TO ORDER

ROLL CALL

COMMITTEE BUSINESS

- [1.](#) March 6, 2025, City Council Revenue Sub-Committee, Minutes for Approval
2. Recap | Review of Committee Work to Date
- [3.](#) Preservation | Overview of City of Springfield's Fiscal Stability Taskforce Document
- [4.](#) Review of League of Oregon Cities Revenue Reform & Local Revenue Guidebook
5. General Fund Revenue Discussion - Public Safety and Administration
6. Staff Direction for Revenue Options Shortlist for next meeting

FUTURE MEETINGS

ADJOURNMENT

The City of Coburg will make reasonable accommodations for people with disabilities. Please notify City Recorder 72 hours in advance at 541-682-7852 or sammy.egbert@ci.coburg.or.us.



MINUTES

City Council Revenue Subcommittee Meeting

March 6, 2025 at 6:00 P.M.
Coburg City Hall
91136 N Willamette Street

MEMBERS PRESENT: Mayor Bell; Chair, Cathy Engebretson, Claire Smith

MEMBERS ABSENT: N/A

GUESTS/STAFF PRESENT: Adam Hanks, City Administrator

RECORDED BY: Madison Balcom, Administrative Assistant

CALL TO ORDER

Mayor Bell called the meeting of the City Council Revenue Subcommittee to order at 6:08 pm.

ROLL CALL

Mayor Bell called roll. All three appointed members present.

AGENDA REVIEW

There were no changes.

Mr. Hanks provided some additional documents, which Hanks briefly went over and the committee reviewed. These documents will also be brought to council in March.

COMMITTEE BUSINESS

1. October 17, 2024 City Council Revenue Subcommittee minutes
2. October 24, 2024 City Council Revenue Subcommittee minutes
3. December 10, 2024 City Council Revenue Subcommittee minutes
4. February 20, 2025 City Council Revenue Subcommittee minutes

MOTION: Ms. Smith, seconded by Ms. Engebretson moved to approve the October 17, October 24, December 10, and February 20 minutes as presented.

The motion passed unanimously — 3:0.

COMMITTEE DISCUSSION

5. General Fund Revenue Discussion CONTINUED

Mr. Hanks...

6. Fee Recommendation for City Council

Mr. Hanks...

NEXT MEETING

TBD

ADJOURNMENT

Ms. Bell adjourned the meeting at 7:37 pm.

APPROVED by the Revenue Subcommittee of the City of Coburg on this ____ day of _____, 2025.

Nancy Bell, Chair

ATTEST: _____
Sammy L. Egbert, City Recorder



REPORT OF THE
Springfield Mayor's
FISCAL STABILITY TASK FORCE

PREPARED BY:



MAY 2025



Acknowledgements

This report was prepared by ECONorthwest and Sarah Emmans on behalf of the Springfield Mayor's Fiscal Stability Task Force.

We are grateful for the support and collaboration of City of Springfield staff and consultants from Funk/Levis & Associates, whose expertise and guidance helped inform this work. Special thanks to Mayor Sean VanGordon, City Manager Nancy Newton, Assistant City Manager Niel Laudati, Finance & IT Director Nathan Bell, Budget & Procurement Manager Jessica Mumme, Economic Development Manager Allie Camp, Public Information Officer Elyse Ditzel, and consultants Anne Marie Levis and Karen Gaffney of Funk/Levis.

This project was financially supported by the City of Springfield.

While this work benefited from many perspectives, ECONorthwest and Sarah Emmans are solely responsible for the content of this report. ECONorthwest contributors included Beth Goodman, Ryan Knapp, Natasha Pettit, and Meg Waldo. Sarah Emmans, an affiliate of ECONorthwest, led the report drafting and provided fiscal and policy analysis.

This report draws on input from Task Force discussions, public documents, and data from government agencies and other sources believed to be reliable. ECONorthwest has not independently verified all such information and makes no guarantee of its accuracy or completeness. Any nonfactual statements reflect the authors' professional judgment at the time of publication and may evolve as new information becomes available.

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SPRINGFIELD MAYOR'S FISCAL STABILITY TASK FORCE MEMBERS

Josh Aguilar, Oregon Community Credit Union

Senator Lee Beyer, Community Volunteer

Alicia Beymer, PeaceHealth

Michael Culver, International Paper

Phil Farrington, CDC Management Corp.

Nigel Francisco, Mereté Hotel Management

Cameron Krauss, Swanson Group

Jeff McGillivray, UA Local 290

Vonnie Mikkelsen, Springfield Chamber of Commerce

Joy Pendowski, Chambers Construction

Paul Selby, Aventi Group

Aimee Yogi, Community Volunteer

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Executive Summary

KEY FINDINGS

- 1** The City of Springfield’s General Fund faces both a **long-term structural imbalance** and a **near-term budget deficit**. The structural gap stems from decades of limited property tax growth due to state ballot measures, while the current shortfall reflects inflationary pressures and broader economic constraints across federal, state and local levels. These challenges are interconnected and largely driven by factors outside of the City’s direct control.
- 2** Over the years, the City has taken proactive steps to reduce costs, increase revenues, grow the tax base, and improve operational efficiency. Despite these efforts, further reductions are necessary to balance the Fiscal Year (FY) 2025-26 budget. **Without additional action, the City will soon be unable to sustain current service levels.**
- 3** City **operations are lean** when examined in a group of comparison cities, and the City’s **tax base is constrained** relative to the same group.
- 4** The Mayor’s Fiscal Stability Task Force (Task Force) has identified a set of **recommendations and principles to move toward near- and long-term fiscal sustainability**, including cost reductions, revenue options, legislative priorities, and economic development strategies.
- 5** While outside the immediate scope of the Task Force’s charge, the City faces a **significant long-term fiscal challenge in the form of deferred maintenance** to capital assets. The Task Force recommends that the City prioritize the development of a strategic plan to address deferred maintenance in order to avoid compounding costs and further strain on the General Fund.

Charge

The Fiscal Stability Task Force was charged with identifying options to begin to address the City's projected General Fund operating deficit. The Task Force used a \$4.5 million "target" — close to the projected amount of the General Fund shortfall in FY 2027–28 — to identify cost reduction and revenue options to begin to address the **near-term budget deficit**. The Task Force further identified economic development strategies and legislative priorities aimed at the **long-term structural imbalance**.

Recommendations

The Task Force reviewed a broad and inclusive set of 56 potential solutions across four categories, with nothing off the table, and reached consensus on a set of **nine key recommendations** that begin to address the City's fiscal challenges. The Task Force selected these recommendations based on thoughtful discussions and evaluation using a set of criteria such as general fund impact, long-term fiscal sustainability, economic competitiveness, community impact, implementation practicality, viability & feasibility, and community-fairness.

A NOTE ON THE TASK FORCE'S CHARGE:

The Task Force did not evaluate capital needs or deferred maintenance, nor did it consider the potential for economic shifts or fiscal policy changes beyond currently available data. These factors were outside the scope of the Task Force's formal charge. The recommendations in this report are based on the best available data at the time and are intended to provide the City Council with community-informed strategies for stabilizing core service funding.

Recommendations to achieve \$4.1 million annually within five years

- Reduce the library budget by \$500,000.
- Implement a shared employee and employer payroll tax with guardrails to generate \$2,300,000.
- Increase current levies to cover the costs outlined in the ballot for Police and Fire & Life Safety levies to generate \$1,300,000.

Recommendations that will improve health and safety and may or may not have a fiscal impact

- Implement traffic cameras, with any net revenue directed toward public safety needs.
- Decrease Police overtime.

Recommendations that will help the City to address long-term structural challenges

- Review City-owned properties for sale or development.
- Examine the development of the Gateway employment area.
- Develop and implement a business retention and expansion strategy.
- Support state-level efforts to modernize Oregon's local revenue system, including reforms to Measures 5 and 50.

Other Strategies to Pursue

The Task Force identified several economic and legislative strategies that did not rise to the level of recommendations but are still critical for the City to pursue to achieve long-term growth and fiscal sustainability.

1. Strategic Economic Development & Recruitment (Attract 1 Major Company)
2. Leverage Local Business and Industry Advocacy to Push for Legislative Priorities
3. Increase City's Allocation of State and County Shared Revenue
4. Support Police Recruitment, Training, and Certification Legislation
5. Work with League of Oregon Cities to Remove Restrictions on City Revenue-Raising Capacity
6. Protect General Fund from All Unfunded Mandates

Considerations, Principles, and Values Related to Implementation

The Task Force identified three common threads through nine weeks of discussion and urged the City to consider these principles and values when implementing recommendations or addressing other fiscal strategies.

1. **Address deferred maintenance.** Deferred maintenance of City-owned property represents a rising unfunded liability.
2. **Take time to engage with and educate the community.** The City's fiscal challenges are complex and not well understood, and solutions will require engagement and education.
3. **Do not attempt to do too many things at once.** Changing too many things at once will hinder community education efforts and could lead to unintended consequences.



Background and Problem Statement



Problem Statement

The City of Springfield's General Fund faces both a long-term **structural imbalance** and a **near-term budget deficit**. The structural gap stems from decades of limited property tax growth due to state ballot measures, while the current shortfall reflects inflationary pressures and broader economic constraints across federal, state, and local levels. These challenges are interconnected and largely driven by factors outside of the City's direct control. Over the years, the City has taken proactive steps to reduce costs, increase revenues, grow the tax base, and improve operational efficiency.

CHARGE

The Task Force was asked, How will we fix the structural imbalance in the City's General Fund impacting our ability to pay for current services?¹

The Task Force was charged with providing recommendations to the Mayor and City Council to begin to address both the City's immediate budget shortfall and move toward long-term fiscal stability. Closing the current deficit is urgent, as the City is legally required to adopt a balanced budget each year and is nearing a point where maintaining current service levels may no longer be possible. Addressing structural challenges now is essential to avoiding a future budget crisis down the line.

- The Task Force was asked to consider a wide range of options within four categories:
 - Cost reductions
 - New or increased revenues
 - Economic development strategies
 - Legislative priorities
- The Task Force used a \$4.5 million "target" — close to the projected amount of the General Fund shortfall in FY 2027–28 — to identify cost reduction and revenue options to begin to address the **near-term budget deficit**.
- The Task Force identified economic development and legislative strategies to begin to address the City's **long-term fiscal challenges**, both operational and in deferred maintenance. These options cannot be relied on to close the short-term budget gap as they entail careful planning by the City, coordination with other entities, potential upfront investments, and in some cases action by other entities (such as the State Legislature).

1. Exhibit 1.d., Presentation/Slide Deck Meeting #1. Appendix p. 24.

SPRINGFIELD MAYOR’S FISCAL STABILITY TASK FORCE MEMBERS

- Josh Aguilar**, *Oregon Community Credit Union*
- Senator Lee Beyer**, *Community Volunteer*
- Alicia Beymer**, *PeaceHealth*
- Michael Culver**, *International Paper*
- Phil Farrington**, *CDC Management Corp.*
- Nigel Francisco**, *Mereté Hotel Management*
- Cameron Krauss**, *Swanson Group*
- Jeff McGillivray**, *UA Local 290*
- Vonnie Mikkelsen**, *Springfield Chamber of Commerce*
- Joy Pendowski**, *Chambers Construction*
- Paul Selby**, *Aventi Group*
- Aimee Yogi**, *Community Volunteer*

Process

In September 2024, City staff briefed City Council on the five-year General Fund forecast and advised that the City’s long-term mismatch between revenue and expenditure growth had reached a critical point due to the recent high inflation environment following the COVID-19 pandemic and the expiration of federal relief funds. In response, the Council endorsed the Mayor’s decision to convene a Fiscal Stability Task Force to identify solutions to close the budget gap.²

The Task Force consisted of

12 community members representing a diversity of perspectives and backgrounds in the City of Springfield. The Task Force met every Wednesday for nine weeks, beginning January 15th and concluding on March 12th. The Task Force was supported by a team of consultants and City staff. Funk Levis facilitated the Task Force membership and all meetings. ECONorthwest provided analytical and research support. City staff hosted the meetings and contributed administrative assistance, subject matter expertise, background research, and follow-up materials.

The Task Force learned background information about the City of Springfield’s current fiscal conditions at Meetings 1 – 4. At Meetings 4 – 7, the Task Force considered a variety of options to address short- and long-term fiscal challenges. At Meeting 8, the Task Force came to consensus around a set of recommendations, and at Meeting 9, these recommendations were refined and finalized.

A NOTE ON THE TASK FORCE’S CHARGE:

The Fiscal Stability Task Force was charged with identifying options to address the City’s projected General Fund operating deficit. The Task Force did not evaluate capital needs or deferred maintenance, nor did it conduct long-term forecasting or examine alternate scenarios for economic or fiscal changes beyond current conditions. While members acknowledged the broader economic pressures affecting Springfield residents and businesses, such as inflation, housing affordability, and potential federal, state, or local policy changes, these factors were outside the scope of the Task Force’s formal charge. The recommendations in this report are based on the best available data at the time and are intended to provide the City Council with community-informed strategies for stabilizing core service funding.

2. Exhibit 1.d. Presentation/Slide Deck Meeting #1. Timeline. Appendix p. 19.

Springfield's Current Fiscal Conditions



The Task Force began its work by reviewing background and contextual information on the City's current fiscal conditions. This information, presented and discussed in Meetings 1 – 4, is summarized in the following section. It includes an overview of Springfield's budget, the broader trends affecting local government finances, how Springfield's budget compares to other Oregon cities, and the scope, scale, and nature of the City's fiscal challenges. This foundational information was essential to ensure the Task Force could make informed recommendations to the Mayor and City Council.

City of Springfield Budget Background

In FY 2024-25, the City of Springfield's General Fund operating expenditure budget totals \$46.1 million.³ Public safety accounts for the largest share, with nearly \$34.0 million — about three-quarters of the budget — dedicated to Fire and Life Safety, Police, and Municipal Court. Administrative services represent the next largest area at \$6.4 million, followed by the Library at \$2.2 million, and Community Development at \$2.2 million. Combined spending on facilities and vehicle maintenance totals approximately \$1.5 million, or 3 percent of the General Fund. The City maintains a 10 percent overhead rate, meaning that administrative functions such as finance, human resources, and general management account for an estimated 10 percent of total spending.⁴ **Personnel costs make up the majority of the General Fund, totaling \$37.6 million.**⁵

Springfield's General Fund services are supported by a mix of revenues. Taxes (primarily property taxes) are the largest share at \$27.2 million. Additional funding comes from intergovernmental revenues (from other government entities), licenses, permits and fees, and other financial sources. Police and Fire and Life Safety budgets are supplemented with funding from two separate local option levies, which are allocated to special revenue funds outside the General Fund and must be renewed by voters every five years.



3. City of Springfield FY 25 Adopted Budget, Resources and Requirements by Fund, p. 67. <https://springfield-or.gov/wp-content/uploads/2024/08/FY25-Adopted-Budget-Book.pdf>

4. Portland State University Center for Public Service Report "City of Springfield, Oregon Long Term Financial Strategies Study", p.13.

5. City of Springfield FY 25 Adopted Budget, Requirements by Fund & Category, p. 33. <https://springfield-or.gov/wp-content/uploads/2024/08/FY25-Adopted-Budget-Book.pdf>



FIRE LEVY

First approved by voters in 2002, the Fire Levy was established to fund a fifth engine crew based at Station #3. The current rate is \$0.38 per \$1,000 of assessed value, generating approximately \$2 million annually, an amount that does not fully cover the cost of operating a fifth engine crew (an estimated \$2.7 million in FY26). The levy is set to expire in FY 2025-26 and will be up for renewal on the November 2025 ballot.



POLICE LEVY

Initially approved in 2002 and increased in 2006 to support the Springfield Municipal Jail (which opened in 2010), the Police Levy is currently \$1.40 per \$1,000 of assessed value which generates roughly \$7.5 million per year. This funding partially covers Police Department operations and fully funds the jail. The levy will expire in FY 2027-28, with renewal anticipated on the November 2027 ballot.



ADMINISTRATIVE COSTS

Neither levy includes funding for the City's indirect or administrative costs, such as finance, human resources, and general city management, which support all departments. These costs are typically allocated across city funds based on each department's share of full-time equivalent (FTE) staff. Indirect costs for Fire are estimated at \$130,000 and for Police are an estimated \$644,000 in FY26.



See Exhibits 1 & 2 below for the composition of General Fund expenditures and revenues.

Exhibit 1. FY25 General Fund Services and Expenditures (Adopted)

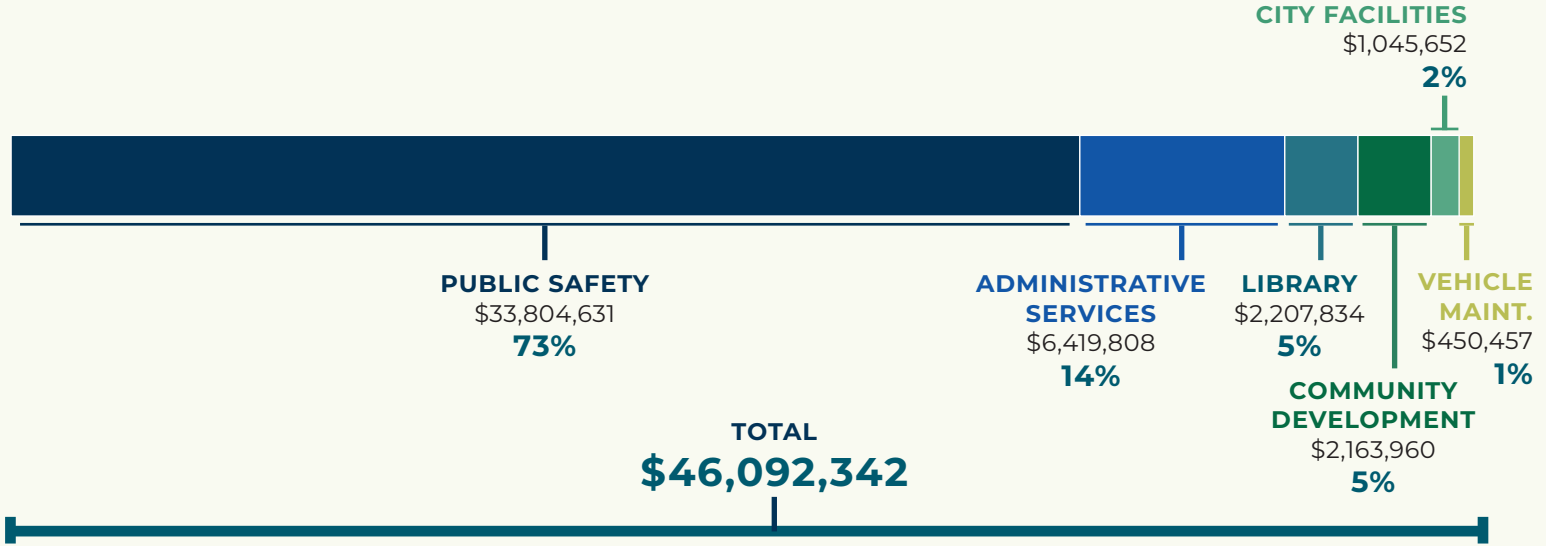
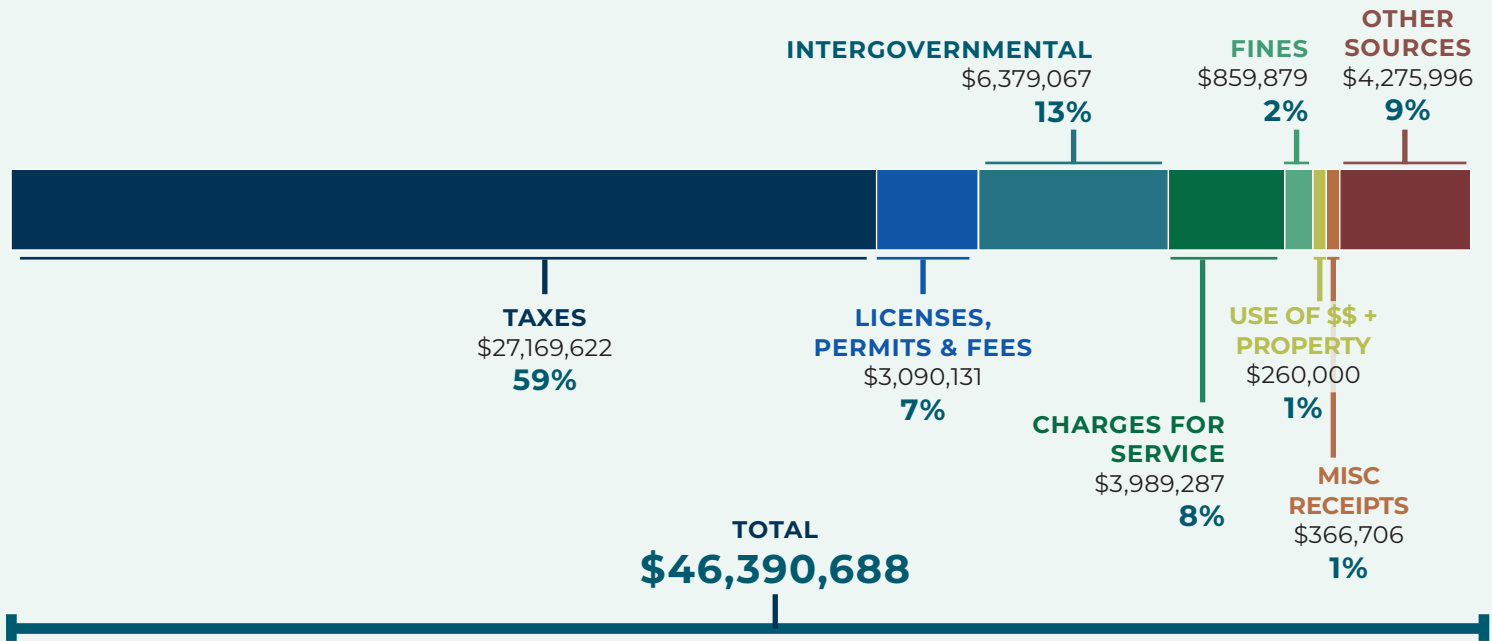


Exhibit 2. FY25 General Fund Revenues (Adopted)



A long-term challenge

The City of Springfield has long faced a growing structural deficit, with expenditure growth outpacing revenue growth. Springfield's budget deficit has been building since the 1990s and is largely due to two factors outside of the City's control that have eroded or limited the City's General Fund revenue base.

DECLINE IN SHARED TIMBER RECEIPTS

For over a hundred years, many counties in Oregon, including Lane County, have relied heavily on shared timber receipts as a significant source of revenue to fund critical services. (Timber receipts were shared by the federal government with counties containing large amounts of property tax-exempt federal forest land.) Beginning in the 1990s, as logging on public lands fell dramatically due to economic and environmental changes, timber receipts declined accordingly. The share of Oregon's gross domestic product due to lumber and wood products fell from 15 percent in the early 1970s to just over 2 percent in 2015.⁶

In 2000, Congress passed legislation to temporarily offset the loss of timber revenues previously shared with counties. For Lane County, this federal "backfill" initially provided more than \$40 million annually for general government and road maintenance in the early 2000s. However, funding steadily declined through FY 2010-11 and fully expired in FY 2015-16.⁷ The resulting shortfall has had a two-fold impact on the City of Springfield: the City has had to take on more responsibility for services that were previously shared with the County, and the County and other special districts have introduced or increased local option levies to maintain service levels. These additional levies place more strain on the limited property tax capacity available to the City and can contribute to voter fatigue around local tax measures.

MEASURES 5 AND 50: HOW PROPERTY TAX LIMITS IMPACT CITY REVENUES

In the 1990s, Oregon voters passed two constitutional amendments that continue to shape local government finances today:

Measure 5 (1990) capped the total amount of property taxes that can be levied on a property at \$10 per \$1,000 of real market value (RMV) for general government services and \$5 per \$1,000 for schools.

Measure 50 (1997) made several key changes:

1. It **locked in permanent property tax rates** for taxing districts based on 1997 levels. These rates cannot be increased.
2. It created **assessed value (AV)**, a new tax base that began as 90 percent of a property's 1995-96 RMV.
3. It limited **AV growth to no more than 3 percent per year**, regardless of how much a property's RMV increases.

6. Exhibit 2.d. Presentation/Slide Deck, Meeting #1. Appendix p 26.

7. Lane County Annual Comprehensive Financial Report, FY17, p. 4. [https://cdns5-hosted.civiclive.com/UserFiles/Servers/Server_3585797/File/Government/County%20Departments/County%20Administration/Operations/Financial%20Services/FiscalYearEndReports/Lane%20County%20FY17%20CAFR%20Final%20-ALL%20Inserts%20\(Reduced%20size\).pdf](https://cdns5-hosted.civiclive.com/UserFiles/Servers/Server_3585797/File/Government/County%20Departments/County%20Administration/Operations/Financial%20Services/FiscalYearEndReports/Lane%20County%20FY17%20CAFR%20Final%20-ALL%20Inserts%20(Reduced%20size).pdf)

MEASURE 5

Item 3.

- Limited school property taxes to \$5 per \$1,000 of RMV and property taxes for general government to \$10 per \$1,000 of RMV

MEASURE 50

- Established permanent rates, created assessed value, and limited growth in taxable value to 3 percent per year

These changes significantly limit all cities' ability to raise revenue to keep pace with inflation and service demands. They have also created inequities in tax burdens, in which properties of similar value can pay very different amounts depending on property values in 1990 and also depending on when they were last reassessed.⁸

For Springfield, the City's **permanent tax rate of \$4.7403 per \$1,000 AV**, low property values in the base year (1995-96), and limited AV growth, together put substantial long-term pressure on the General Fund.

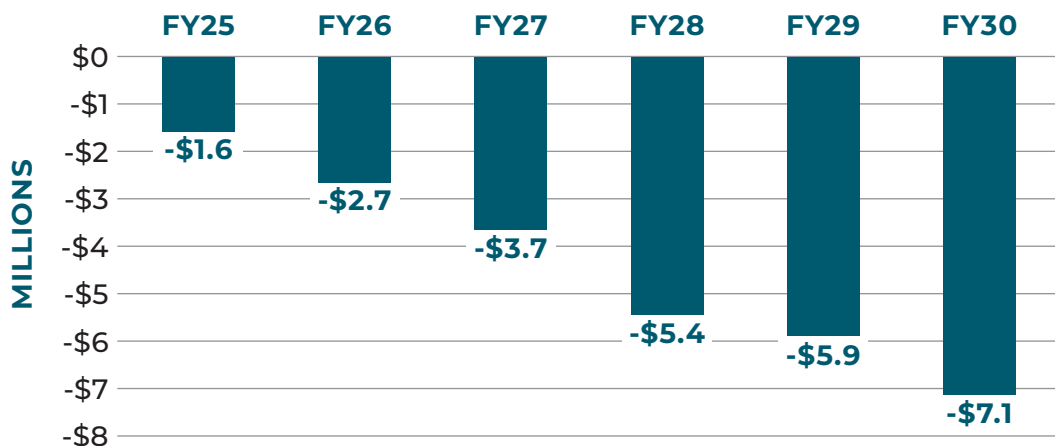
Additionally, when property taxes hit the Measure 5 caps, **compression**⁹ occurs, reducing revenue to the City and other local taxing districts even further.

A near-term crisis

The high inflation of recent years and the fact that the City already runs "lean" has brought the problem to a head.

The structural problems of the 1990s were masked by a period of historically low inflation. During this time, the City could balance its budget through relatively minor adjustments, such as process improvements, staff reductions, and limited duration revenues (such as local option levies). The pandemic introduced a period of high inflation that has not yet subsided.¹⁰ The City continues to feel the impact of recent high inflation through increased labor costs, with employee wages growing by more than 5 percent annually, significantly outpacing the roughly 3 percent annual growth in property tax revenues. While Federal stimulus funds provided temporary relief over the past two budget cycles, the City prudently allocated most of these one-time resources to one-time needs. These funds were fully expended by the end of calendar year 2024. The result to the City is a five-year forecast with a **\$2.7 million General Fund deficit projected in FY 2025-26** and continuing to grow from there.¹¹

Exhibit 3. General Fund Deficit by Fiscal Year (FY25 Revised, FY26–FY30 Forecast), City of Springfield



Note: These deficit numbers are for the City's General Fund, which is the primary operating fund for the City (supplemented by public safety levy funds that pay for police and fire). The City also faces significant liabilities in terms of deferred capital maintenance for facilities and streets, and has deferred long-term investments in infrastructure, planning, and fire stations.¹²

8. FAQ on Measures 5 & 50, Oregon League of Cities. March 2023. https://www.orcities.org/application/files/2216/8685/9599/FAQonMeasures5and_50-updated5-23.pdf

9. Compression occurs when the total property tax on a property exceeds the constitutional limits set by Measure 5 (\$10 per \$1,000 of real market value for general government services). When this happens, local option levies and other taxes are automatically reduced ("compressed") to bring the tax bill under the cap, resulting in lost revenues for cities, counties, and districts.

10. Prices are still 10 percent above prepandemic levels, despite inflation peaking in mid-2022 before declining. "The Road to 2% Inflation: Are We There Yet?" by Fernando M. Martin for the Federal Reserve Bank of St. Louis. February 25, 2025. <https://www.stlouisfed.org/on-the-economy/2025/feb/road-inflation-are-we-there-yet>

11. Deficit is defined as current operating revenues over expenditures. Exhibit 2.d. Presentation/Slide Deck Meeting #2 (General Fund Five Year Forecast). Appendix p. 45.

12. Exhibit 2.d. Presentation/Slide Deck Meeting #2 (What's not included). Appendix p. 46.

City of Springfield comparable city analysis

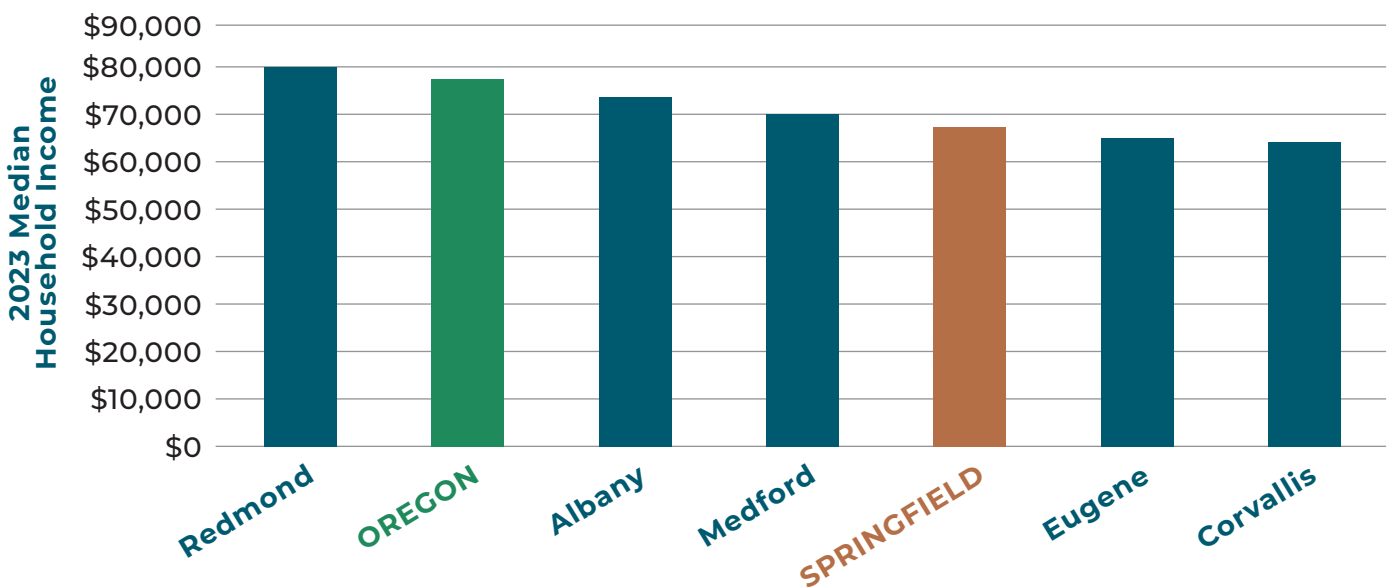
No two cities are exactly the same. Cities differ in their service mix, operating needs, institutional frameworks, county relationships, legacy costs, organizational structures, budget practices, and policy decisions. But while every city is different, many cities in Oregon are struggling with the same challenges as the City of Springfield.

To better understand Springfield’s finances and staffing, the Task Force requested comparative data from similar cities. A sample of six cities was selected based on population size and geographic, community, economic, and fiscal characteristics: Albany, Corvallis, Eugene, Medford, Redmond, and Springfield. These cities were examined across a variety of indicators and data points using publicly available data, with the full analysis included in the appendix.¹³ The analysis was used as a high-level overview of Springfield in the context of peers, and was not intended to be a detailed benchmarking analysis nor to make normative or qualitative statements about the “right” level of spending or taxation.

KEY TAKEAWAYS FROM THE ANALYSIS:

- **Springfield is a working town and a family town.** Springfield’s employment rate is above the state and second highest among the sample, with a lower share of the population who are of retirement age. Springfield has a higher share of population who are children.
- Springfield and most of the sample cities are **below the state median household income and above the state poverty rate.** Springfield had the third lowest household income in the group, followed by Eugene and Corvallis, both college towns with large student populations which may skew median incomes down.

Exhibit 4. Median Household Income, 2023.
American Community Survey Five-Year Estimates.



13. Exhibit 3.g. Presentation/Slide Deck Meeting #3

KEY TAKEAWAYS CONTINUED

- **Housing is less expensive in Springfield** than in the state or the other cities, though not necessarily more affordable because resident incomes are lower. Springfield's 2023 median home value of \$323,800 and median rent of \$1,201 were the lowest among the sample.¹⁴
- Springfield's **\$46 million general fund revenue is the smallest of all the cities** (including three cities with smaller populations) and its total fund spending is the second smallest in the group.
- **The City of Springfield is the only city in the sample group that owns and operates a jail and does not operate a parks department.**¹⁵ Medford and Redmond do not operate libraries. Redmond does not operate a fire department but, like Eugene and Corvallis, has a municipal airport.

Exhibit 5. City FTE by Functional Area

City population	177,155	60,408	88,352	62,996	57,777	37,146
	Eugene	Corvallis	Medford	Springfield	Albany	Redmond
City Manager's Office	31.9	6.0	7.0	8.5	8.0	—
Central Svcs. Admin.	4.5	—	—	—	—	27.0
City Atty's Office	—	—	5.0	3.0	—	—
Finance	30.5	13.0	21.0	10.0	11.0	—
Human Resources	36.1	17.8	7.0	8.0	6.0	—
Information Technology	56.5	16.0	9.0	9.0	10.0	10.0
Human Rights / Neighborhood	5.9	—	—	—	—	—
Police	372.8	124.8	152.0	105.0	98.3	68.0
Fire	205.0	86.0	88.0	98.0	92.0	—
Municipal Court	35.2	4.0	9.0	9.1	4.9	—
Jail	—	—	—	19.0	—	—
Library	101.4	47.6	—	17.3	21.2	—
Parks & Rec	133.4	41.7	33.0	—	25.3	22.0
Public Works	605.2	172.3	183.3	159.1	136.3	100.0
Transit	—	—	—	—	22.0	—
Airport	64.4	Not available	—	—	—	45.0
TOTAL	1,682.7	529.1	514.3	446.0	434.9	272.0

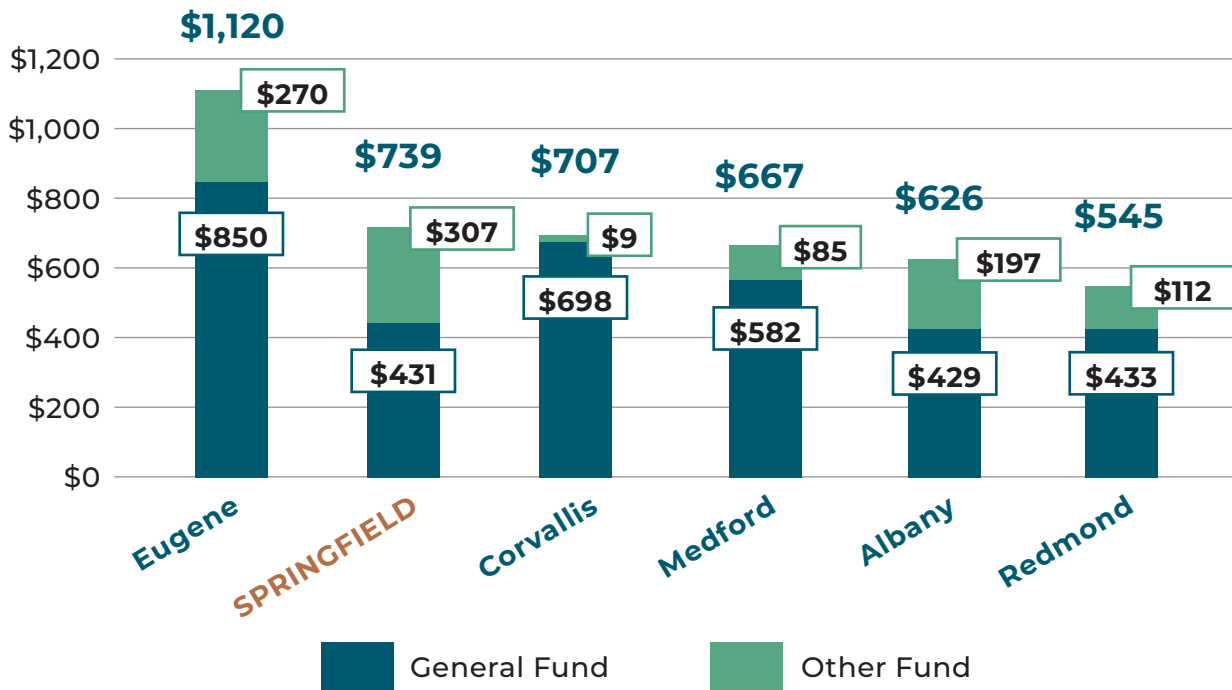
14. American Community Survey data referenced in Exhibit 3.g.

15. In the City of Springfield, parks and recreation services are provided by the Willamalane Parks and Recreation District.

KEY TAKEAWAYS CONTINUED

- Springfield’s \$27.6 million total police expenditure budget was third largest among the sample, but includes \$5 million in expenditures to operate the jail. When jail expenditures are removed, Springfield **police spending per capita is lowest in the sample**.
- Springfield’s staff of 446 FTE is third lowest among the sample, followed by Albany and Redmond which have fewer residents. On a per capita basis, **Springfield’s staffing level is second lowest** among the group. Springfield has 7.1 FTE per 1,000 residents, compared to 9.5 in Eugene, 8.8 in Corvallis, and 7.5 in Albany. (Medford has 5.8 FTE per 1,000 residents.)
- Springfield has the **lowest permanent tax rate (\$4.7403 per \$1,000) of all the cities, but has the highest local option levy rates** (combined \$1.78 per \$1,000 for Police and Fire). Springfield’s total non-school property taxes (including city, county, and other districts) are the third highest among the sample, at \$11.45 per \$1,000.
- Springfield collects the second highest **total taxes per capita (\$739), behind Eugene (\$1,120)**. However when looking specifically at general fund taxes per capita, Springfield ranks near the bottom, second lowest among the comparison cities, just ahead of Albany. This is because a significant portion of Springfield’s tax revenue comes from local option levies dedicated to public safety. These revenues are deposited into special revenue funds rather than the general fund, reducing the amount reflected in the general fund per capita numbers.

Exhibit 6. Taxes per Capita, FY 2025



- Though the City’s combined property tax rate is high relative to other cities in the sample, the **city property tax bill for a “typical” residential dwelling is lower than other cities** in the comparison group (\$1,233 in Springfield compared to \$1,742 in Corvallis and \$1,843 in Eugene).
- Because assessed value in Springfield is lower, the City **collects less revenue than other cities** in the comparison group even with a higher tax rate.

A NOTE ON THE COMPARATIVE ANALYSIS

The Task Force was presented with demographic, economic, and financial information for Springfield and five cities that are similar in size, geography, or service mix. The Task Force used the data in this presentation as context for understanding the service levels and resource constraints of Springfield before making recommendations to address the City's financial challenges.

There are many differences among these cities that make an apples-to-apples comparison impossible. For example, in this analysis, the City of Springfield is the only city in the group that does not operate parks and recreation, a service provided to Springfield residents and businesses by the Willamalane Parks and Recreation District. This anomaly was noted by the Task Force, which requested additional information to understand the costs of this service in the context of the City's financials.¹⁶

The analysis incorporated community and economic data from publicly available sources, and FY 2024-25 public budget data regarding expenditures, revenues, and full-time equivalent (FTE). Cities with 2024 – 2025 biennial budgets were annualized to 2025 using a published or assumed inflation rate. To measure cities' operating expenditures, debt service, capital, and transfers were excluded where possible.

Previous actions to address the structural deficit

Over the years, the City of Springfield has taken multiple steps to close budget gaps and reduce long-term structural pressures. These actions include:

- Reducing full-time equivalent (FTE) staffing levels,
- Entering into an intergovernmental agreement (IGA) with the City of Eugene to functionally merge fire services,
- Implementing insurance and workplace wellness initiatives to help contain costs,
- Pursuing a City operating levy in 2000 (which did not pass),
- Requesting voter approval of Police and Fire levies since 2002, with regular five-year renewals,
- Using one-time federal relief funds for one-time needs, particularly to reduce deferred maintenance,
- Updating an IGA with the Springfield Utility Board (SUB) to increase payments in lieu of taxes (PILOT) for electricity supplied through City rights-of-way.

Despite these efforts, structural challenges remain. **In response to the long-term pressures, the City has held its workforce relatively flat over the past 15 years**, even while the population has grown. General Fund FTE per 1,000 residents reached a high of 4.94 in FY 1996-97 before FTE count fell dramatically following recessions in the early 2000s and the 2009; the General Fund currently funds 3.42 FTE per 1,000 residents in FY 2023-24.¹⁷

16. Exhibit 4.d. Updated Benchmarking Slides from Meeting #3. Appendix pp. 122 – 127.

17. Exhibit 1.d. Presentation/Slide Deck for Meeting #1. (General Fund FTE). Appendix p. 31.

In 2023, in response to concerns over the City’s fiscal stability, Springfield retained the Center for Public Service (CPS) at Portland State University (PSU) to develop strategies to address the structural imbalance in the City’s General Fund.¹⁸ PSU’s report provides additional context for the City’s financial conditions and includes some options to improve the City’s financial position. The report was provided to the Task Force as background material for their work.¹⁹

After years of “belt-tightening,” the City has reached the point that service reductions will be necessary absent new revenue. The proposed FY 2024-25 budget includes General Fund reductions of \$580,000 in police (\$250,000), fire (\$250,000), and library (\$80,000) services, and a reallocation of \$200,000 within community development to other city funds.²⁰

SPRINGFIELD HAS UNDERTAKEN PREVIOUS ECONOMIC DEVELOPMENT AND LOBBYING EFFORTS TO GROW THE TAX BASE AND IMPROVE FISCAL CONDITIONS.

The City has also taken a number of approaches to grow the tax base, advocate for funding, and address other long-term challenges through legislative and economic development initiatives. A history of economic development, legislative successes, and ongoing initiatives was presented to the Task Force in Meeting 4. Economic development strategies have aimed to grow the City’s tax base through the use of urban renewal districts in Glenwood and Downtown, expanding the urban growth boundary to include the Gateway area, and the creation of enterprise zones.²¹ The City has successfully lobbied at the state level for the separation of the urban growth boundaries of Springfield and Eugene (2007), and at the state and federal level for sizable investments in critical transportation and infrastructure projects.²²

SPRINGFIELD IS NOT ALONE.

All cities in Oregon struggle with the restrictions in local revenue-raising capacity that Measures 5 and 50 introduced and with recent inflationary pressures. The Task Force learned about a number of strategies cities across the State of Oregon have implemented or attempted to close operating budget gaps.²³

Exhibit 7. What Other Cities are Doing

Population	57,777	104,089	60,408	177,155	115,233	88,352	177,567	62,996
	Albany	Bend	Corvallis	Eugene	Gresham	Medford	Salem	Springfield
Payroll Tax				X				
City Utility Fee	X	X		Exploring			X	
Public Safety Utility Fee		X	X		X	X		
Transportation Utility Fee		X	X			X		
Public Safety Levy	X				X		Exploring	X
Library & Parks Levy			X	X				
Urban Renewal District	X	X	X	X	X	X	X	X
Construction Tax		X						
Radar & Red Light Program						X		

18. Exhibit 2.b. Questions & Answers from Meeting #1. Appendix p. 37
 19. Exhibit 10.a. PSU Long-Term Financial Strategies Report. Appendix p. 325
 20. Exhibit 7.f. Presentation/Slide Deck for Meeting #7 (Reminder from Meeting #2). Appendix p. 293.
 21. Exhibit 4.g. Presentation/Slide Deck Meeting #4. Appendix p. 143 – 151.
 22. Exhibit 4.g. Presentation/Slide Deck Meeting #4 (Legislative Successes). Appendix p. 156-157.
 23. Exhibit 3.f. What Other Cities Are Doing Matrix. Appendix p. 80.

Options and Evaluation



At Meeting 3, the Task Force adopted a set of criteria to evaluate options to address the City's fiscal challenges. The criteria included a variety of considerations:

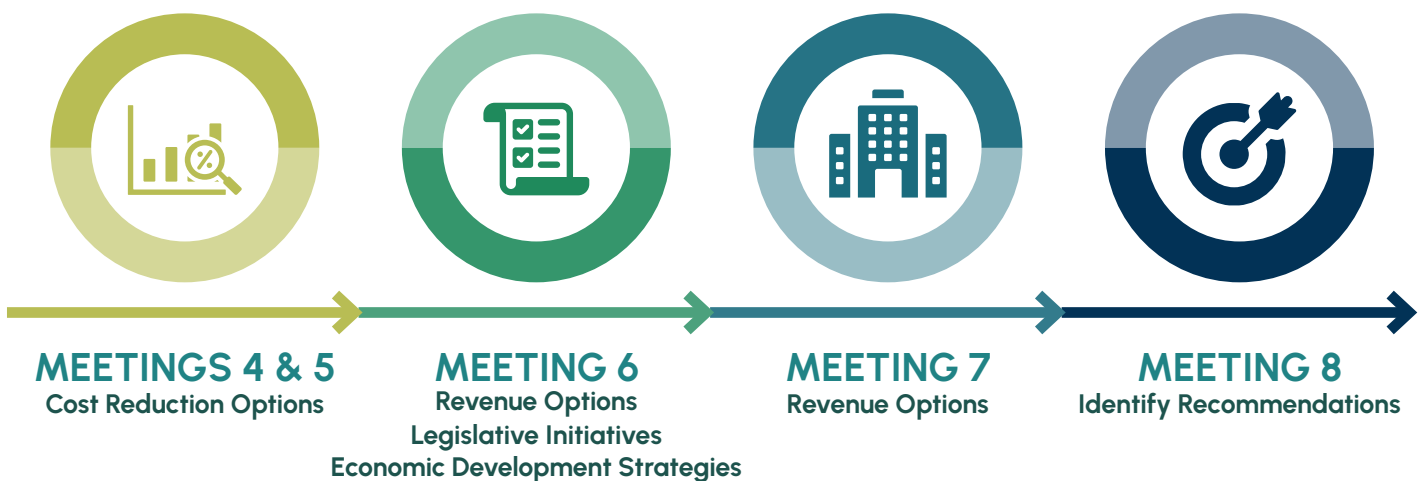


The full scorecard, with a description of each criterion, is included in the Appendix.²⁴

The Task Force was asked to consider or to bring forward for consideration and evaluation any and all options to begin to close the General Fund budget shortfall and address the long-term structural imbalance. These options fell into four categories: cost reductions, revenues, legislative initiatives, and economic development strategies.

Options were identified, evaluated, and discussed during Meetings 4 through 7. At Meeting 8, the Task Force identified preliminary recommendations for the Mayor and City Council to begin to address the General Fund deficit for further refinement, finalization, and consensus at Meeting 9.

The Task Force used an “everything on the table” approach to identifying possible strategies, recognizing that the scale, scope, and tenaciousness of the problem likely would require multi-faceted solutions.



24. Exhibit 4.c. Revised Scorecard and Criteria. Appendix p. 131-132. These criteria are based on those used by the Oregon League of Cities Local Government Revenue Tools Guidebook, which was provided to the Task Force as background information and is available here: https://www.orcities.org/application/files/2917/3653/0898/Oregon_Local_Revenue_Tools_Guidebook.pdf

A full list of all options discussed and considered is below. Scorecards for cost reduction and revenue options appear in the Appendix.²⁵ During the Task Force’s discussions, it became clear that while economic development strategies and legislative initiatives are essential for improving the City’s long-term fiscal outlook, they are unlikely to generate near-term savings or revenues. These options often require significant time, depend on external factors beyond the City’s control (such as the broader economy or action by the State Legislature), and typically involve substantial upfront investments of staff or other resources.

Economic Development Strategies	
<ul style="list-style-type: none"> • Sell unprogrammed City or SEDA property with development requirement. • Create additional development incentives with Urban Renewal tax increment. • Add a third Urban Renewal District. • Increase maximum indebtedness for one or both current districts. • Implement a development strategy for SEDA-owned property downtown. • Leverage TLT to incentivize development. 	<ul style="list-style-type: none"> • Develop a business retention and expansion strategy. • Offer expanded business retention and expansion incentives. • North Gateway infrastructure studies to support new development. • Leverage regional investments (for example, Coos Bay port project, Millersburg TimberLab facility, University of Oregon science and research investments). • Develop a business attraction strategy.
Legislative Initiatives	
<ul style="list-style-type: none"> • Support tax policy changes to Measures 5 and 50. • Maintain or increase City’s allocations of State shared revenues. • Support pro-development legislation for initiatives that have a neutral or better impact on the General Fund. • Advocate for state transportation bill funding to be used for operations/maintenance. 	<ul style="list-style-type: none"> • Increase ambulance reimbursement rates at the Federal level. • Leverage League of Oregon Cities for research and legislative support for changes to property tax implementation such as the Assessed Value (AV) property ratio for bringing on new property, or a “reset” of AV at sale. • Oppose unfunded mandates.
Options for Cost Reductions in City Services or Departments	
<ul style="list-style-type: none"> • Police Dispatch • Code Enforcement • City Library 	<ul style="list-style-type: none"> • City Museum • Planning • Police
<ul style="list-style-type: none"> • Fire & Life Safety • Municipal Jail • Internal Support Services – HR, IT, Finance, Legal, Fleet, & Facilities 	<ul style="list-style-type: none"> • Municipal Court • Legislative Program
Options to Raise Revenue ²⁶	
<ul style="list-style-type: none"> • City Operations Fee • Local Option Levies • Payroll Tax • Personal Income Tax & Corporate Income Tax • Business Gross Receipts Tax • Expand Business License Program • Construction Excise Tax • First Responder Fee • Franchise Fee Increase • Local Option Levies • Heavy Vehicle Tax 	<ul style="list-style-type: none"> • Higher/New Fees for Service • Local Gas Tax & Transportation Utility Fee • Increase Local Marijuana Tax • Payment In Lieu of Tax • Property Tax on Vehicles • Rental Housing Fee • Tax on VRBO, Airbnb and Other Home Rental Sites • Restaurant Tax • Sale of Surplus Property • General Sales Tax • Selective Sales Tax

25. Scorecards for Expenditure Reduction options: Exhibit 5.d. (Appendix p. 173 – 193). Scorecards for Revenue options: Exhibit 6.d. (Appendix p. 209 – 222).

26. Definitions for many of the options here are listed in the Appendix. Exhibit 4.f. Potential Revenue Options. Appendix pp. 133-134

Recommendations

After discussion and evaluation at Meetings 4 through 8, the Task Force identified a set of nine recommendations to begin to address the City’s General Fund budget deficit, improve health and safety in the City, and position the City for long-term growth and reduced long-term liabilities.

Recommendations to achieve \$4.1 million annually within five years

- Reduce the library budget by \$500,000.
- Implement a shared employee and employer payroll tax with guardrails to generate \$2,300,000.
- Increase current levies to cover the costs outlined in the ballot for Police and Fire & Life Safety levies to generate \$1,300,000.

Recommendations that will improve health and safety and may or may not have a fiscal impact

- Implement traffic cameras, with any net revenue directed toward public safety needs.
- Decrease Police overtime.

Recommendations that will help the City to address long-term structural challenges

- Review City-owned properties for sale or development.
- Examine the development of the Gateway employment area.
- Develop and implement a business retention and expansion strategy.
- Support state-level efforts to modernize Oregon’s local revenue system, including reforms to Measures 5 and 50.



Recommendations to achieve at least \$4.1 million annually within five years through a combination of revenues or reductions.

I. REDUCE THE LIBRARY BUDGET BY \$500,000.

The Task Force recommends that the City reduce the library budget by \$500,000, which may result in a service or hours reduction. Council may consider a levy to restore funding or to expand services.

BACKGROUND: The City of Springfield's \$2.65 million library budget funds 17.3 FTE and provides access to information and resources for education and entertainment, supporting early literacy, school curriculum, and homework, lifelong learning, technology access, business/job support, cultural opportunities, and a community gathering space.²⁷ The library operates six days a week (40 hours) from its City Hall location.²⁸ Of the total budget, \$2.2 million is funded from the General Fund. The City's proposed FY 2025-26 budget already includes \$80,000 in reductions to the library.

CONSIDERATIONS: City staff analysis shows that reducing library services to five days per week would save **\$500,000 per year**. This change would likely impact staffing levels and hours of operation.²⁹ The Task Force recognized the importance of preserving core public safety and regulatory services, and approached all reduction options with care. The library is one of the largest non-public safety services supported by the General Fund, and a reduction in this area is part of a balanced strategy to addressing the City's budget gap.

Other cities across the state of Oregon have implemented similar cuts to library services. Some cities have restored or partially restored reductions using a local option levy, including the cities of Corvallis and Salem.³⁰ While the Task Force does not necessarily recommend a local option levy for library services, the City Council may wish to consider seeking voter approval for a library levy to restore funding reductions or to expand services in the future.

II. IMPLEMENT A SHARED PAYROLL TAX TO GENERATE \$2,300,000.

The Task Force recommends that the City implement an employer and employee payroll tax to achieve a net revenue target of \$2.3 million annually. The tax should include guardrails to protect taxpayers.

BACKGROUND: Payroll taxes are levied as a percentage of gross wages minus certain deductions and can be paid by employers and/or employees on total payroll. The City of Eugene implemented employer and employee payroll taxes in 2021 to fund community safety programs and initiatives.³¹ Eugene's employer tax has a rate of 0.21%, with a reduced rate of 0.15% for small employers. The employee tax has a rate of 0.3% for lower wages and 0.44% for higher wages, and exempts wages below minimum wage. The total Community Safety Payroll tax revenue in Eugene was \$20.6 million in FY 2021-22.³²

27. Exhibit 3.e., Questions & Answers from Meeting #2, Appendix p. 75.

28. Exhibit 6.c., Questions & Answers from Meeting #5, Appendix p. 207.

29. Exhibit 5.d., Scorecards for Expenditure Initiatives: Service Level/Cost Reductions (Eliminate, Reduce, or Contract Out), Appendix p. 174.

30. Exhibit 6.f. Presentation/Slide Deck Meeting #7, Appendix p. 258 (Library Options).

31. City of Eugene Community Safety Payroll Tax. <https://www.eugene-or.gov/3946/Payroll-Tax-Funded-Programs>

32. City of Eugene 2023-25 Adopted Biennial Budget p. 323. <https://www.eugene-or.gov/DocumentCenter/View/71342/2023-2025-Adopted-Biennial-Budget-DocumentPDF>

In 2023, there were an estimated 2,580 employers in Springfield and 45,812 jobs. Total gross payroll was about \$1.8 billion.³³

CONSIDERATIONS: The Task Force recommends that the City Council pursue a tax to achieve a net revenue target of **\$2.3 million**, which preliminary modeling presented to the Task Force suggests could be achieved with employee and employer tax rates in the range of 0.1 percent to 0.2 percent based on the City’s \$1.8 billion total payroll in 2023.³⁴ However, further analysis should include multiple years of data and estimates of administrative costs.

The Task Force recommends that the tax should be **evenly split between employers and employees** to improve fairness, and that it should be **simple to understand and administer** (without tiered rates or exemptions). Both aspects will help businesses implement the tax and improve public and stakeholder understanding.

Guardrails are critical to ensure that the tax rate or base is **not increased without review and visible action** (such as requiring public approval for tax increases). The Task Force also recommends that the tax be implemented with a **built-in review period** to ensure that the tax is performing in terms of expected revenue and burden.

III. INCREASE CURRENT LEVIES TO COVER THE FULL COSTS OF POLICE AND FIRE & LIFE SAFETY, INCLUDING INDIRECT COSTS: \$1,300,000.

The Task Force recommends that the City increase the fire and police local option levies to cover the true, full cost of providing services.

BACKGROUND: The City of Springfield uses two levies to help pay for Police and Fire services, but these levies do not capture the total cost of services outlined on the ballot. The Police Levy covers a portion of the cost of Police operations and the full cost of the operation of the Springfield Jail, but does not cover indirect costs (City-wide administrative and back office expenses that are typically spread across all funds based on shares of FTE). The Fire Levy does not cover indirect costs nor does it cover the full cost of a fifth engine crew. Together, these costs impact the General Fund by **\$1.3 million**.

CONSIDERATIONS: The Task Force believes that if the public supports the purpose of the existing levies, the public should understand the full cost of those services. The Task Force recommends that the full cost of the outlined services including indirect charges, be reflected in the levies upon renewal. The Fire Levy is expected to appear on the ballot in November 2025, followed by the Police and Jail levy in November 2027.



33. Exhibit 6.f. Presentation/Slide Deck Meeting #6, Appendix p. 264-265.

34. Exhibit 6.f. Presentation/Slide Deck Meeting #6, Appendix p. 265.

Recommendations to improve public safety and health that potentially have a long-term fiscal impact.

IV. IMPLEMENT TRAFFIC CAMERAS.

The Task Force recommends that the City work with a vendor to implement traffic cameras at high-risk intersections. Any net revenue that is generated should be invested in public safety needs.

BACKGROUND: Traffic cameras are used by cities in Oregon to deter speed and red-light violations. Cities contract with vendors to provide these services, which eliminates upfront costs for purchasing equipment, though there are administrative costs and statutory requirements related to public awareness and reporting. Oregon communities that have installed traffic cameras to improve traffic safety include Medford and Beaverton, where traffic cameras may generate estimated annual revenue of **\$850,000** and **\$979,000**, respectively (net of administrative costs).³⁵

CONSIDERATIONS: Red-light cameras should be used as a public safety and health strategy, not a revenue generator. In addition to reducing speeding and red-light violations, cameras would penalize drivers who violate traffic laws and potentially free up police officer time for other critical calls. Any net revenue generated by traffic cameras should be dedicated for public safety initiatives, potentially to help reduce public safety overtime. **The Task Force recommends that the City of Springfield work with a vendor to install cameras at high-volume/risk intersections across the City.**

V. DECREASE PUBLIC SAFETY OVERTIME.

The Task Force recommends that the City identify key drivers behind the need for excess overtime and address the preventable elements.

BACKGROUND: The City's overtime budget is \$1.7 million out of the General Fund, including both Police (\$435,000) and Fire (\$1,275,000).³⁶ Actual overtime was much higher than budgeted in FY 2024, especially for Police, which had \$1.1 million in overtime in the General Fund and an additional \$0.6 million in overtime in the Levy Fund.³⁷ There are a number of reasons for Police overtime, including community events, training, revenue-related (reimbursable for external event support), and required overtime (court appearances, report writing, staffing shortages).³⁸ The City estimates that the cost of overtime due to short staffing in Police is \$925,000 per year.³⁹ The City has fewer sworn officers per 1,000 population (1.1 in Springfield compared to 1.45 in Redmond) and has a relatively high vacancy rate in Police compared to other City departments.⁴⁰

CONSIDERATIONS: Public safety is a core function of City government. The Task Force identified the high level of police officer overtime as a critical issue for the City to address. The Task Force recommends the City **identify the key drivers behind excess overtime and address preventable elements** (injuries, burnout, understaffing, etc.). In undertaking this strategy, **the City cannot and should not reduce staffing or service levels**, which the Task Force learned are below those of comparison cities. This strategy will require upfront investment but could yield longer-term savings. The Task Force recommends that the City analyze recruitment and retention data before, during, and after undertaking this strategy to understand positive impacts.

35. Exhibit 6.f. Presentation/Slide Deck Meeting #6, Appendix p. 262.

36. Exhibit 2.d. Presentation/Slide Deck Meeting #2 (FY 2025 General Fund Personnel Budget), Appendix p. 49.

37, 38, 40. Exhibit 3.d., Questions & Answers Meeting #2 (Question #2), Appendix pp. 69-70.

39. Exhibit 6.f. Presentation/Slide Deck Meeting #6, Appendix p. 259.

Recommendations that will help the City to address long-term structural challenges

VI. REVIEW CITY-OWNED PROPERTIES FOR SALE OR DEVELOPMENT.

The Task Force recommends a strategic review of properties to determine which should be sold, developed, or retained.

BACKGROUND: The City of Springfield’s property portfolio includes properties across the City in the form of streets, stormwater areas, fire stations, the police station, and City Hall. Other properties acquired or inherited with potential economic gain are primarily concentrated downtown. City-owned properties are property tax-exempt when vacant. The City owns the 117-acre Booth Kelly property, a vacant lot at 204 5th Street across from City Hall (the former site of the Carter Building), multiple surface parking lots on 5th, 7th, and Main Street, and the Springfield Depot building at 101 S. A Street. Booth Kelly currently houses 16 tenants and is considered fully leased. The surface parking lots are part of the City’s managed parking program, with some offering free 3-hour visitor parking and others reserved for parking pass holders. The Springfield Depot building is fully leased.

The City’s Economic Development Agency (SEDA) also owns several properties throughout Glenwood and downtown Springfield. Like other City-owned properties, SEDA-owned properties are tax-exempt when not occupied. SEDA’s Urban Renewal Plan requires the development of a plan for improvements and disposition within ten years of acquisition. The property outcomes must meet the goals of the Urban Renewal Plan.⁴¹

CONSIDERATIONS: The Task Force recommends that the City and SEDA conduct a thorough review of their respective property portfolios. **Properties identified for potential sale could help reduce the City’s deferred maintenance backlog.** Proceeds from any sales could be allocated strategically: revenue from the City-owned properties could support capital maintenance needs, while revenue from SEDA-owned properties could be reinvested in growth and development initiatives.

For ongoing leases, both the City and SEDA should ensure that lease rates align with current market value. Additionally, SEDA-owned properties in Downtown and Glenwood should be prioritized for economic development opportunities. These may require upfront public investment but have the potential to **generate long-term returns through increased property tax revenue and private-sector investment.**



41. Exhibit 4.g. Presentation/Slide Deck Meeting #4 (Springfield Property Portfolio). Appendix pp. 146 – 148.

VII. EXAMINE THE DEVELOPMENT OF THE GATEWAY EMPLOYMENT AREA.

The Task Force recommends that the Gateway UGB area be evaluated as part of the City's broader economic development priorities.

BACKGROUND: The Gateway expansion area of the Urban Growth Boundary (UGB), which runs along the McKenzie River and is visible from I-5, contains some of Springfield's most valuable properties and natural assets. Added to the UGB in 2016 as designated employment land, the area holds significant long-term economic potential. However, it will require substantial planning and investment before it can support development. This includes updates to the Transportation System Plan, utility capacity analyses, and coordination with state agencies and other partners for land use and environmental planning and compliance.

CONSIDERATIONS: The Task Force recommends that the City assess the Gateway area's role within its broader economic growth and development strategy. This includes the **time, resources and partnerships required to bring the area closer to development readiness.** Given the considerable effort made to include Gateway in the UGB, the City should determine whether it should be a priority in the City's economic growth strategy and in the context of other areas that need development assistance within the next ten years, including in Downtown and Glenwood.

VIII. DEVELOP AND IMPLEMENT A BUSINESS RETENTION AND EXPANSION STRATEGY.

The Task Force believes that business retention and expansion should be a high priority and a potential revenue growth strategy for the City.

BACKGROUND: Springfield, like other cities in Oregon, has tools available to retain business or incentivize their expansion. Enterprise Zones provide this incentive for industrial and manufacturing businesses. Springfield's Enterprise Zone measures 8 square miles, offering 3-to-5-year property tax exemptions in exchange for financial investment in and employee growth of manufacturing facilities once operational. The new investments made in Enterprise Zone properties are not included on the property tax rolls for as many as 9 to 11 years due to the time construction takes and the number of years applied for in the exemption.⁴²

In addition to incentives, business retention and expansion requires a deliberate strategy to build relationships, understand business needs, and align policies, incentives, and staff capacity with the business sectors the City aims to support. The Enterprise Zone program is targeted toward industrial and manufacturing businesses. Should a different business sector be of interest or benefit to support, an understanding and analysis of the potential outcomes, benefits, available incentives, and funding sources to support the work would be necessary.

CONSIDERATIONS: A strong business retention and expansion strategy can help grow Springfield's economy, create jobs, and diversify the City's tax base. Supporting existing businesses is often more efficient than attracting new ones, as they are already invested in the community, familiar with local conditions, and easier to engage. While recruitment efforts are important, helping local businesses thrive contributes directly to a healthy business climate. The Task Force recommends that the City conduct research and analysis to assess the costs

42. Exhibit 4.g. Presentation/Slide Deck Meeting #4 (Enterprise Zones). Appendix pp. 150. Property tax revenue is received for any existing assessed value on the site during the exemption period.

and benefits of a formal business retention and expansion strategy. This assessment should include identifying the staffing and financial resources necessary to implement the strategy and should establish measurable goals to track effectiveness and ensure positive, tangible outcomes.

IX. PURSUE TAX REFORM IN OREGON.

The Task Force recommends that the City work with other communities to advocate for reforms to Measures 5 and 50, the core financial challenges facing Oregon communities.

BACKGROUND: According to the League of Oregon Cities, “Measures 5 and 50 have had an enormous negative impact on the ability of cities and other local governments to meet the basic service needs of their citizens. These constitutional changes significantly reduced city revenues by detaching property taxes from market value, imposing permanent district tax rates, capping property tax growth, and setting arbitrary limits on local taxation. With their local autonomy compromised, cities sink deeper into a financial hole as costs continue to rise, populations grow and community demands for services increase.”⁴³

CONSIDERATIONS: Without reform to key elements of the property tax structure, Springfield will continue to experience structural deficits absent new revenue. **The City should continue to work with other communities to advocate for reforms to Measures 5 and 50, which are the core of financial challenges facing Oregon communities.** The Task Force recommends that the City share and learn from other cities regarding the ongoing impacts of Measures 5 and 50, including impacts to budgets, city services, and tax burdens.⁴⁴

OTHER ECONOMIC AND LEGISLATIVE STRATEGIES

The Task Force identified a number of priorities that did not rise to the level of recommendations but are still important to ensure Springfield’s economic growth and long-term fiscal sustainability. The Task Force urges the City to pursue or continue to pursue the following additional economic development and legislative goals.

1. **Grow the tax base** through strategic economic development and recruitment, potentially with the goal of attracting one major company, for example a bio tech firm.
2. **Leverage local business and industry advocacy groups** to push for legislative priorities.
3. **Increase the City’s allocation** of state and county shared revenue.
4. **Support police recruitment**, training, and certification legislation.
5. Work with the League of Oregon Cities to **remove restrictions** on city revenue-raising capacity.
6. **Protect the City’s General Fund** from all unfunded mandates.

43. Exhibit 1.c. FAQ on Measures 5 & 50 (Oregon League of Cities). Appendix p. 10.

44. Exhibit 4.g. Presentation/Slide Deck Meeting #4 (Legislative Options). Appendix p. 161.

Values and Principles



The recommendations of the Task Force are those that scored high in terms of fiscal impact, community fairness, economic competitiveness, administrative practicality, viability, and fairness. The Task Force reflected on and discussed these aspects for each recommendation above, as well as for many of the options considered but ultimately not advanced as recommendations. Through these discussions, three themes emerged. The Task Force offers these three principles or values for the Mayor and Council to consider in implementing the recommendations.

1. The City must develop a plan to **address the backlog of deferred maintenance** of City assets. Though this expense is not within the scope of the Task Force’s consideration, it represents an unfunded liability that will eventually pressure the City’s General Fund. Any one-time funds related to the sale of city properties could be used to address these needs. This consideration is critical to ensure that the City does not find itself in a financial crisis again.
2. **Community engagement** will be a critical part of moving forward with the Task Force recommendations. The City’s challenges are complex, and in some cases not well-understood. For example, it is not widely known that the fire and police levies do not cover the full cost of services provided by the City. Additionally, some of the recommendations to address the challenges will represent major changes for residents, businesses, or taxpayers. The City’s plan to implement these recommendations must be simple and straightforward. New revenues, such as the payroll tax, will require town halls, meetings with major employers, and a public education campaign. The plan should prioritize public outreach and education in the the following areas:
 - a. **The true costs of City services:** Helping the community understand what it actually takes to deliver core services, including staffing and support functions.
 - b. **How levies work:** Why levies must cover the full cost of the fire and public safety services they support, and how they fit into the City’s budget.
 - c. **Library levy:** How a potential library levy would function, what services it would fund, and how it would serve as a clear measure of community support for library services.
 - d. **Funding strategies and outcomes:** A clear explanation of how proposed funding tools connect to the services and service levels they are intended to sustain.
 - e. **Payroll tax education:** How a payroll tax would operate, why it is being considered, and the inclusion of safeguards to limit future increases or unintended impacts.
 - f. **Timeline of changes:** Transparent communication about when changes will occur, how they align with the budget process, and when impacts will be felt by the public.

3. The Task Force encourages a **simple, strategic approach** to implementation. While there are many tools available to address the City's budget challenges, introducing too many changes at once risks creating confusion and unintended consequences, such as placing too much burden on certain members of the community, which could lead to resistance. To build and maintain public trust, the Task Force recommends creating a clear, easy-to-understand plan that demonstrates impact and allows time for community feedback. A thoughtful, phased approach will support long-term success and greater buy-in.



A STRONG FOUNDATION

The City of Springfield has demonstrated an ability to thrive in challenging circumstances – continuing to grow through economic headwinds, successfully navigating the COVID-19 pandemic, and delivering high-quality services despite tight fiscal constraints. These efforts reflect a community that is resilient, adaptable, and committed to its future.

As Springfield continues to welcome new businesses and families, the strategies in this report provide a path forward. Addressing the City's financial challenges will require continued collaboration, hard work, and thoughtful decision-making – qualities that define Springfield's residents, businesses, community partners, elected officials, and City staff.

The Task Force believes that Springfield has the strong foundation and shared commitment needed to face its challenges and achieve fiscal sustainability.

Evaluation Criteria

GREEN means **more positive** rating, not necessarily more **high impact** in each category. For example:

- An option that is **more impactful** to the general fund gets a high score.
- An option that is **lower impact** to the community (e.g., doesn't reduce service levels) gets a high score.

	Impact to the General Fund	Fiscal Sustainability	Economic Competitiveness	Impact to the Community	Implementation Practicality	Viability and Feasibility	Community Fairness	Other Considerations
Higher Rating	\$ \$1 million + \$ \$ \$ \$	Ongoing cost-savings or revenue generation \$ \$ \$ \$	Low or positive impact to businesses \$ \$ \$ \$	Low or positive impact to public services \$ \$ \$ \$	Easy to implement and sustain \$ \$ \$ \$	Broad community support is likely \$ \$ \$ \$	Improves fairness, or easy to implement in a fair manner \$ \$ \$ \$	There will be aspects of each option that may not be captured in the categories at left. This is space for these notes, observations and concerns.
Medium Rating	\$500,000 - \$1 million \$ \$ \$ \$	Uncertain \$ \$ \$ \$	Medium or uncertain \$ \$ \$ \$	Medium or uncertain \$ \$ \$ \$	Neutral or uncertain \$ \$ \$ \$	Neutral or uneven support \$ \$ \$ \$	Medium or uncertain \$ \$ \$ \$	
Lower Rating	<\$500,000 \$ \$ \$ \$	One-time or highly unstable cost-savings or revenue generation \$ \$ \$ \$	High or negative impact to businesses \$ \$ \$ \$	High or negative impact to public services \$ \$ \$ \$	Difficult to implement or sustain \$ \$ \$ \$	Support is unclear or unlikely \$ \$ \$ \$	Hurts fairness, or difficult to administer in a fair manner \$ \$ \$ \$	



Criteria Definitions

Impact to the General Fund

The City has a general fund structural deficit. Options will be rated on their ability to raise revenue for, create savings in, or relieve pressure on the general fund.

Fiscal Sustainability

The City needs both ongoing and immediate budget solutions. Options will be rated on the ability to solve an ongoing problem and on the timeliness of relief.

Economic Competitiveness

Fiscal sustainability relies on a strong City economy. Options will be rated based on impact to the City as a desirable place to work, own or operate a business, or invest.

Impact to the Community

The City provides critical services to residents and visitors. Options will be rated on their impact to community livability and access to services.

Implementation Practicality

The City needs solutions that are operational and sustainable. Options will be rated based on the City's ability to implement efficiently, effectively, and successfully.

Viability and Feasibility

The City needs workable solutions. Options will be rated based on the likelihood or clarity of support among the community and their reliance on factors outside of the City's control.

Community Fairness

The City's budget gap is a shared problem that requires a shared solution. Options will be rated on fairness to ensure that certain populations are not overly burdened or benefiting.



Oregon Local Revenue Tools GUIDEBOOK





Acknowledgments

ECONorthwest prepared this guidebook with the assistance and input of several partners including members, staff, and leadership of *the League of Oregon Cities*. They commissioned this guidebook to complement their existing research on municipal revenue options.

The broader research was led by *Christian Gaston (Sound and Vision Agency, LLC)* with the support of *Mark Wiener (Winning Mark)*. They were essential in developing Part 1 of this guidebook.

We also appreciate the involvement and input of *Sarah Emmans (SME Consulting, LLC)*, *Deb Galardi (Galardi Rothstein Group)*, and *Nick Popenuk (Tiberius Solutions)*. They reviewed and revised the content in Part 2 of this guidebook.

That assistance notwithstanding, ECONorthwest is responsible for the content of this guidebook. The staff at ECONorthwest prepared this report based on their general knowledge of revenue tools in Oregon. ECONorthwest staff contributing to this study included Celia Beauchamp, Becky Hewitt, Lorelei Juntunen, James Kim, Natasha Pettit, Emily Picha, John Tapogna, and Ciara Williams. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, and other sources believed to be reliable. Any statements that are non-factual in nature constitute the authors' current opinions, which may change as more information becomes available.

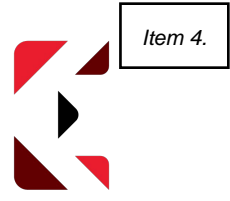
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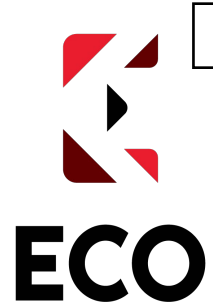
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HOW TO USE NAVIGATIONAL CONTROLS

This guidebook is designed with navigational features to make it easy to use.

Table of Contents

At the bottom right of each page is a button you can click on to go to the table of contents. In the table of contents, you can navigate to different parts of the guidebook.

Goods and Services

Taxes on Income

Taxes on Property

Fees and Charges

Revenue tools in the guidebook are organized into four categories. At the introduction of each category of tools are buttons to navigate you to the other three categories. These pages also include page numbers of each tool within the category that you can click on to navigate to that tool.

Additional Resources

Resource Name (Author, Year)

There also are many resources hyperlinked in this guidebook. These additional materials can help you better understand specific concepts or revenue tools.



INTRODUCTION

Purpose

The guidebook is intended to help city staff and elected officials make sense of the revenue options they can pursue at the local level without statewide legislative or constitutional changes.

Part 1 of this guidebook is called ***Getting to a Yes: Developing a Revenue Strategy***. This section describes a step-by-step process for evaluating funding options and engaging stakeholders in implementing a new funding strategy.

Part 2 helps cities find and assess suitable revenue options for funding city services and infrastructure needs. The tools reviewed are organized into four categories:

- (1) taxes on goods and services
- (2) taxes on income

- (3) taxes on property

- (4) fees and charges

While this is not a comprehensive list of all revenue tools, it is a detailed list that elected officials and city staff may be looking for. Each section describes the tool, examines key considerations for its implementation, and includes examples of how communities have implemented the revenue tool in Oregon.

The guidebook was completed in December 2024 based on information that was known at the time. It does not reflect changes from the 2025 Legislative Session, future legislations and ballot measures, or court decisions.





Background

The guidebook complements other LOC efforts to study the viability of revenue reforms, including changes to the property tax system. Municipalities find it challenging to keep up with the rising cost of providing services when property tax revenues—usually their main funding source—are restricted from growing as quickly. To address this, LOC tasked a group of local experts to explore potential reforms and assess whether meaningful reform is possible.

This guidebook builds on insights and themes from the 2024 revenue reform research process. While the guidebook's main purpose is to summarize public information about revenue options available to Oregon cities, it is informed by findings from community focus groups and surveys from related policy research.

Some key findings informing this guidebook include the following:

- ◆ Many Oregonians believe the property tax system is outdated and does not work well.
- ◆ They are cautious about changes that could raise their taxes.
- ◆ Oregonians generally believe municipal revenues are sufficient to provide ongoing city services.
- ◆ Public support is greater for targeted changes, especially those that tax new developments, visitors and tourists, and large businesses.



Before diving into the details, there’s an essential mindset required for working through this material.

This toolkit is designed to help Oregon cities address a growing problem: the gap between the demand for services and the revenue available to provide them.

For elected leaders and staff, that challenge is understandably often approached from a technical and policy perspective. For example, you might ask: *What tools are available? How would they work given the unique needs, economies, and legal and governance frameworks of a particular city?* These are the questions that this guidebook is aimed at helping city leaders to answer.

But these policy considerations have little to do with the most fundamental question: *How can a change in revenue generation actually be achieved?*

Whether revenue reform must be referred to the ballot or is a legislative enactment subject to citizen referendum, any substantial proposal will ultimately have to travel through voters. Your constituents do not see this through the lens of public policy. They think about it the same way they think about spending their own money.

So, city leaders should think of voters as customers. To win their support for any revenue increase, you need to approach it like a sale, asking questions like:

- ◆ Do your customers believe that there is a real need or problem?
- ◆ Do they believe that your proposal will meet that need or solve that problem?

- ◆ Do they think the outcome would be worth the cost?
- ◆ Can they afford it?
- ◆ Do they have confidence in the people or institutions that will raise and spend the money?

These are sequential questions—each is a gate you must pass through before you can ask and answer the next question.

The public opinion research shows the environment is tough for public finance. Many state and local governments have seen this firsthand. But “challenging” doesn’t mean “impossible.” Communities have succeeded in raising revenue by clearly identifying needs, communicating them effectively, and offering solutions that feel both relevant and compelling to their citizens—this guidebook provides a detailed and proven methodology for doing just that. Still, you must remember that success is neither guaranteed nor easy: it takes time and hard work.

Confidence is fundamental to success. Anyone who runs a business understands that their relationship with their customers is essential to their success. People buy when they believe in your product, trust your brand, and feel respected. That trust builds loyalty that carries through both good and bad times.

That same dynamic applies to raising revenue. Some may see this as a “different” skill set than the administrative task of running a government. But earning public trust and communicating value are at the heart of successful governing and are the mindset this guidebook is built around.



PART 1. GETTING TO A YES: DEVELOPING A REVENUE STRATEGY

Cities play a vital role in addressing key issues that matter most to voters and most impact their quality of life, such as clean and safe drinking water, public safety and transportation. Voters often not only see cities as the primary providers of those government services, but often hold them accountable for services and outcomes that extend beyond the authority of the city council. Yet at the same time, if voters are asked if cities need more money to provide these services, the answer is often “no.”

- **63% of Oregon voters believe cities raise enough revenue to maintain the current level of city service and only 22% believe more revenue is needed.**

Source: 2024 LOC polling results

In Oregon, limitations on property taxes mean that city general fund revenues often fall short of covering the rising cost of providing city services. This has created a complex and difficult landscape for city leaders where basic revenues do not adequately fund essential city services. Across the state, many cities have supplemented their property tax revenues with a range of other revenue tools. (This guidebook explores those tools in greater detail starting in [Part 2.](#))

But at the heart of any revenue strategy must be a plan to secure public support. That’s what we call getting to a “yes.”

Why is municipal finance so hard in Oregon?

Oregon adopted an income tax in 1930 to replace a state property tax. Efforts to establish a state sales tax have failed nine times at the ballot since 1933, with the “no” vote exceeding 70 percent of voters. General local sales taxes have failed too.

Cities, counties, and school districts had relied heavily on property taxes to fund services. Before the 1990s, local governments built a budget and spread out the cost among property owners in their jurisdiction. This “levy-based” tax system often created large changes year over year for taxpayers

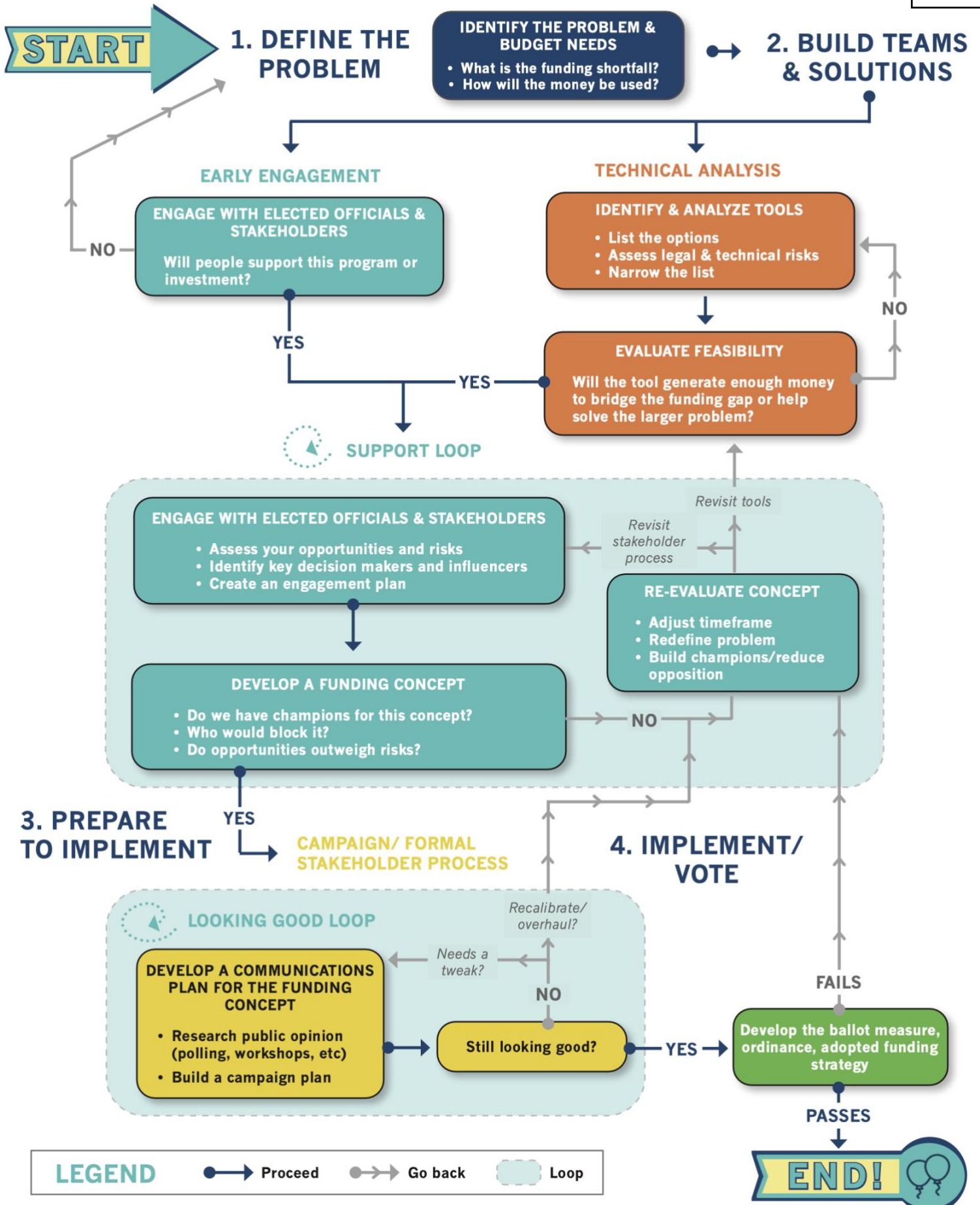
But, in 1990, Measure 5 established caps on property taxes: \$10 per \$1,000 of property value for general government and \$5 per \$1,000 of property value for education services. Tax collections dramatically fell for many jurisdictions. The state legislature stepped in to address the shortfall in education funding.

In 1997, voters adopted Measure 50 to make property taxes predictable and separated the property tax from market values. Each year, county assessors could increase the assessed value by up to 3 percent if it remained lower than the property’s real market value. The total cap from Measure 5 remained in place.

Because of these property tax limits, the property tax revenues for Oregon cities grow more slowly than market values and, in many years, the rising cost of service.



Getting to a Yes



Phase 1: Define the Problem

What is the funding shortfall, and how will the money be used?

First, let's step back and ask why we have a problem. Are there public safety services that can't be paid for with existing funds? Maybe there's a city building that needs renovation, but there isn't enough to pay for the needed repairs. Whether the expenses are ongoing or one-time-only, raising new revenues to pay for them will require a comprehensive plan.

That starts with identifying the problem in a way that the public can understand.

The problem will vary by jurisdiction. For example, a police station needs rebuilding, or it might need upgrades. Firefighters may need more resources to maintain staffing levels, serve new neighborhoods, or keep local insurance rates down. New revenue could fund specific programs for libraries or social services. There could also be a fundamental budget problem—not enough revenue and too many costs that cannot be reduced.

The problem that you have identified must be tangible—something that the public sees as an urgent issue worth solving.

Capital Projects

A campaign to pay for a capital investment, such as a new building, will need to both (a) focus on transparency about construction costs and timelines and (b) emphasize strong leadership and oversight to build public confidence. Often voters are more receptive to property tax

bonds that pay for capital projects rather than ongoing service levies because they have fixed, time-limited costs and a clearly understandable “product” that will be around for a long time.

Revenue tools often used: property tax bonds and system development charges.

Services or Programs

A campaign to pay for ongoing services, such as additional police patrols, more librarians to keep the city library open longer, or firefighters to improve response times, is often met with greater skepticism from voters than capital campaigns. Voters aren't simply being asked to fund a building, but rather ongoing government services. Here, it's important to build confidence among stakeholders in the budget process itself. Moving past initial skepticism that existing resources could be reallocated to better provide service is key. The value of having a specific program or service to rally around is important. It helps outline clearly the number of people who could be served or a clear description of how services would be expanded. Think about the services that your community prioritizes the most in outreach sessions, at city council meetings, or in public surveys. *How would your community like to expand those popular programs?* Engaging with the community will help uncover what kind of program analysis will be needed to present voters with a program expansion they will support.

Revenue tools often used: property tax levies, business income taxes, payroll taxes, utility fees, and public safety fees.



General Revenue

Asking voters to raise general fund revenue is more challenging. Reducing opposition is often the core of these campaigns. Many cities have built successful general fund revenue campaigns around a broad coalition of stakeholders—representing a wide range of business, labor, and community interests—coming together and asking voters to support higher taxes to pay for critical services. These campaigns require strong planning processes and deep, authentic stakeholder engagement. It is also critical to be able to offer concrete services—valued by voters—that will be saved or enhanced. A revenue measure that simply goes into the general fund bucket is far less likely to prevail.

Revenue tools often used: business income taxes, targeted sales taxes, broader-based income or payroll taxes.

Phase 2: Build Teams and Solutions

With a problem identified, the next step is to build a team that can develop potential solutions. There are essentially two tracks to this:

- (1) doing the technical work to ensure that there are possible solution(s) and
- (2) developing support for your solution(s) with stakeholders and the broader public.

These go hand in hand. A technically feasible solution cannot work without public support, and a popular idea is not useful if there is no way to make it work. So, while the work outlined in this section is described sequentially, think of it as running in parallel.

How Can You Identify and Describe Funding Problems?

	Capital Projects	Services
Example Projects	A new firehouse, a bridge replacement, a performing arts center	Public safety, sanitation, parking, library, parks
Where Do You Learn About Them?	Capital Improvement Plans provide a deliberate process for identifying needs. Engagement with community members and elected officials, visioning processes.	Service line analysis Level of service analysis Budget committees and process
Questions to Ask	What would it take to finance this capital project? What work would need to be done to excite the public about it?	How sure are we that we can implement new levels of service funded by the new revenue? What kind of financial projections could we share with the public to show them that these services are worth the investment?



Who should be on the team? Let's discuss the kind of leadership that's needed and examples of people who might have that expertise.

- ◆ **Will the public support this?** Your team should have leaders who have the pulse of your community. They know key leaders who can drive support in the community and reduce opposition. And they know when an idea goes too far or doesn't go far enough. Examples: Mayors, city councilors, city managers, chamber of commerce leaders, local labor leaders, community or faith leaders, and pollsters.
- ◆ **Is this legal?** You want to ensure that whoever is providing legal advice to your city council is up to date on the development of your proposal. As things change in response to analysis and feedback, the legality of a proposal could also change. Examples: City attorneys, contracted legal counsel, and bond counsel.
- ◆ **Can we actually do this?** New revenues create new opportunities for cities, but new programs can be challenging to stand up. The team also needs experts who can tell you when your project is getting too complicated, or the city just couldn't implement it. Examples: Department heads and senior managers, budget staff, and business managers.
- ◆ **Can we communicate the need?** The team should have members who will help everyone involved talk about why more revenue is needed,

how the city plans to create these new revenues, and what those resources would actually fund. Examples: Communication staff, citizen advisory board participants, constituent service staff, and other frontline city staff or volunteers.

Cities with small budgets may want to work with volunteer support. Cities with larger budgets could lean on existing staff and even bring on paid consultants. That's OK, just check that everyone understands their roles and responsibilities. Where your team comes from is less important than the expertise they bring to the project.

Technical Analysis

Getting to a yes, technically.

Successful projects have a strong internal technical development team, and their work runs in parallel with the stakeholder engagement process. There are strong feedback loops between the two. It's important that the technical experts are empowered to think the way voters would and have access to whatever public opinion research and stakeholder input is available. In their technical analysis, they should also be thinking: *What concerns would the general population have about this project?*

Many residents will dig deep into the details of technical reports developed for any project, and the reports should all be written with that in mind. But the real goal of the technical development team is to empower the stakeholders to tell an important story: *We identified what the community wants us to fix, and we found a solution we can all agree on.*



Identify and Analyze Funding Tools

List the Options

The process starts by putting together a list of options that could be analyzed. This guide includes analysis of most revenue tools cities can use to pay for funding shortfalls. Make sure to think through all your options. If you have an open mind about what revenue tool might work best for the program you're considering, you are more likely to find the option that is the best fit for what you want to do.

Assess Legal and Technical Risks

Assess each tool for its pros and cons. There might not be a perfect tool, and a few tools might be worth further discussion for different reasons. This guidebook includes key considerations that you should think about and examples of how you might analyze the tools in your own context.

- ◆ **Legal viability: Does the city have the legal authority to implement a revenue tool to fund this program?** Have an initial conversation with legal counsel about legal viability early on. It is important to keep the line of communication with legal counsel open throughout this process. As political leadership and stakeholders add new features to a funding concept, there may be new legal challenges that weren't apparent from the outset.
- ◆ **Technical viability: Can the city actually implement this revenue strategy?** Similar to legal viability, it's important to have a core group of city staff with a deep

understanding of the city's capacity to implement a revenue concept. Creating a project team of senior city staff early on can ensure that the decision-makers know the implementation and governance risks in real time. Unresolved questions about the technical viability or the cost of administering the revenue mechanism will erode support internally and/or externally.

Implementation considerations can also include how the revenue could be spent. If nearby jurisdictions already have a program like the one you're contemplating, it might be possible to work with that jurisdiction to learn lessons, adopt their policy as a model, or contract with them on implementation.

Narrow the list

After having analyzed the tools, compare them to filter out tools that are clearly not an appropriate choice for your situation. Even after this, you are likely to end up with more questions to answer.

Evaluate Feasibility of One or More Funding Packages

Further analyze the tools with information generated in the stakeholder engagement process. You might need to consider stakeholders' familiarity with the tools and future implications for a public campaign or education process. Some of the tools may need to be further refined or, sometimes, combined with other tools or policies into a funding package. In the end, the funding solution still needs to generate sufficient revenue to bridge the funding gap. This step may reveal a need to revisit one of the previous steps.



Things to Remember

Identify validators that can help support the city’s internal technical experts. These are voices from outside the city that will back up the projections or cost estimates that are developed.

Show your math, in all cases. Presenting the full details of a project to a group can sometimes feel overwhelming. But make it available so that those who want to dig into it can. Transparency is key to successfully building confidence in your city’s ability to do this work.

Develop collaboratively. It is important to ensure that your city staff aren’t perceived as holding a “black box.” Bring interested community members into decision-making conversations. If stakeholders ask for more detail, propose a side table or a sub-committee that can dive into those details. Getting to a yes starts with telling the public: *yes, we hear you—let’s work together on this.*

Engage with Elected Officials and Stakeholders

Again, this work runs in parallel with the technical analysis process; each work informs the other, back and forth.

Assess Your Opportunities and Risks

With a problem defined, the next step is the development of a risk assessment framework. This will be used periodically throughout the development of the revenue plan to assess the feasibility of the plan. At this step, the key question is: *what are all the different ways that a new project could fail?*

The key to a successful risk assessment framework is that it considers the full spectrum of risk to the project. While not all projects face the same risks, below are examples of risk categories that should be considered.



Political viability: Will people support this program or investment broadly?

- ◆ **Who will support it?** Gauge support of key stakeholders, including the city council and mayor; labor organizations and unions; city staff leadership; local business chambers; oversight and watchdog organizations; local media; and any other critical thought leaders with influence in the city.
- ◆ **Who could block it?** Determine what could lead to growing opposition, such as an unpopular tax policy or a lack of transparency about the need for the project you're trying to fund. When opposition reaches a critical threshold, the project is likely no longer viable. This is because of the nature of tax measures. Voters hold a healthy skepticism about raising their taxes, which gives opponents disproportionate power in being able to defeat revenue measures. That makes it critically important to build a strong base of support and reduce opposition.
- ◆ **Are there any timing issues?** If your issue will go to a public vote, ask: *what else will be on the ballot?* Multiple tax measures on the same ballot could divide support.

If the issue is going to be in front of the city council, ask: *what other issues will dominate the calendar when the council meets?* The council will want to have enough time to understand the proposal, have a robust discussion, and engage their constituents.

If your concept is new and novel, what legal challenges could be posed against it? And if your new revenue tool were to be enacted, could opponents try to prevent future jurisdictions from following suit? Understanding the political landscape will help you understand the risks facing your policy proposal.

Communications viability:

- ◆ **Can the city effectively articulate the role of this revenue tool in solving the problem?** Just as a project is periodically reviewed for risks, the team should also review the ability of city staff, elected officials, and advocates to describe the problem and the proposed solution. As the project progresses through each step of work, the communications lead should update the communications plan. As you learn more about what you want to do, how you talk about what you want to do will change. Similarly, the more you know about where the public stands on your proposal, the better you will understand how to best communicate what you hope to do and align it with the values and priorities of voters.



Identify Key Decision-Makers and Influencers

With the funding concept and a sense of its viability, you now need to identify who is leading this work, and who decides whether the project is a go, or a no-go. The key question to ask at this step is: *Who owns and champions this initiative?* Successful revenue strategies often have an owner or a champion who will see it through.

This can take many forms. In some cases, the project will be spurred on by city staff looking to close a budget hole, but the project is not viable without council or mayoral support. This may lead to city staff owning the project, but the political leadership remain the deciders. Sometimes stakeholders may propose projects—perhaps residents think that a local road needs improvement, or the city center needs beautification. It may make sense for city staff to support them to ensure that the proposed project meets legal viability and technical feasibility.

There are three broad categories of deciders: Political leadership, city staff, and stakeholders. Each is a broad category that could include people outside of the city. For example, when forming a special district, other taxing jurisdictions that could be subject to property tax compression may need to support its formation for it to be viable.

Think about the key leaders whose support is so critical that without it, the project would fail. Then, build a process for ensuring that you have their support. Then, build a calendar of go/no-go decision points around project

milestones. The goal of this work is to maintain a close working relationship with your project decision-makers and key stakeholders so that your viability assessment is accurate.

It's also important to assess who could be opponents of your effort. Opposition can exist among political leadership, city staff, or stakeholders. There may be prominent elected officials who don't like the tax mechanism you're working on. Or it could be that within city or other government agencies, staff have reservations about the policy choices being made, or the funding goal. There could also be opposition among stakeholders outside of your organization. Working with them early to understand their opposition and potentially head it off is important to ensuring your project is successful.

One last thing. Oregon Revised Statute (ORS) 260.432 limits non-elected city officials from engaging in certain kinds of advocacy related to ballot measures or referrals once they are set for a public vote. Elected leaders cannot ask public employees, like staff, to support or oppose ballot measures, to prepare or distribute advocacy materials, or engage in other campaigning activities during work hours.

You can refer to [FAQ: Restrictions on Political Campaign by Public Employees](#) (League of Oregon Cities, 2023). Also, the Oregon Secretary of State maintains guidance on the law: [Restrictions on Political Advocacy by Public Employees](#) (Oregon Secretary of State, 2024).



Create an Engagement Plan

Ensuring that the right people have a seat at the table can ensure that your project has more friends than enemies. That means less controversy, and less conflict heading to the ballot or a critical vote of council.

This is also an important time in the project timeline to think about the people in your community who haven't been at the table in the past. Equitable representation and engagement will strengthen your project, improve community support, and build new leadership in your city.

The best practice for ensuring broad support is a strong engagement plan. Whether this is aimed at bringing elected officials, staff, or stakeholders on board, the plan will generally include the following:

- ◆ **Initial meeting:** Bring everyone up to speed on the work, answer initial questions, outline a vision for proceeding, and provide a “parking lot” for additional feedback that doesn't need to be addressed at the first meeting.
- ◆ **Focused work groups or work sessions:** Build a committee that can work through the decision points. These could be timing decisions, policy decisions, or questions about scope. The work will aim to convince your deciders that this project is necessary, well-planned, and ready for success.
- ◆ **Side tables, advisory committees, and sub-committees:** You may need these groups to handle specialized topics like tax policy questions,

building designs, program development options, and any other policy option that requires a specialized level of skill to move quickly to decision-making.

Some things to watch out for

As you proceed with your engagement plan, keep an eye out for signal flares. These can come in the form of letters to a stakeholder advisory committee calling into question the membership or process, an op-ed in the local newspaper, a frustrated constituent call, or a city council meeting that unexpectedly draws out opposition from the community.

These are signs that influential voices in your community either have lost confidence in the process or the project itself. Left unresolved, these concerns could coalesce into formal opposition to your project. While it is better to anticipate and plan for these concerns, you need to find a way to engage with those who are expressing frustration when concerns appear. Answer their questions and involve them in the process you've built if you can.



Develop a Funding Concept

You should have a framework proposal at this point. Your technical analysis process could inform your thinking too. To feel confident that you are ready to proceed, these elements should be present:

- ◆ **The problem:** This should be robust and compelling enough so that your stakeholders and the public can rally around it.
- ◆ **The solution:** Lay out the steps it would take to solve the problem—new city services, a new building,

new ongoing investment, etc. Back it up with solid analysis so even people who are new to the issue can clearly see how these actions will solve the problem.

- ◆ **General funding information:** What kind of resources are you talking about? And what mechanisms could generate those resources? And, importantly, what's the connection between the tax rate and the new revenue?

The Support Loop

You're not always going to get things right the first time. The best way to ensure that you're driving toward a successful vote is to make sure that you are constantly asking yourself whether your proposal would be popular. Some examples of how to test your proposal include:

- ◆ Take the latest version of the proposal to your full project team and see if they think it's ready to go.
- ◆ Ask the stakeholders that you've been working with whether they would support the latest version of the proposal.
- ◆ Ask your voters by including a question on a customer satisfaction survey or running a public opinion survey.

If the proposal you've developed doesn't pass any of these tests, it's probably time to circle back and see if there's a different proposal that would pass these tests.

Re-Evaluate Concept

Once your proposal is public, unanticipated opposition could emerge or flaws in the technical analysis could be exposed, undermining the credibility of the work done to-date. Take your time at this stage to ensure that you are ready to move forward. Check to see if you have enough support politically. If not, do more work to shore that up. Check to see if you have enough support technically. If not, go back to fill the gaps in your analysis.



Phase 3: Prepare to Implement

Develop a Communication Plan for the Funding Concept

A communication plan may be needed early on in a project's development. But by the time a stakeholder process has been identified, every project will need to empower its supporters with a strong narrative about why everyone is at the table trying to get this done.

Most of this work should be done already.

- ◆ **Bring people together** to talk through the difficult questions they've faced to date about the concept and work through a question-and-answer document so that major themes can emerge.
- ◆ **Think about storytelling** as a way to elevate the voices of the people who would be directly impacted by your project, and the voices of people who haven't been elevated in the past. These stories can provide a powerful narrative framework for people unfamiliar with your project to get up to speed quickly on its need and importance, and to see themselves as part of the solution.

Research Public Opinion

Not every project will require a public vote. But every project benefits from some level of public opinion research. And not all public opinion research needs to be extensive or expensive. Workshops or

advisory groups with people and organizations who are closely in touch with community members can quickly illuminate public sentiment. Some options that don't require a paid voters survey are:

Surveys included in utility bills or other routine city mailings: Including a voluntary survey in a mailing that the city already sends to all households is a relatively low-cost way of gathering public opinion. These surveys are not scientific, but they are informative. Remember that the people who chose to respond to your survey are not representative of those who will vote on your issue. But their opinions can help you better understand concerns in your community.

Online surveys: You can create the voluntary surveys online and add the links to websites, social media posts, and recurring community e-mails. You can also add the links or QR codes to the mailings mentioned above. Response rates tend to be low, and they will spike only for the first couple of days. Plan for multiple rounds of outreach and reminders.

Stakeholder engagement and open houses: Making space for your community to come together and express their opinions can be done at low cost. Cities often hold these kinds of open houses in the meeting rooms that the city council meets in, or in venues donated by community organizations. It's best to hold multiple open houses during different times of the day and week to accommodate as many people as possible.

Direct engagement with community members at community gatherings can be even more effective. Collect opinions from



people who are gathered at a farmer’s market or a city celebration, for example. If you’re looking to understand the opinions of certain parts of your community, you might ask local leaders of community organizations to deliver their community’s concerns.

Keep in mind that when you are using these non-scientific methods for gathering public input, the opinions of community members with accessibility challenges or who have historically been excluded or underrepresented from civic participation will likely be underrepresented here. Keep that in mind as you utilize what you’ve learned from these processes to help inform your next steps.

Alternatively, a well-crafted survey of voters with neutral questions can help you quickly understand the following:

- ◆ **Viability of a public vote:** If you put it to voters, how many would support it? Aim for more than 60 percent of respondents as a baseline. And even if a vote is not required, understand the ability and inclination of opponents to gather signatures for a referendum.

[FAQ on Initiatives and Referendums in Oregon](#) (League of Oregon Cities, 2023).

- ◆ **Messaging:** What key messages move people from opposition to support? And how do you best explain what you’re trying to do so that the most people understand it?
- ◆ **Project elements:** If your project goes to voters, you can learn what pieces help build support and which don’t. If the project doesn’t

require a public vote, you can learn what project or policy elements are most popular with your community.

To get representative results, your poll questions should closely resemble what voters will see on the ballot. This includes drafting potential ballot language, estimating revenue, setting a tax rate, and providing a clear description of policy outcomes. Ensure legal counsel and your pollster review these details before fielding the poll.

Build a Campaign Plan

Even if a project doesn’t require a public vote, it still benefits from a campaign led by community voices. A volunteer-led effort can build support and reduce opposition. Before a vote, engage three key groups in the campaign: supporters, opponents, and funders. Each should have clear roles and expectations leading up to Election Day:

- ◆ **Supporters:** This could be a kitchen table of advisors, made up of leaders among your stakeholder table that can help the Mayor and councilmembers build community support for your project. It could also be a more formal table of people who are willing to raise funds for paid communication supporting your project.
- ◆ **Opponents:** Think about who would oppose your project. Have they been engaged in your stakeholder process? If not, why not? Building a bridge to opponents early on can reduce opposition. If your project faces a funded “No” campaign, your initial support in a poll will need to be



higher because negative messaging will move some supporters to the opposition.

- ◆ **Funders:** Think about the resources both sides of a potential campaign would bring. The group with the larger set of resources to communicate with voters will have an easier time delivering their messages and moving people to their side of the issue. If your project is on the wrong side of that equation, you should question its viability. A clear understanding of

the costs associated with a campaign should be developed with the help of campaign professionals, and that cost should be used as a benchmark for gauging the capacity and willingness of funders.

Again, there are restrictions on political campaigning by public employees. You can refer to [FAQ: Restrictions on Political Campaign by Public Employees](#) (League of Oregon Cities, 2023).

The Looking Good Loop

At this point, it makes sense to take a step back and assess where things stand. If things are looking good, it's time to build the campaign to get your project across the line. But if trouble is emerging, it's worth circling back to sort that out before moving ahead. Some things to watch out for:

- ◆ **Low or soft public support:** Polling helps gauge support for your proposal. Strong supporters are key, as they are less likely to shift and more likely to help during a campaign. If your concept relies mainly on lukewarm supporters, it may be vulnerable to opposition. If you decide not to poll, you can assess support through surveys of stakeholders or community members.
- ◆ **Strong opposition:** Whether or not you use polling, gauge if strong opposition is emerging. Opposition can easily cast doubt and is harder to overcome than building support. If you notice growing resistance, take time to understand and address concerns before a formal vote—it will be much harder to resolve them afterward.
- ◆ **Logistical challenges:** Hiccups may signal the timing isn't right. If fundraising seems difficult or stakeholder meetings lack a quorum, it may indicate weak support, suggesting more time is needed to build enthusiasm. A crowded ballot could also point to the need to reconsider the timing for the ask. If elected officials are unresponsive or reluctant to endorse the project, this could signal growing opposition. Think about the logistical challenges ahead and ask yourself if they just need more work, or if they're signs of weakness that should be shored up.



Phase 4: Implement/Vote

Develop the Ballot Measure, Ordinance, or Other Funding Strategies

Before heading into the final step that either adopts a revenue tool through an ordinance or sends the question to voters, you should work to synthesize everything you've learned up to this point.

Each document developed for this moment is an important messaging tool. Reporters, the public, supporters, and opponents will look at the ordinance that the city council votes on, the measure ballot title that the voters vote on, and any staff report for reasons to support or oppose your project.

Make your messaging clear: Think about how the general public will receive your messaging documents. Make sure that they are addressing, to the extent they can, the questions the public posed along the way. A clear, understandable ballot title that represents the public's attitudes will be much more successful at the ballot. Ballot language is too often drafted by lawyers to simply meet technical requirements, using legal jargon that does not adequately communicate what voters are being asked to pay for and why. Anything that appears on the ballot must also pass through the filter of the public's interest.

Take your time: Don't be afraid to take the time to get things right. By this step in the process, a range of stakeholders and deciders may want to hurry up and move.

But if there are still red flags, you're better off waiting for the correct political moment than sending a measure toward defeat. It's easier to wait for the right moment than rebuild after failure.

Consider:

- ◆ **What else is on the ballot?** A competing measure that's also asking voters to raise taxes could draw support away from your own measure. If there are too many measures on a particular ballot, voters sometimes experience decision fatigue, diminishing support for all measures.
- ◆ **What type of election year is it?** Odd-year elections typically have lower voter turnout than even-year elections because the national political campaigns for president drive up voter turnout. If your measure is alone on the ballot, with no other issue to vote on, the election could have low voter turnout, which will change the electorate. What a low voter turnout election means varies widely from jurisdiction to jurisdiction, but generally older, more enfranchised voters are more likely to vote in a low-turnout election. While younger, less enfranchised voters will likely sit it out.



Final Word

Whether your project succeeds or not, your community will remember it. Keep thorough records. This may be the first in a long line of revenue changes for your community, and future organizers will look back on your efforts in order to build on them.

In the same way, it's important to recognize that political coalitions like those that form around new revenue efforts can last a long time. Fostering those bonds and ensuring that people continue to work together to improve their communities can turn a single victory into a chain of victories. It can also turn a defeat into a victory down the road.

Just like it's important to take your time before heading to the ballot or the city

council, it's important to take your time afterward to ensure you draw the correct conclusions about your victory or loss. *What are people in your community saying about it? What's the take of people outside your organization? What are opponents saying?*

Successful cities are reflections of their residents. Understanding how your project is remembered will guide future efforts. It will help you better serve your community.



PART 2. REVENUE TOOLS

This section dives into funding tools available to Oregon cities. The following few pages describe which tools are covered or excluded and offer tips on using the considerations in the guidebook. Doing a technical analysis of funding tools is mostly about listing all the reasons for and against each tool and comparing them. This is qualitative work, and the conclusions heavily depend on the local context. The tables below illustrate one version of this assessment. They are meant to be practical examples that help cities start their process of evaluating and selecting funding tools that best suit their unique needs.

What Tools are Included?

This section includes 19 of the most common revenue tools available to cities in Oregon. Exhibit 1 is an overview of all of the tools analyzed in this guidebook.

Communities will need to consult with their legal counsel about the legal implications for each tool in their community. This guidebook does not provide legal advice—each reader is responsible for seeking out legal or other expert opinions before deciding how relevant these materials are to their particular situation.

Additional Resources

[Home Rule 101](#) (League of Oregon Cities, 2023)

[Legal Guide to Oregon’s Statutory Preemption of Home Rule](#) (League of Oregon Cities, 2020, updated 2023)

[Oregon Municipal Handbook, Chapter 2: Home Rule & Its Limits](#) (League of Oregon Cities, 2020, updated 2024)

[Oregon Municipal Handbook, Chapter 12: Financial Management and Taxation](#) (League of Oregon Cities, 2024)



Exhibit 1. Overview of Revenue Tools in the Guidebook

Taxes on Goods and Services (“what you buy”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
General Sales Tax (page 29)	Residents Visitors Businesses	Both: Services and capital improvements	Most goods and services (e.g., clothes, events, landscaping, repairs)	Large and stable revenue source for broad use. But little public support and concerns about disproportionate impacts on lower-income individuals.
Targeted Sales Tax (page 32)	Residents Visitors Businesses	Both: Services and capital improvements	Specific goods and services (e.g., prepared food, rental car)	Requires coordination with retailers, can unintentionally drive away economic activity, and useful for targeting goods or services.
Fuel Tax (page 34)	Residents Visitors Businesses	Both: Transportation infrastructure maintenance and investments	Gas consumption	Limited to transportation related improvements. Strong nexus between tax and benefit. Eroding tax base due to fuel-efficient and electric vehicles.
Transient Lodging Tax (TLT) (page 36)	Visitors	Services mostly: 70% related to tourism; 30% is discretionary	Lodging bookings based on cost of lodging	Limited tax base (lodging activities) and revenue use (promotion of tourism and tourism related facilities). Likely supported by the public.
Construction Excise Tax (CET) (page 39)	Developers	Capital: Affordable housing or school facilities	Value of construction permits	Clear nexus between tax and benefit, though revenues can fluctuate with development activity.
Taxes on Income (“what you earn”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
Personal Income Tax (page 43)	Workers	Both: Services and capital improvements	Workers’ wages and salaries	A substantial and versatile revenue source. Strong administrative and political challenges.
Business Income Tax (page 45)	Businesses	Both: Services and capital improvements	Businesses’ net incomes	Can generate substantial revenue, but risks to economic activity.
Payroll Tax (page 47)	Workers and businesses	Both: Services and capital improvements	Workers’ wages and salaries	Can generate substantial revenue for a predefined funding objective but can have adverse effects on lower-income workers.
Taxes on Property (“what you own”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
Local Option Levies (page 51)	Property owners	Both: Services and programs mostly but can fund capital expenses.	Assessed value of property	Generates moderate to high revenues in five-year timespans. Limited duration reassures voters but can be risky for some cities.



Taxes on Property (“what you own”)				
Special Districts (page 53)	Property owners	Services: Targeted or new municipal services	Assessed value of property	Can effectively fund singular or specialized service needs. Usually supported by the public.
Local Improvement District (LID) (page 55)	Property owners	Capital: Infrastructure improvements	Assessed value of property	Clear nexus and sufficient revenue to fund identified projects. Costs shared among participating property owners.
Economic Improvement District (EID) / Enhanced Service District (ESD) / Business Improvement District (BID) (page 57)	Business owners and/or property owners in a commercial district	Capital (EID): Commercial district capital improvements Services (ESD/ BID): Commercial district services	Assessed value of property, or business location in a commercial district	Versatile funding solutions to shared problems. Effective and well-managed districts have the potential for long-term stability and growth.
General Obligation (GO) Bonds (page 61)	Property owners	Capital: Capital investments	Assessed value of property	Potential for substantial funding for capital investment. Passing a GO Bond requires careful campaigning.
Tax Increment Financing (TIF) (page 63)	Property owners	Capital: Improvements for economic development or housing	Increases to assessed value of property	Funds capital projects related to economic development and housing. Generates revenues without raising taxes.
Fees and Charges (“what you do”) – Unlike taxes, fees are typically tied to specific uses, like building permits, utility services, or park entry fees.				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Charged?	Top Considerations
Franchise Fees and Utility License Fees (ULFs) (page 67)	Utility providers	Both: Services and capital improvements	Fees on utility service providers, who then pass on the costs to customers	Stable and broad revenue source with unrestricted uses, but there are uncertainties about future revenue growth with changing regulations.
Municipal Services Fees (page 70)	Utility customers	Both: Services and capital improvements	Municipal services (through utility bills)	Easy to generate revenue, but with political challenges and disproportionate impacts.
Fees for Specific Services (page 74)	Residents Visitors Businesses	Services mostly: services related to fee	Specific services (e.g., copies, permits, rentals)	Nexus between fee and benefit. Highly variable considerations city to city.
Fines and Penalties (page 76)	Residents Visitors Businesses	Services mostly: services related to the violation	Violations	Not a reliable funding source. But can promote compliance.
System Development Charges (SDCs) (page 79)	Developers	Capital: infrastructure improvements	New development	Recovers a portion of costs associated with new development. Revenue is development-driven, likely fluctuating over time.



What is Not Included?

This guidebook does not include more unique tools some jurisdictions in Oregon use (e.g., logging rights, Portland Arts Tax, bridge tolls). It also does not include tools local jurisdictions cannot use because the state does not allow it (anymore). Two examples are **real estate transfer tax** and **gross receipts tax**. Although some local jurisdictions in Oregon use these tools, the State Legislature has preempted future adoption of these tools.

- ◆ **Real estate transfer tax** is applied to the sale of real property (such as land or a building). The taxable value is based on the selling price. ORS Chapter 306.815 prohibits local jurisdictions from adopting real estate transfer taxes unless they were in effect by March 1997. Washington County is the only Oregon jurisdiction that has a real estate transfer tax.
- ◆ **Gross receipts tax** is applied to the gross sales revenue businesses generate. Unlike a sales tax that is applied to final sales to consumers, a gross receipts tax is applied to business transactions. This feature leads to “tax pyramiding” where a good or service is taxed multiple times to reach the final consumer. Unlike an income tax, a gross receipts tax generally does not allow deductions for business expenses, with some exceptions. ORS Chapter 317A.158 prohibits local jurisdictions from adopting gross receipts taxes unless they were in effect by April 2019. Portland is the only jurisdiction in Oregon to have a gross receipts tax, the Clean Energy Surcharge, which funds the Portland Clean Energy Community Benefits Fund (PCEF).

Additional Resources

[TaxEDU: Not All Taxes Are Created Equal](#) (Tax Foundation, 2023).

Many people have come up with ways to organize and evaluate funding tools. This primer discusses different types of taxes (income, consumption, property) and compares their impact on economic growth, fairness, and revenue stability. It explains why some taxes are more equitable or economically efficient than others. Tax Foundation is a nonpartisan, educational organization that has been critical of new tax laws in Oregon.¹

[Comprehensive Revenue Restructuring](#) (Oregon Department of Revenue, 2009).

This 2009 report presents options for restructuring Oregon's tax system, addressing the state's reliance on income and property taxes. It evaluates tax instruments like a gross receipts tax, a reform of property tax limitations, and potential avenues for sales tax implementation to enhance revenue stability. While the report is fifteen years old, the key principles are still true today.

¹ Mountjoy, Jack and Joseph, Bishop-Henchman. “The Dam Bursts in the Beaver State: Oregon’s Wave of Tax Increases and New Spending.” Tax Foundation. July 9, 2009. Accessed October 3, 2024. <https://taxfoundation.org/research/all/federal/dam-bursts-beaver-state-oregons-wave-tax-increases-and-new-spending/>.



Considerations

When exploring funding tools, it is essential to take a structured look at whether they are adequate, fair, viable, and aligned with a city's goals. A structured list of considerations can help cities compare their options. While no tool will likely perform well in every consideration, this approach can reveal each option's main pros and cons. Typically, cities should also consider legal requirements, but this guidebook skips that aspect since every tool in this guidebook is legally allowed for cities.

Compatibility with Budgeting Needs

Every city has its unique financial landscape, but a key question for any revenue tool is: Can it consistently generate sufficient funds to meet the city's needs? This section looks at how each tool stacks up on that front.



- ◆ **Adequacy: How much revenue can it generate?** Cities will need to determine whether one or more tools can provide enough funding for the identified need.
- ◆ **Stability: What factors could lead to funding fluctuations from year to year or seasonally?** Cities will need to consider how susceptible revenues are to external factors such as economic cycles, environmental factors, and seasonal changes that can cause revenue volatility. Some tools, like income taxes, fluctuate with the economy, whereas property tax revenues grow steadily over time and are less affected by economic cycles.
- ◆ **Versatility: What can the funding be used for?** The tool's effectiveness can be influenced by how broadly or narrowly its revenue can be applied. Versatile tools allow cities to respond to various needs, but targeted tools might help secure consistent funding for critical priorities.
- ◆ **Capacity for Growth: Does the tool have the capacity to grow and meet future financial demands?** A revenue tool that meets current needs may become inadequate if revenue fails to keep pace with rising service costs or increasing demand.

Fairness: Who Benefits and Who Pays?

Every city is different, but fairness in who pays and who benefits from public services is always a concern. This set of considerations looks at the equitable distribution of costs and benefits across different populations, including households, businesses, and visitors.



- ◆ **Horizontal Equity: Does the tool treat similar taxpayers consistently?** Cities should evaluate whether the revenue tool taxes or charges equal rates across households, visitors, and businesses with comparable economic situations. Horizontal equity means there is no preferential treatment. Even when the tax rates are the same, there could be unfair treatment due to spending habits that diverge from earnings, income tax deduction and credits, and property assessment methods.



- ◆ **Vertical Equity: Do those with more resources pay more than those with less?**

Cities will need to assess whether the revenue tool affects those with lower incomes more than those with higher incomes. Taxes and fees that do not differentiate ability to pay are often called “regressive” among economists. For example, a flat fee for a city service or a fuel tax is regressive and disproportionately impacts lower-income individuals because they do not change their ability to pay.

- ◆ **Nexus to benefit: Is there a clear connection between the tax or the fee and the public service funded by it?**

Cities may want to ensure that those who fund a service also benefit from it. This alignment strengthens the fairness of the revenue tool.

Administrative Ease

Although each city will have different staff capacities, existing programs, and financial resources, all cities must consider how much time, money, and staff it will take to manage a new revenue tool. Partnering with other jurisdictions looking to do similar things could help spread the load.



- ◆ **Implementation: How costly and complex will it be to establish and manage the new revenue tool, and does the city need to create new systems or roles to support it?**

Implementing a new revenue tool can require investments in software, staff training, and even new roles or departments. Cities should consider whether their existing systems can support the new tool or if new processes are needed. For smaller cities, these requirements can be particularly challenging.

Additionally, if the tool is complex, additional time will be needed to inform staff and the public. A related consideration is jurisdictional boundaries (e.g., business improvement districts collect and spend the revenues within a business district).

- ◆ **Collection: What infrastructure and resources are needed to collect and manage the revenue efficiently, and how will external coordination affect this process?**

The ability to collect revenue smoothly often hinges on the city’s existing infrastructure. If current systems are not adequate, new programs or business units may need to be developed. Efficient data management is also crucial—tracking payments accurately and minimizing errors are essential to smooth operations. Setting up these systems can demand staff and financial resources along with coordination with external entities, like the State of Oregon Department of Revenue.

- ◆ **Enforcement: What will be required to monitor compliance, enforce penalties, and allocate resources effectively for the new revenue tool?**

Enforcement of the revenue tool involves ongoing compliance monitoring, including resource-intensive audits and clear processes for managing penalties and resolving disputes. Cities may only be able to collect the full share of the tax or fee with a strong enforcement mechanism. Enforcement also demands dedicated staff and resources, which can be a strain, particularly for smaller cities with limited staff capacity.



Neutrality and Political Feasibility

People respond to policy proposals and decisions in different ways. When considering the feasibility of new revenue tools, cities can try to anticipate what people might do.



- ◆ **Neutrality: Is the revenue tool likely to result in unintended changes in behavior?**
Ideally, revenue tools would not lead to distorted impacts on economic activity (such as encouraging moving or reducing employment). Sometimes, behavior change may be an intended outcome to reduce costs to the public (such as penalties for speeding or excise taxes on alcohol or tobacco). For local taxes, a potential unintended consequence is people crossing to neighboring jurisdictions to avoid paying a local tax.
- ◆ **Political Feasibility: How likely is the new revenue tool to gain political support?**
Cities need strategies to build coalitions, anticipate opposition, and address public concerns. Cities can start by gauging the support from elected officials, community leaders, and the public. Cities must consider the tool's potential impact on different stakeholders and develop strategies for building a strong coalition. Gaining political buy-in means addressing public concerns through transparent communication and demonstrating the tool's benefits. Other considerations include careful wording in ballots or ordinances to balance the chances of passage with the need for flexible use of funds.

Applying the Considerations

This section provides two examples that differentiate how a city might consider funding tools for infrastructure projects—such as roads, utilities, and public buildings—and for city services—such as public safety, parks maintenance, and social programs. These examples are intended to be illustrative and are based on a narrow set of assumptions. City staff will need to apply the considerations within their political and financial context to help decision-makers understand the suitability, scalability, and long-term impacts of various funding mechanisms.

Adapt this guidebook to your needs

Cities are encouraged to adapt these insights based on their specific local context. While the guidebook presents general assessments, any detailed evaluation of a particular funding tool should account for the jurisdiction's unique circumstances and needs.



Summary of Considerations

This table summarizes generalized considerations in the tools described below.

Exhibit 2. Summary of Revenue Tools Considerations

	Compatibility with Budgeting Needs				Fairness			Administrative Ease			Other Considerations	
	Adequacy	Stability	Versatility	Capacity for Growth	Horizontal Equity	Vertical Equity	Nexus	Implementation	Collection	Enforcement	Neutrality	Political Feasibility
Taxes on Goods and Services (“what you buy”)												
General Sales Tax
Targeted Sales Tax	D	..	D	D	..	.	D
Fuel Tax*	D
TLT	D
CET	D
Taxes on Income (“what you earn”)												
Personal Income Tax	D
Business Income Tax	D
Payroll Tax	D
Taxes on Property (“what you own”)												
Local Option Levies	D	D
Special District	D	D
LID*	D
EID*/ESD/BID	D	D
GO Bonds*	D	D
TIF*	...	D	..	D
Fees and Charges (“what you do”)												
Franchise Fees and ULFs	D
Municipal Services Fees	D	D	D	D	D	D
Fees for Specific Services	D	D	.	D	D	D	D	D	...
Fines and Penalties	.	.	D	D
SDCs*	D	D	D	D

... = Key advantages .. = Some limitations or exceptions
 . = Considerable limitations D = Depends * = Capital Projects Only



TAXES ON GOODS AND SERVICES

Cities can collect a tax on the sale of most goods and services. While Oregon does not have a state sales tax, local jurisdictions have the option to apply a local sales tax. A general sales tax applies to a broad array of goods and services, whereas a targeted sales tax applies to specific goods or services. Sales taxes are typically a percentage of the purchase price. Some taxes are collected at the point of sale and remitted by businesses to the government. Some local transient lodging taxes are administered by the state—Department of Revenue—and remitted to local jurisdictions. Others are collected and administered by the jurisdiction itself or through intergovernmental agreements.

Local revenue tools covered in this section are:

- ◆ [General Sales Tax \(page 29\)](#)
- ◆ [Targeted Sales Tax \(page 32\)](#)
- ◆ [Fuel Tax \(page 34\)](#)
- ◆ [Transient Lodging Tax \(page 36\)](#)
- ◆ [Construction Excise Tax \(page 39\)](#)

Local taxes on goods and services are generally easy to administer through existing mechanisms. But they tend to disproportionately impact lower-income individuals and can drive away economic activity to nearby jurisdictions with lower tax rates. Actual impact will depend on how much goods and service people buy.

Taxes on Income

Taxes on Property

Fees and Charges



General Sales Tax

Cities can apply a general sales tax on various transactions within a specific jurisdiction. These taxes can go into the general fund to help fund essential public services like infrastructure and public safety, especially in areas with significant retail or tourism. Despite sales taxes being commonplace in the rest of the United States, no Oregon municipality has implemented a general sales tax due to major voter opposition.

Rationale: A local sales tax helps diversify a city’s revenue sources, adding financial stability beyond reliance on property taxes and fees. For cities that experience significant costs from visitors using city infrastructure, a sales tax allows the city to capture revenue from these users.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapter 305.620. Also, Oregon’s home rule grants local governments limited authority to implement taxes to meet their specific fiscal needs.

Examples

City of Ontario became the first city in the state to attempt to create a general retail sales tax in 2017, passing an ordinance to create a 1 percent levy aimed at generating \$3.7 million annually. The revenue was intended to fund city services like law enforcement, street repairs, and parks. Ontario’s unique position on the Idaho-Oregon border, where shoppers cross to avoid Idaho’s 6 percent sales tax, was a major factor in its decision.² However, some residents opposed the tax, leading to efforts to overturn it via referendum in May 2018.³

City of Vancouver, Washington, has a combined use and sales tax rate of 8.7 percent as of late 2024. In 2023, 12.6 percent (or \$65 million) of the total sales tax revenue went to the City of Vancouver.⁴ The City leverages local sales tax revenues for public safety, infrastructure projects, and general city services. Compared to similarly sized cities in Washington, the City loses substantial sales tax revenues due to its proximity to Portland, which has no sales tax. A 2014 Cross Border Study by the State of Washington indicates that Washington’s border counties would lose \$193 million in state and \$54 million in local sales tax revenues to evasion.⁵

² Peacher, Amanda. 2017. “Ontario Becomes Oregon’s Only City To Approve A Sales Tax.” *Oregon Public Broadcasting*, September 27, 2017. Accessed November 14, 2024. <https://www.opb.org/news/article/ontario-oregon-sales-tax/>.

³ Terhune, Katie. 2018. “Ontario Voters Reject 1 Percent Sales Tax Proposal.” *KTVB*, May 16, 2018. <https://www.ktvb.com/article/news/politics/elections/ontario-voters-reject-1-percent-sales-tax-proposal/277-552809630>

⁴ City of Vancouver. 2023. “Your Retail Sales Tax.” *City of Vancouver 2023 Annual Report*. Accessed November 14, 2024. <https://www.cityofvancouver.us/2023-annual-report/your-retail-sales-tax/>

⁵ Washington State Department of Revenue. 2014. *Cross Border Study*. Accessed November 14, 2024. https://dor.wa.gov/sites/default/files/2022-02/Cross_Border_Study_2014.pdf



Considerations

Summary of Top Considerations: Although a general sales tax could be an adequate technical solution to budget needs, it is difficult to gather public support. Read about identifying champions and developing communication plans in *Part 1. Getting to a Yes: Developing a Revenue Strategy* section above.

- ◆ **Broad applicability:** A general sales tax would apply to many goods and services, creating a large and stable source of revenue for cities. Because the revenues would go into the general fund, cities can control how funds are spent.
- ◆ **Political messaging:** Because a general sales tax does not exist in Oregon, cities will need to carefully tailor their message to define the budget needs or pressures and what these dollars will fund, such as local infrastructure or public services. Capturing revenue from non-residents can be a key theme in the communication about the potential benefits of the tax. In cities with heavy tourist or cross-border traffic, local sales taxes ensure that visitors contribute to maintaining city services.
- ◆ **Vertical Equity:** Many economists consider sales taxes regressive because they are more burdensome to those with lower incomes. (Regressive taxes are those that disproportionately affect lower-income individuals.) This can be mitigated with structural choices about the goods and/or services that are taxed. For example, exclusions for groceries or medication are common for sales taxes.



Exhibit 3. Considerations for General Sales Tax

Compatibility with Budgeting Needs		
Adequacy	•••	Can generate significant revenue, especially in areas with high retail activity or tourist traffic.
Stability	••	Less stable than property taxes and may fluctuate with consumer spending levels and business cycles.
Versatility	•••	Usually no restrictions on use of funds. Can direct revenues to the general fund or to specific budgetary accounts.
Capacity for Growth	••	Can grow with increasing retail activity or tourism, keeping pace with cost of service. However, growth is limited during economic downturns, during times of high inflation, or if consumers shift to lower-tax areas.
Fairness		
Horizontal Equity	••	Applied uniformly to buyers of the targeted goods or services but will impact more frequent buyers of taxed goods or services.
Vertical Equity	•	Sales taxes are regressive, disproportionately impacting lower-income households who spend a larger share of their income on essentials. To balance vertical equity, cities can consider exemptions for basic necessities (such as groceries or medicine).
Nexus	•	Broad-based taxes that support the general fund do not have a clear nexus, and nexus is not required. Still, some nexus exists when the tax is paid by tourists or visitors who use the public infrastructure.
Administrative Ease		
Implementation	••	Requires coordination with retailers to set up. National and regional retailers already have experience collecting sales tax at point of sale. A new sales tax will require behavior change from small businesses to manage collection.
Collection	•••	Once in place, the collection process is handled by retailers, who include the tax in the price of goods and remit it to the municipality.
Enforcement	•••	Other communities outside Oregon with broad sales taxes do not report major issues.
Other Considerations		
Neutrality	•	Local sales taxes may reduce consumer spending or drive purchases to neighboring areas with lower or no sales tax. Lower tax rates will have less impact.
Political Feasibility	•	Local sales taxes face resistance in Oregon, partly because no city currently has one. Any city evaluating this tool should consider a ballot measure rather than implementation by ordinance.

Legend

- = Key advantages
- = Some limitations or exceptions
- = Considerable limitations
- D** = Depends



Targeted Sales Tax

A targeted sales tax, or an excise tax, applies to specific goods or services within a jurisdiction. It can generate revenue for local services like public safety, infrastructure, parks, and community programs. Examples in Oregon are:

- ◆ Goods like gasoline, alcohol, and tobacco
- ◆ Activities like lodging (hotel/motel taxes) (see page 36 for Transient Lodging Tax)
- ◆ Car rentals
- ◆ Admissions to events (e.g., theater, concert)

Rationale: Cities across Oregon use targeted sales taxes on specific goods or services to fund transportation projects or local services. These taxes often focus on items that capture significant contributions from tourists and non-residents, helping shift part of the tax burden away from local residents.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 305 to 324

Examples

City of Ashland has a five percent tax on all prepared food items and beverages.⁶ This tax includes food sold by restaurants, food trucks, and other establishments. Revenues from the tax are used to support the acquisition and maintenance of parklands and to fund wastewater treatment facilities.⁷

City of Cannon Beach passed a five percent Prepared Food Sales Tax in November 2021.⁸ Businesses selling prepared food collect the tax on behalf of the City and remit it to the City every quarter. The businesses may retain 5 percent of taxes collected to mitigate collection costs.⁹

City of Redmond approved a five-year, 12.5-percent tax on rental cars In January 2024. The city plans to use revenues for transportation infrastructure.¹⁰

⁶ City of Ashland. n.d. "Business Registration & Transient Lodging Tax." Accessed October 3, 2024. <https://www.ashlandoregon.gov/244/Business-Registration-Transient-Lodging->

⁷ Silver, Dean. 2022. "The Evolution of the Food and Beverage Tax." *The Ashland Chronicle*. July 04, 2022. Accessed November 4, 2024. <https://theashlandchronicle.com/the-evolution-of-the-food-and-beverage-tax/>

⁸ City of Cannon Beach. n.d. "Prepared Food Sales Tax." Accessed October 3, 2024. <https://www.ci.cannon-beach.or.us/finance/page/prepared-food-sales-tax>

⁹ City of Cannon Beach. n.d. *A Business Guide to the Cannon Beach Prepared Food Sales Tax*. Accessed October 3, 2024. <https://www.ci.cannon-beach.or.us/media/17036>

¹⁰ City of Redmond. n.d. "Rental Car Tax." Accessed November 14, 2024.

<https://www.redmondoregon.gov/government/departments/finance/rental-car-tax>



Considerations

Summary of Top Considerations: Targeted sales taxes are common in Oregon. Compatibility with budgeting needs largely depends on the good or service in question. A targeted sales tax requires coordination with retailers but can be relatively easy to administer. It may reduce consumption of the targeted good or service, whether intended or not. Like general sales tax, they disproportionately impact lower-income individuals.

Exhibit 4. Considerations for Targeted Sales Tax

Compatibility with Budgeting Needs		
Adequacy	D	Depends on the good or activity. More targeted taxes generate less revenue. Food and beverage taxes can generate more revenue.
Stability	• •	Less stable than property taxes and may fluctuate with consumer spending levels and changes to inflation. Seasonality in areas with more tourism spending such as rental cars and prepared food.
Versatility	D	Usually no restrictions on the use of funds. But if a city chooses a budgetary account to fund, it will be difficult to fund other uses later.
Capacity for Growth	D	Can grow with economic activity, keeping pace with cost of services. But potential for growth depends on the specific goods or services.
Fairness		
Horizontal Equity	• •	Applied uniformly to buyers of the targeted goods or services but will impact more frequent buyers of taxed goods or services.
Vertical Equity	•	Generally regressive, disproportionately impacting lower-income households who spend a larger share of their income on essentials subject to tax. But can depend on the taxed goods or services.
Nexus	D	Depends on use. For example, a motor vehicle rental tax that funds road infrastructure projects would have a clear nexus.
Administrative Ease		
Implementation	• •	Requires coordination with retailers to set up. National and regional retailers already have experience collecting sales tax at point of sale. A new sales tax will require behavior change from small businesses.
Collection	• • •	Once in place, the collection process is handled by retailers, who include the tax in the price of goods and remit it to the municipality.
Enforcement	• • •	Other communities outside Oregon with broad sales taxes do not report major issues.
Other Considerations		
Neutrality	• •	Targeted taxes can reduce consumption of the targeted goods or services. This is sometimes an intended effect (e.g., tobacco). If the tax is too high, it may drive consumers to neighboring jurisdictions that do not have a similar tax.
Political Feasibility	• •	Several jurisdictions have implemented targeted sales taxes. There are precedents for the political feasibility of a targeted local sales tax. Voter approval is required for some taxes.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Fuel Tax

A fuel tax is a targeted sales tax charged on gasoline sales in a jurisdiction. Revenues fund the construction, repair, operation, and maintenance of local roads and streets.

Rationale: A fuel tax can help diversify funding sources beyond property taxes and state allocations. It creates a dedicated stream of revenue for road maintenance and new transportation investments. It can discourage using gas-powered vehicles and encourage using fuel-efficient vehicles, public transportation, and other transportation modes.

Who pays: Residents, visitors, and businesses that use fuel

Statutory reference: ORS Chapters 319.010 to 319.430

Additional resources:

- ◆ [Model Motor Vehicle Fuel Tax Ordinance](#) (League of Oregon Cities, 2020).
- ◆ [Fuels Tax Taxable Distribution Reports](#) (Oregon Department of Transportation).

Examples

According to the Oregon Department of Transportation, 31 local jurisdictions collect local fuel taxes as of 2024.¹¹

City of Eugene implemented a local fuel tax in 2003 (five cents per gallon as of 2024). The City dedicates revenues from this local gas tax to build, repair, maintain, operate, and preserve city-owned roads and streets. The gas tax ordinance stipulates that no revenue shall be used for capacity-enhancing street improvements.¹²

City of Newport had funded local road infrastructure with a local fuel tax that varies seasonally. Since 2009, the fuel tax had been three cents in the summer months and one cent in the rest of the year. In 2021, the City proposed to increase their gas tax to five cents year-round. The ballot measure was defeated along with a prepared food tax.¹³ In May 2024, the City passed an ordinance to increase the fuel tax to five cents per gallon, effective October 1st, 2024.¹⁴

¹¹ Oregon Department of Transportation. n.d. "Current Fuel Tax Rates." Accessed October 15, 2024. <https://www.oregon.gov/odot/ftg/pages/current%20fuel%20tax%20rates.aspx>

¹² City of Eugene. n.d. "Local Gas Tax." Accessed October 15, 2024. www.eugene-or.gov/1085/Local-Gas-Tax

¹³ Card, Steve. 2024. "Newport Proposing Gas Tax Increase." *Newport News Times*, February 29, 2024. Accessed October 5, 2024. https://www.newportnewstimes.com/news/article_636e95cc-d14b-11ee-b266-ef8765f6eb2e.html

¹⁴ Oregon Department of Transportation. n.d. "Fuels Tax." Accessed October 5, 2024. www.oregon.gov/odot/ftg/



Considerations

Summary of Top Considerations: Fuel taxes exist at local, state, and federal levels. They have been a reliable source of revenue for funding some transportation-related projects. However, fuel-efficiency improvements are reducing their reliability. Without a statewide solution like a vehicle miles traveled tax, cities may need to raise fuel tax rates. Also, there may be public opposition if it is perceived as a tax on lower-income, car-dependent households without alternative means of transportation. Cities also need to consider fuel prices and taxes in neighboring jurisdictions where drivers could purchase fuel instead.

Exhibit 5. Considerations for Fuel Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Known for providing consistent funding, but fuel efficiency improvements are reducing total fuel consumption and revenue. Cities may need to change tax rates or adopt a new tax in the future.
Stability	• •	Stable in the near-term but can decline over time due inflation and shifts toward alternative fuels and electric vehicles (EVs).
Versatility	•	Restricted to transportation-related purposes.
Capacity for Growth	•	Fuel consumption is falling due to vehicle fuel efficiency improvements and EV technology.
Fairness		
Horizontal Equity	• •	Individuals pay in proportion to the amounts of fuel they buy. But it does not account for different driving needs or vehicle fuel efficiencies among similar income groups.
Vertical Equity	•	Disproportionately impacts lower-income individuals who spend a higher share of their income on fuel.
Nexus	• • •	State laws require that fuel tax revenues be spent on roadway improvements resulting in a strong nexus.
Administrative Ease		
Implementation	• • •	Relatively simple, leveraging existing tax collection systems. Requires setting the tax rate and coordinating with fuel distributors/retailers.
Collection	• • •	Collected at the point of sale by fuel retailers.
Enforcement	• • •	Enforcement is relatively easy, as compliance is monitored directly through fuel sales records.
Other Considerations		
Neutrality	• •	Might have a modest impact on fuel consumption. But local governments need to consider fuel prices and availability in neighboring jurisdictions without a similar fuel tax. It could result in unintended consequences.
Political Feasibility	D	Many jurisdictions have successfully implemented fuel taxes, suggesting it can be political feasible in some places. There are looming issues related to fuel economy, climate change, and disproportionate impacts on lower-income drivers.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Transient Lodging Tax

Cities and counties may impose taxes on hotels, motels, campgrounds, short-term rentals, and other temporary lodgings. Transient Lodging Tax (TLT) has become more prominent with the growth of hosting and home-sharing platforms. Any TLT set by local governments is in addition to Oregon's statewide TLT of 1.5 percent.

House Bill 2267 (2003) limited local control over TLTs by requiring cities and counties to allocate at least 70 percent of new or increased TLT revenue to “tourism promotion” or “tourism-related facilities.”¹⁵ The remaining 30 percent can be used more flexibly, including for general city services or infrastructure that may not be directly tied to tourism. This could support public safety (e.g., policing or emergency services for tourist-heavy areas), transportation improvements, or maintaining parks and roads. Cities with pre-existing TLTs prior to 2003 can maintain their prior distribution ratios but cannot reduce the portion spent on tourism promotion below the 2003 levels. New TLTs in these cities would be subject to the 70/30 split.

Many communities with large numbers of tourists have expressed the need for more flexible funding allocations, given the strain that tourism places on their local infrastructure. Past TLT revenues funded tourism promotion to help establish some communities as tourist destinations. These communities now need the revenues to sufficiently fund the infrastructure that tourists rely on.

Rationale: A TLT can leverage tourism activity by generating revenue from non-residents who use local services and infrastructure. Since tourists and visitors place additional demand on public services, TLT allows jurisdictions to recover costs associated with tourism-related expenses.

Who pays: Tourists and local customers of overnight lodging facilities

Statutory reference: ORS Chapters 320.300 to 320.365

Additional resources:

- ◆ [Legal Guide to Collecting Lodging Taxes in Oregon](#) (League of Oregon Cities, 2021). This guidebook provides city leaders with an overview of state regulations on local TLTs, covering how the tax is collected, how cities can use the revenue, and the effects of changes to the tax rate. It addresses challenges like short-term rental platforms and includes resources such as model ordinances, agreements, and tax forms to assist with implementation and amendments.

¹⁵ ORS 320.300 outlines definitions for tourism promotion and tourism-related facilities as “a conference center, convention center or visitor information center; and other improved real property that has a useful life of 10 or more years and has a substantial purpose of supporting tourism or accommodating tourist activities.”



Examples

City of Newport imposes a 12 percent transient room tax on lodging rented for less than 30 days duration. The tax is used for general government purposes (54 percent) and for tourism promotion and facilities purposes (46 percent) as stated in the City of Newport Municipal Code (NMC), Chapter 3.05.¹⁶ TLT in the City of Newport is not subject to the 70/30 split in how revenues can be used because it was in place before relevant statutes were adopted.

City of Manzanita is another Oregon community with a TLT established before the state passed ORS 320.345 and 320.350 in 2003, which restricts how TLT revenues can be used. Because the City implemented its original 7 percent tax before these regulations, it can continue using all of the revenue from that portion of the tax at its discretion. However, Manzanita raised its TLT rate to 9 percent after July 2, 2003, when the new restrictions took effect. Under these restrictions, 70 percent of the additional TLT revenue must be allocated to tourism promotion and tourism-related facilities, while 30 percent remains available for general use.¹⁷ Even in cities like Newport and Manzanita where a portion of TLT revenue is unrestricted, new TLT revenue is restricted. It falls short of covering the costs of key services for overnight visitors, such as parking, road maintenance, and emergency services.

In total, 84 cities and 15 counties in Oregon have a local TLT, with many of the tax rates between 8 percent and 11 percent.^{18, 19} Some are administered by the state, but many are locally administered. For nearly all jurisdictions, TLT is an insufficient funding tool because at least 70 percent of the revenue must be allocated to tourism promotion and tourism-related facilities, rather than general use.

Considerations

Summary of Top Considerations: Many jurisdictions have local TLTs, which makes it relatively easy to establish a new TLT or increase the rate. Residents quickly understand the messaging: charging visitors to pay for infrastructure and services they use. However, local residents would still pay it too, and businesses that depend on tourism activities will be cautious about taxes on tourists. The main challenge with TLT is its inadequacy to meet budget needs beyond funding tourism promotion activities. The tax base is limited to lodging activities, and cities are restricted in how they can use the revenue.

Focus groups and surveys showed that Oregonians are generally supportive of changes to how the revenue is used (70 percent supporting vs. 20 percent opposing).

¹⁶ City of Newport. n.d. "Room Tax." Accessed November 14, 2024.

<https://www.newportoregon.gov/dept/fin/roomtax.asp>

¹⁷ City of Manzanita. 2023. *Manzanita Funding Diversification Study*. June 2023. https://ci.manzanita.or.us/wp-content/uploads/2023/08/FINAL-Manzanita_Funding_Diversification_Study_061323.pdf

¹⁸ Oregon Legislative Revenue Office. *2024 Oregon Public Finance: Basic Facts*. Research Report #1-24.

¹⁹ Oregon Department of Revenue. n.d. "Transient Lodging Tax." Accessed November 14, 2024.

<https://www.oregon.gov/dor/programs/businesses/pages/lodging.aspx?wp6937>



Exhibit 6. Considerations for Transient Lodging Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Inadequate because only 30% of the funding is available for core infrastructure needs that many cities struggle to fund.
Stability	•	Can be volatile and is not a guaranteed source of income. Declines in tourism or natural disasters can lead to revenue decreases.
Versatility	•	Oregon law limits the use (70% for tourism promotion and facilities, 30% for general government use).
Capacity for Growth	D	Growth is tied to market fluctuations and household ability to travel. Some communities have restricted the number of vacation rentals which would otherwise help generate additional TLT revenues.
Fairness		
Horizontal Equity	• •	Applies uniformly to all visitors using lodging services but lodging and tourism-related spending patterns are different among visitors.
Vertical Equity	•	Does not vary based on the income of lodging users. However, visitors in some destinations may have greater disposable income.
Nexus	• • •	Strong link, as ORS requires at least 70% of funds to be spent on tourism-related services. This ensures that visitors who pay the tax benefit from the funded improvements. In areas with broader discretionary use of the funds, most communities are using it to support infrastructure which tourists also use.
Administrative Ease		
Implementation	• • •	Local governments set their tax rates by ordinance. Alternatively, some cities have an agreement for the county impose the tax and share a portion of the collected revenue with cities.
Collection	• • •	Collected by hotels, motels, and other lodging providers at the point of sale and remitted to the city. New collection laws and agreements will be needed as new technology platforms emerge.
Enforcement	• •	Collection and remittance from home-sharing platforms has been inconsistent. Some cities, like Portland, have regulations and partnerships with platforms like Airbnb to ensure compliance.
Other Considerations		
Neutrality	• • •	Has minimal impact on tourism unless the rate is excessively high, at which point it could marginally reduce tourism spending. Rate setting considerations should focus on raising revenue without significantly reducing tourism activity.
Political Feasibility	• • •	Most cities have broad political support for more broad use of TLT revenues, especially for infrastructure and services impacted by tourism. Still, there can be some opposition from the tourism industry and local businesses that rely on tourism activity.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Construction Excise Tax

In 2016, SB 1533 allowed Oregon jurisdictions to start imposing a construction excise tax (CET) on construction permits issued within their jurisdiction. Cities and counties tend to raise funds for affordable housing projects with CETs, while school district CETs raise money for school capital improvements. Cities can assess CET on residential, commercial, and/or industrial development. Cities and counties need to coordinate—with an intergovernmental agreement, for example—when taxing the same property. However, school districts can impose CETs without coordinating with a city or a county. The tax is based on the value of the construction permit, which is based on the project plan submitted to the permitting department and reflects the estimated cost of the construction, including labor, materials, and other associated expenses.

- ◆ **Residential construction:** Cities and counties can adopt a combined maximum CET of one percent of the permit value on residential construction. Cities may retain four percent of funds to cover administrative costs. The remaining funds from a residential CET must be allocated as follows:
 - 50 percent must be used for developer incentives (e.g., fee and SDC waivers, tax abatements, etc.).
 - 35 percent may be used flexibly for affordable housing programs, including planning activities.
 - 15 percent funds homeownership programs in Oregon Housing and Community Services (OHCS).
- ◆ **Commercial or industrial uses:** The rate is uncapped. Fifty percent of the funds must be used for allowed developer incentives and the remaining 50 percent is unrestricted.

Rationale: Because development increases demand on public services and infrastructure, CETs shift the added costs to developers and future residents and businesses, as opposed to existing taxpayers. Cities experiencing and anticipating challenges with housing affordability can use the tax to create an affordable housing fund.

Who pays: Developers

Statutory reference: ORS Chapters 320.170 to 320.195

Additional resources:

- ◆ [Construction Excise Tax Policy](#) (Oregon Housing and Community Services, 2021)
- ◆ The Housing Alliance maintains [a spreadsheet](#) to track local CETs for affordable housing.
- ◆ [Indexing of School Construction Excise Taxes](#) (Oregon Department of Revenue, 2022)



Examples

Communities all across Oregon have adopted CETs to strategically mitigate the impact of new development on services, infrastructure, local budgets, and affordability.

City of Cannon Beach adopted a CET in 2017.²⁰ The CET is assessed at 1 percent of the construction permit value on both residential and commercial developments and is overseen by the City Manager. The tax was expected to generate approximately \$96,000 per year, with 50 percent funding affordable housing incentives and 35 percent funding affordable housing programs.

City of Eugene established a CET in 2019.²¹ The revenues are deposited in an Affordable Housing Trust Fund (AHTF), and its deployment is strategically guided by their Affordable Housing Trust Fund Advisory Committee. The revenues fund housing for households earning 100 percent of the median family income and below. After remitting 15 percent for OHCS homeownership programs and 4 percent for City administration costs, the CET generated \$3.3 million for the AHTF during the first four years of operation.²²

City of Portland adopted a CET in 2016²³ to fund affordable housing serving people earning 60 percent of the median family income or below and inclusionary zoning developer incentives. The CET is assessed at 1 percent of the construction permit value on both residential and commercial developments and is overseen by the Portland Housing Bureau. The tax was expected to generate \$8.1 million annually.



²⁰ City of Cannon Beach. 2017. "17-07: Amending Cannon Beach Municipal Code Title 3, Revenue and Finance, by Adding Chapter 3.20, Construction Excise Tax." Accessed November 14, 2024. <https://www.ci.cannon-beach.or.us/ordinance/17-07-amending-cannon-beach-municipal-code-title-3-revenue-and-finance-adding-chapter-320>

²¹ City of Eugene. n.d. "Affordable Housing Trust Fund." Accessed October 2024. <https://www.eugene-or.gov/4232/Affordable-Housing-Trust-Fund>

²² City of Eugene. n.d. Affordable Housing Trust Fund (AHTF). Two Year Program Review: FY22 & FY23. Accessed December 13, 2024. <https://www.eugene-or.gov/DocumentCenter/View/71813/FY22-23-AHTF-Program-Review>

²³ City of Portland. 2016. "Chapter 6.8 Construction Excise Tax." Accessed October 2024. <https://www.portland.gov/code/6/08>



Considerations

Summary of Top Considerations: CETs require a clear nexus between new construction and public infrastructure. The raised revenue will fluctuate over time with economic cycles and depend on changes to land use policy and decisions.

Exhibit 7. Considerations for Construction Excise Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Can generate dedicated funding for affordable housing or schools. Can be a funding source to backfill foregone revenue from property tax abatements or fee waivers.
Stability	•	Fluctuates with development cycles. When new development activity slows, little revenue is collected.
Versatility	• •	Limited to uses in the statute. However, cities have some flexibility in defining affordable housing programs to best meet local needs.
Capacity for Growth	D	Depends on housing market activity, which is in turn dependent on factors like development activity, land availability, economic conditions, and local land use policies.
Fairness		
Horizontal Equity	• •	Does not apply to all development types; targeted to market-rate housing and commercial development, while many institutional, religious, and affordable housing projects are exempt. However, taxable developments pay the same tax rate.
Vertical Equity	• •	May disproportionately impact smaller developers; larger developers can spread out the costs across larger projects. But cities have used exemptions for developments under a set size to mitigate this.
Nexus	• • •	Revenues are used to address the increased demand for housing (and school services) related to new developments.
Administrative Ease		
Implementation	• •	Requires local administrative staff that work with the construction permitting process. New personnel might not be needed, though it could depend on the size of the city staff.
Collection	• • •	Once adopted, the tax is usually applied during the construction permitting process. Collection is straightforward because the tax is applied and paid when permits are issued.
Enforcement	• • •	Tied to permitting process, so failure to pay will stall permit approval, making compliance necessary for new developments.
Other Considerations		
Neutrality	•	Can increase development costs, which can slow construction activity or raise housing prices.
Political Feasibility	• •	Taxes on new developments are generally supported by the broader public. But there would be opposition from developers.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



TAXES ON INCOME

Cities can charge a tax based on the net incomes of individuals and businesses. Local income taxes, if they exist, are usually a small share of income taxes compared to state and federal income taxes. Income taxes are paid quarterly or withheld with each paycheck. Annual tax filing requirements ensure proper calculation of tax liabilities and refunds.

Local revenue tools covered in this section are:

- ◆ [Personal Income Tax \(page 43\)](#)
- ◆ [Business Income Tax \(page 45\)](#)
- ◆ [Payroll Tax \(page 47\)](#)

Local income taxes are rare in Oregon. They can make some households leave for another place in the same region without a local income tax. Administrative and political challenges are likely.

Goods and Services

Taxes on Property

Fees and Charges



Personal Income Tax

Cities, as well as other local governments, can charge a personal income tax on residents' income, including wages, salaries, and other forms of earnings. It is typically structured as a percentage of income and collected in addition to state and federal income taxes. It can have a progressive tax structure, taxing higher income brackets at higher rates.

Rationale: Implementing a local personal income tax provides cities, counties, and regional governments with a reliable source of revenue to fund essential services such as public safety, infrastructure, and education, especially in areas with limited property tax revenues.

Who pays: Workers

Statutory reference: ORS Chapters 305.620 and 316. For mass transit and transportation districts, ORS Chapters 267.300 and 267.370.

Examples

Portland Metro Area: Local governments in the Portland region started using local income taxes in 2021. The Metro Supportive Housing Services tax is a 1 percent tax on incomes earned in Metro and funds supportive housing services for people experiencing homelessness. The Multnomah County Preschool for All tax is a countywide 1.5 percent tax and funds programs for early childhood education. They both target high earners and were approved by voters in 2020.²⁴



Considerations

Summary of Top Considerations: A personal income tax can be a significant new source of revenue for cities because of the sizable personal income tax base. Income taxes are generally progressive with higher income households bearing a larger share of the tax burden. Implementation can be challenging, both administratively and politically.

²⁴City of Portland. n.d. "Personal Income Tax Withholding Information for Employers/Payroll Providers." Accessed October 3, 2024. <https://www.portland.gov/revenue/withholding#toc-overview-shs-and-pfa-personal-income-tax>



Exhibit 8. Considerations for Personal Income Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate substantial revenues, especially in areas with a large or high-earning population. Can be tailored to meet specific revenue needs by adjusting rates or income brackets.
Stability	•	Can fluctuate with economic conditions. In a downturn, revenues decrease as unemployment rises and wages fall. Moreover, capital gains component of income can fluctuate with economic conditions.
Versatility	D	Theoretically can support the general fund. But experience in Oregon suggest the revenue could be designated to specific purposes.
Capacity for Growth	• • •	Will grow over time as the local economy expands.
Fairness		
Horizontal Equity	• •	Structured so that individuals with similar incomes are taxed at the same rate. However, various deductions, tax credits, and treatment of different types of income can lead to different tax burdens for individuals in the same income bracket.
Vertical Equity	• •	Progressive income taxes result in higher tax rates for those with greater ability to pay. However, the actual tax burden will depend on deductions and tax credits. Higher-income individuals tend to have greater access to investment vehicles and preferential tax treatments that reduce their tax burden. Additional sensitivity may be necessary for middle-income earners in high-cost areas.
Nexus	•	Tax is based on one’s residence, not place of employment. Moreover, many types of programs funded with income tax revenue are not related to the source of the income.
Administrative Ease		
Implementation	•	Requires careful coordination with state tax authorities to ensure compliance and avoid conflicts with other tax obligations. Initial setup process can be time-consuming, particularly for smaller cities.
Collection	• • •	When integrated with state tax systems, collection is streamlined, reducing administrative burdens.
Enforcement	• •	Effective enforcement may require additional resources for auditing and addressing tax evasion. Coordination with state agencies can mitigate some enforcement challenges.
Other Considerations		
Neutrality	•	Can influence individual decisions about where to live or work, potentially reducing workforce mobility in areas with higher rates.
Political Feasibility	•	Can be politically challenging, especially if the tax is perceived as a financial burden. Framing it as a tool for funding essential services can enhance acceptance, but there may be resistance, particularly from residents impacted by the tax or businesses concerned about competitiveness.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Business Income Tax

A business income tax is levied on the net income of businesses operating within a specific jurisdiction. Net income is the profit that remains after removing costs and expenses from the gross revenue. This tax applies to various business entities, including corporations, partnerships, and sole proprietorships.

Rationale: Business income taxes can provide a sizable revenue stream for local governments, helping to fund essential public services such as infrastructure, public safety, and economic development initiatives. The tax can be adjusted to reflect the financial capacity of businesses, promoting fairness and sustainability in revenue collection.

Who pays: Businesses

Statutory reference: ORS Chapters 305.620, 317, 317A, and 318.

Additional resources:

- ◆ [Who Bears the Burden of the Corporate Income Tax?](#) (Tax Policy Center). This briefing explains how the burden of corporate income taxes is distributed among shareholders, workers, and consumers. It emphasizes the indirect effects of corporate taxes, such as lower wages or higher consumer prices, particularly in capital-intensive industries.

Examples

City of Portland: The City imposes a 2.6 percent business license tax on net income, which the city uses as revenue for the General Fund (police, fire, some parks programs, and general government functions).²⁵

Multnomah County: The County imposes a 2 percent business income tax which goes to the County General Fund to finance libraries, law enforcement, community corrections, jails, juvenile justice, bridges, social services, and health services.²⁶

Metro: In 2020, voters approved a 1 percent tax on businesses that do business within the region with gross receipts over \$5 million within Metro’s jurisdiction. The Supportive Housing Services Business Income Tax funds housing assistance and services aimed at ending homelessness in the region.²⁷

²⁵ City of Portland. n.d. “Business Tax Filing and Payment Information.” Accessed October 3, 2024. <https://www.portland.gov/revenue/business-tax#toc-overview-of-the-business-taxes>

²⁶ *ibid.*

²⁷ *ibid.*



Considerations

Summary of Top Considerations: Although business income taxes can generate significant revenue for cities, studies have shown that high business income taxes depress economic activity, especially if tax policy differs among cities within a metropolitan region. Recognizing that an income tax would disproportionately affect smaller businesses, most jurisdictions include exemptions and other conditions that attempt to make the income tax fairer. Implementation is likely to be a challenge, both administratively and politically.

Exhibit 9. Considerations for Business Income Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate significant revenue, particularly in areas with a strong commercial base. May need periodic adjustments to remain effective.
Stability	•	Can fluctuate with economic conditions. In a downturn, revenues decrease as unemployment rises and wages fall.
Versatility	D	Theoretically can support the general fund. But experience in Oregon suggest the revenue could be designated to specific purposes.
Capacity for Growth	• • •	Will grow over time as the local economy expands.
Fairness		
Horizontal Equity	• •	Structured to tax businesses with similar incomes and in the same industry at the same rate. However, businesses with similar revenues but in different industries could face different tax burdens depending on their business models.
Vertical Equity	• •	While a progressive rate structure is rare, minimum income thresholds are common.
Nexus	• •	Revenues partially fund public infrastructure that are shared by many businesses. However, the benefits that businesses perceive or receive will not always match the taxes they pay.
Administrative Ease		
Implementation	•	Requires careful coordination with state tax authorities to ensure compliance and avoid conflicts with other tax obligations. Initial setup process can be time-consuming, particularly for smaller cities.
Collection	• •	Streamlined when integrated with state tax systems, reducing administrative burdens. However, the complexity of business operations across borders can complicate the collection process.
Enforcement	• •	Can be challenging, particularly for businesses with complex financial structures. May require additional resources for auditing, monitoring, and addressing tax evasion and tax avoidance.
Other Considerations		
Neutrality	•	May discourage investment or encourage businesses to relocate.
Political Feasibility	•	Can face political challenges, particularly from business communities concerned about the impact on profitability and competitiveness.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Payroll Tax

A payroll tax is levied on employers or employees based on the wages and salaries paid to workers. Unlike income taxes, payroll taxes are withheld by employers from employees' paychecks and remitted to the government. Local payroll taxes fund various local services like public transportation. In some cases, employers also pay a portion of the tax.

Rationale: Payroll taxes provide stable revenue by spreading contributions across employers and employees, with less volatility than other taxes. They also support essential services like transportation and public safety.

Who pays: Workers and businesses

Statutory reference: ORS Chapters 305.620 and 320.550. For mass transit and transportation districts, ORS Chapters 267.300 and 267.385.

Examples

Eugene Community Safety Payroll Tax: In 2019, voters in Eugene approved this tax to fund public safety initiatives. Effective January 1, 2021, the tax applies to businesses and employees within city limits. Businesses pay 0.21 percent of their total payroll, while employees contribute 0.44 percent of their wages. The tax addresses increasing demands on public safety services, including police, fire, and emergency response.²⁸

Lane Transit District (LTD) Payroll Tax: The Lane Transit District in the Eugene-Springfield area imposes a payroll tax on employers to fund local public transportation. The tax rate is 0.8 percent for calendar year 2025.²⁹

Salem Payroll Tax: In 2023, voters in Salem rejected a payroll tax, which would have funded police, fire, and homeless services. The proposed tax rate was 0.814 percent on all wages above the minimum wage.³⁰

TriMet Payroll Tax: This tax is levied by the Tri-County Metropolitan Transportation District (TriMet) in the Portland metropolitan area. Starting July 1, 2018, employers within the TriMet district were required to retain 0.1 percent of employee wages. Effective January 1, 2024, the tax rate is 0.8137 percent. The tax funds public transportation services.³¹

²⁸ Eugene Area Chamber of Commerce. n.d. "Community Safety Payroll Tax." Accessed October 3, 2024. https://www.eugenechamber.com/uploads/7/2/3/0/72309947/ecj_business_onesheet-print.pdf

²⁹ Lane Transit District. n.d. "Payroll & Self-Employment Tax Information." Accessed October 3, 2024. <https://www.ltd.org/payroll-self-employment-tax-information/>

³⁰ McDonald, Abbey. "82% of Salem voters reject city payroll tax." November 7, 2023. Accessed December 13, 2024. <https://www.salemreporter.com/2023/11/07/82-of-salem-voters-reject-city-payroll-tax/>

³¹ TriMet. n.d. "Payroll and Self-Employment Tax Information." Accessed October 3, 2024. <https://trimet.org/taxinfo/>



Considerations

Summary of Top Considerations: Like income taxes, payroll taxes can generate substantial revenue, but equity concerns remain. Payroll taxes can be regressive, affecting lower-income workers more since the taxes are a flat percentage of wages. Experience in Oregon shows cities may need to forego future flexibility in how the revenue can be used with a predefined funding objective so that there will be greater public support.

Exhibit 10. Considerations for Payroll Tax

Compatibility with Budgeting Needs		
Adequacy	•••	Can generate substantial revenue, especially in cities with a large number of businesses and employees. Though tax rates are low, revenue potential is large because the tax is applied broadly.
Stability	•	Can fluctuate with economic conditions. In a downturn, layoffs can reduce revenue.
Versatility	•	Available examples in Oregon show that payroll taxes are intended to fund specific purposes.
Capacity for Growth	•••	Will generally grow over time as the local economy expands.
Fairness		
Horizontal Equity	••	Generally applied consistently across similar businesses. Employers, regardless of size, contribute proportionately to their payroll.
Vertical Equity	•	A flat percentage of wages and does not scale with the employee's ability to pay. Lower-income workers may feel a greater burden relative to their income if there is not a tiered tax structure.
Nexus	D	A strong nexus when revenues are used to fund services that directly benefit workers (e.g., public transportation, workforce development).
Administrative Ease		
Implementation	••	Relatively easy to administer, as they can be integrated into existing payroll processing systems. Requires careful coordination with state tax authorities to ensure compliance and coherence.
Collection	•••	Once established, the tax can be efficiently collected.
Enforcement	•••	Compliance rates are typically high due to automated deductions. Enforcement costs are lower compared to taxes with requiring filings.
Other Considerations		
Neutrality	••	Minimal impact on economic behavior, as they are based on wages rather than business profits or consumer spending. Can lead to reduced hiring, lower wages, or a greater shift towards automation, particularly in industries with thin profit margins.
Political Feasibility	••	Can face opposition from businesses and communities concerned about increased costs. Still, payroll taxes are not as salient as income taxes. Also, specifying programs that will be funded with the revenue makes it easier to garner support.

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



TAXES ON PROPERTY

Property taxes constitute the largest portion of most cities' revenues, aside from government transfers. Property tax revenue is limited by Measures 5 and 50 and goes into the general fund. However, local jurisdictions can pursue additional levies and create financing mechanisms backed by property taxes to fund local investments.

An important consideration with any property tax in Oregon is the long-term effects of Measure 50. Property is taxed on its assessed value, which differs from a property's market value. A property's assessed value cannot grow more than 3 percent each year (with some exceptions). However, (a) market value fluctuates with economic cycles, (b) it has historically grown more than 3 percent per year for most properties, and (c) the pace of change can vary within a neighborhood. Now, two homes in the same neighborhood with similar market values may have dramatically different assessed values and property tax assessments, creating an inequitable tax system.

Additional Resources

[FAQ on Measures 5 and 50](#) (League of Oregon Cities, 2023). For more information about the measures, compression, assessed values, and real market values.

Local revenue tools covered in this section are:

- ◆ [Local Option Levies \(page 51\)](#)
- ◆ [Special Districts \(page 53\)](#)
- ◆ [Local Improvement Districts \(page 55\)](#)
- ◆ [Economic Improvement Districts / Enhanced Service Districts / Business Improvement Districts \(page 57\)](#)
- ◆ [General Obligation Bonds \(page 61\)](#)
- ◆ [Tax Increment Financing \(page 63\)](#)

Goods and Services

Taxes on Income

Fees and Charges



Property Tax 101

Oregon's property tax system operates within constitutional limitations voters approved through Measures 5 and 50. They created a framework that limits tax growth while introducing complexities like compression and tax disparities tied to assessed values for individual properties.

Measure 5, passed in 1990, introduced constraints on property tax levies. It capped property taxes at \$10 per \$1,000 of real market value for general government services and \$5 per \$1,000 for education services.

In 1997, Measure 50 created:

- ◆ **A permanent tax rate limit** for each taxing district that cannot be changed by the district or its voters. Voters can approve temporary levies (i.e., local option levies) to exceed the permanent tax rate.
- ◆ **An assessed value** for each property, which (a) is distinct from the **real market value**, (b) is used to calculate property taxes for each property, and (c) cannot grow more than 3 percent each year, though exceptions apply for new constructions and major improvements. (Measure 5 limits still apply to the real market value.)

Assessed values were smaller than real market values in 1997, and for most properties the gap between the two values widened over time as property prices grew faster than three percent per year. Depending on when properties were built and how the local market changed since 1997, similarly priced properties can have very different assessed values. For example, a house built in 1995 may have an assessed value significantly lower than a similar house built in 2005 has, even if their real market values are similar today. This can create inequities in how much property taxes people pay for similar properties.

When the calculated property taxes exceed these limits, a process called **compression** reduces the final tax bill. Compression proportionately reduces levy rates until the taxes are within the Measure 5 limits. Local option levies and special district assessments are compressed first, and they must be reduced to zero before any compression is applied to permanent rate levies. General obligation bond levies are not subject to compression.

In communities where compression loss is more significant, it can be difficult for overlapping taxing districts to secure adequate revenue. New levies can trigger compression and proportionately reduce property tax levies of overlapping districts. Compression forces taxing jurisdictions to compete for a limited pool of funds, compounding the challenges faced by local governments.

While Oregon's property tax system provides predictable tax bills for taxpayers, it restricts local governments' ability to respond to inflation, growth, and rising service demands. The reliance on assessed values rather than real market values and the limitations imposed by compression hinder local governments' ability to meet growing needs, resulting in funding gaps for critical public services.



Local Option Levies

A local option levy is a time-limited property tax (5 years for operating levies, 10 years for capital levies). It requires voter approval and is charged in addition to permanent property tax rates. Levies are subject to Oregon’s Measure 5, which may limit the levy’s effectiveness due to compression risks. Overlapping taxing districts could see reduced revenues if the combined tax rate exceeds constitutional limits.

Compression is the reduction of tax assessments to stay within the limitations imposed under Measures 5. If layering tax rates of various jurisdictions leads to a tax assessment greater than \$10 per \$1000 of real market value (\$5 per \$1000 for education), the tax rates are “compressed” or reduced proportionately. Compression calculations are complex and completed annually for every property to determine taxes imposed. Compression risk is generally low when market values (which fluctuate with market cycles) are high relative to assessed values.

Rationale: Local option levies can be a targeted funding solution for specific services. It can bridge budget gaps that are often associated with property tax limitations.

Who pays: All property owners within the city limits

Statutory reference: ORS Chapters 280.040 to 280.145

Examples

Corvallis City Livability Services Local Option Levy: In 2023, Corvallis passed a local option levy with 66.5 percent voter support. The levy generates about \$6 to \$7 million annually to support operations of the public library and the Parks and Recreation Department and provide grants for local social services. The levy is a renewal of a 2019 Livability Levy and will cost taxpayers the same amount (\$1.07 per \$1000 of assessed value).³²

Gresham Fire and Police Levy: In 2024, Gresham passed a local option levy focused on public safety to correct an \$8 million budget shortfall.³³ The levy passed on the second attempt after a 2023 levy failed by a narrow margin. In the second campaign, Gresham invested in a public outreach process to understand the cost thresholds for voters, discovering that the original ask of \$1.50 per \$1,000 of assessed value was too large.³⁴ The 2024 levy passed at \$1.35 per \$1,000 of assessed value.

³² City of Corvallis. n.d. “November 2023 – City Livability Services Local Option Levy.” Accessed October 2024. <https://www.corvallisoregon.gov/cm/page/november-2023-city-livability-services-local-option-levy>

³³ Multnomah County. 2024. “Ballot Measure 26-247 – City of Gresham.” March 23, 2024. Accessed October 2024. <https://www.multco.us/elections/news/ballot-measure-26-247-city-gresham>

³⁴ Multnomah County. n.d. “Ballot Measure 26-239 – City of Gresham.” Accessed October 2024. <https://www.multco.us/elections/ballot-measure-26-239-city-gresham>



Considerations

Summary of Top Considerations: Local option levies can generate moderate to high revenues. Their limited duration makes voter approval critical because there is reassurance of a periodic reassessment of the levy’s need and effectiveness. However, the lack of permanent funding can make it risky for cities to fund critical public services.

Exhibit 11. Considerations for Local Option Levies

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate moderate to high revenues, typically for operating expenses for specific services. Levies have been especially useful for budget shortfalls associated with property tax limitations.
Stability	•	Limited to the levy’s duration (typically five years). Levy renewals depend on voter approval, and non-renewal could create funding gaps for essential services. If compression occurs (Measure 5), local option levies are the first to be reduced. A new levy increases the risk of compression for the new levy and for all other levies.
Versatility	• •	Limited to the voter-approved purposes.
Capacity for Growth	•	Growth over the five-year levy lifespan is probable, but assessed value does not keep pace with the rising costs of public services. Increases to the levy rate at renewal may face voter hesitation.
Fairness		
Horizontal Equity	• •	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	• •	Higher-income households do not always pay more because the tax is based on property values, not incomes.
Nexus	D	Depends on the public service funded. While emergency and public safety services benefit the broader community, other targeted services (e.g., libraries, transit, etc.) may only directly benefit a subset of taxpayers.
Administrative Ease		
Implementation	• •	Requires periodic voter reassessment every five years.
Collection	• • •	Relatively seamless as it uses the existing property tax collection system, avoiding additional administrative costs.
Enforcement	• • •	Straightforward since the property tax collection mechanisms are already in place, and non-payment issues can be handled in the same manner as other property taxes.
Other Considerations		
Neutrality	• • •	A single levy is unlikely to influence decisions to move. But prolonged property tax increases can discourage home purchases or investments in areas where taxes are perceived as high.
Political Feasibility	D	Public support will depend on the use of the levies, recently voter-approved funding measures, and other issues on the ballot.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Special Districts

A special district is a form of local government created to address specific community needs, such as fire protection, water supply, or parks and recreation. Special districts are funded through local revenue sources like property taxes or service fees, collected from residents within the district, which can extend beyond a city’s boundary. Unlike city governments that deliver a range of services, special districts focus solely on delivering one designated service. Oregon has 34 types of special districts tailored to provide specialized services not covered by their general-purpose governments.³⁵

Creating a special district can raise concerns about **compression**. Overlapping taxing districts may receive less revenue if a new special district triggers compression.

Rationale: Special districts provide dedicated funding for services that fall outside the city’s core responsibilities, capabilities, or capacity. By establishing a special district to provide a specific service, a city no longer has to cover the cost of that service with its limited resources, freeing up more funding for the city to spend on other services.

Who pays: Residents and businesses through property taxes or service fees

Statutory reference: ORS Chapter 198

Additional resources:

- ◆ [What is a Special District?](#) (Special District Association of Oregon)
- ◆ [Special District Formation & Membership with SDAO](#) (Special District Association of Oregon)

Examples

Some special districts are funded primarily by property tax revenues, while others are funded primarily by charges for services. Below, is an example of each:

Tualatin Hills Park & Recreation District (THPRD) is funded mostly through **property taxes**, but the district also recovers some costs through fees (e.g., event rentals and program fees). The district provides recreational services and programming to the greater Beaverton area. It is the largest special parks district in Oregon, serving over 270,000 people and spanning 50 square miles.

Deschutes Valley Water District uses a **fee for service model** to deliver water and water infrastructure near Madras, Oregon. Their mission is to “provide safe and good tasting drinking water at a reasonable cost” to existing and future district residents.³⁶ (For more information about fees for services, refer below within the [Fees and Charges](#) section.)

³⁵ Special Districts Association of Oregon. n.d. “What is a Special District?” Accessed October 2024. <https://www.sdao.com/what-is-a-special-district>

³⁶ Deschutes Valley Water District. n.d. “Our Mission.” Accessed October 2024. <https://dvw.org/>



Considerations

Summary of Top Considerations: Special districts can effectively fund singular or specialized service needs. For special districts primarily funded by property taxes, there may not be a strong nexus between who pays and who benefits. For special districts primarily funded by service fees, the nexus is strong. Special districts may be supported by the public because they may address unmet, existing demand for services. That support may not be as strong if a special district would take over responsibility for a service that a city is already providing.

Exhibit 12. Considerations for Special Districts

This table focuses special districts that generate revenues through property taxes. For special districts that rely on fees for service, refer to considerations within the *Fees and Charges* section.

Compatibility with Budgeting Needs		
Adequacy	•••	Can generate substantial revenue from a broad array of properties.
Stability	•••	Provides reliable long-term funding once the district is established.
Versatility	••	Typically focused on specific services, but can fund a range of related activities, such as library or parks programs.
Capacity for Growth	•	Do not keep up with inflation or rising costs of services, possibly leading to additional pressures on the district or the city.
Fairness		
Horizontal Equity	••	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	••	Higher-income households do not always pay because the tax is based on property values, not incomes.
Nexus	D	Not all taxpayers use services equally. For example, a park district may fund amenities that some residents rarely use. But well-maintained parks can enhance property values and community wellbeing, benefiting all.
Administrative Ease		
Implementation	•	Requires significant setup to form a governing board, establish budgets, and ensure compliance with state laws. Ongoing management involves regular budgeting, reporting, and coordination with other governmental entities or service providers. Requires voter approval for a new levy.
Collection	•••	Collected through the existing property tax system.
Enforcement	•••	Property tax based special districts are integrated into the established property tax enforcement mechanisms.
Other Considerations		
Impact on Behavior	•••	Typically have a localized effect, raising costs for property owners in specific areas without impacting overall property demand.
Political Feasibility	D	Will require a vote to increase taxes. Special districts are generally supported when they align with clear community needs, but they may face opposition, especially if they result in new taxes or perceived service duplication.

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



Local Improvement Districts

Property owners share the cost of infrastructure improvements in Local Improvement Districts (LIDs). The properties in the district are assessed a fee based on their degree of benefit from the improvement using an agreed upon formula that can account for distance from the improvement, property frontage length, and property value, among other factors. LIDs can be initiated either by the property owners themselves or by a municipality.

Rationale: LIDs help the city finance infrastructure projects without burdening the general taxpayers. With use of an LID, communities are able to make targeted infrastructure investments that boost property values, where those directly benefiting from improvements pay for them. Property owners may be interested in participating in an LID if they understand the benefits of the improvement and appreciate the benefits of allowing the City to coordinate construction of the project, sharing of costs, and amortizing those costs over a longer timeframe.

Who pays: Property owners within the designated improvement area

Statutory reference: ORS Chapter 223

Additional resources:

- ◆ [Oregon Municipal Handbook, Chapter 26: Economic Development](#) (League of Oregon Cities, 2022)

Examples

City of Albany: The City provides information on forming local improvement districts on their website.³⁷ When 80 percent of the benefitting property owners are on board, they can petition the City council to initiate an LID. Their procedures for establishing and implementing an LID are outlined in the Albany Municipal Code Chapter 15. Property owners have the option to make a single lump sum payment or installment semi-annually over 10 years.

City of Coburg: In 2011, the City of Coburg established an LID to help finance the construction of the wastewater system. Property owners were charged an assessment at the completion of the project and had the choice of paying in full or monthly or annually over a 10-year period. Interest rates were set at 6.8 percent for annual contracts and 7.0 percent for monthly contracts.³⁸

³⁷ City of Albany. n.d. "Local Improvement Districts." Accessed October 2024.

<https://albanyoregon.gov/pw/engineering/local-improvement-districts>

³⁸ City of Coburg. n.d. "LID Assessment." Accessed October 2024.

<https://www.coburgoregon.org/finance/page/lid-assesment>



Considerations

Summary of Top Considerations: An LID funds a specific need in a defined area. By design there is a clear nexus and sufficient revenue to fund the identified projects. Implementation requires an assessment allocation process to create a fair nexus between who pays more based on who benefits more. Establishing an LID is most often a stakeholder-driven process that requires a majority stakeholder buy-in.

Exhibit 13. Considerations for Local Improvement Districts

Compatibility with Budgeting Needs		
Adequacy	•••	With concrete and discrete infrastructure needs identified, fees are set to generate sufficient revenue from property owners.
Stability	••	Stable once LID assessments are made. But LIDs are limited to one-time projects rather than ongoing funding.
Versatility	••	Can be used for a wide range of infrastructure improvements, but within a limited geographic area and not for ongoing operations.
Capacity for Growth	•	The revenue is a set amount, not expected to grow since it is tied to one-time projects.
Fairness		
Horizontal Equity	•••	In theory, structured so that property owners who benefit similarly pay the same amount. But it can be challenging to determine fair LID payments across a larger geography.
Vertical Equity	•	Cost sharing is typically based on the expected benefit for each property. Does not account for the property owner’s ability to pay.
Nexus	•••	Strong nexus due to clearly defined boundaries for the improvement area. Must show property owners or businesses within the district directly benefit from the improvements.
Administrative Ease		
Implementation	••	Requires a local ordinance, a public hearing, and majority approval from affected property owners.
Collection	•••	Payments in a lump sum or installments are usually made through annual property tax payments. Installment payments are made over a set period, such as 10 years in the example above.
Enforcement	••	Late fees and penalties or, in severe cases, foreclosure.
Other Considerations		
Neutrality	•••	Typically have a localized effect, raising costs for property owners in specific areas without impacting overall property demand.
Political Feasibility	D	Requires property owner approval. Can be susceptible to contention around the proposed assessments. Many communities require property owners to sign a “waiver of remonstrance,” which removes the right to object to the LID. These waivers can make it easier to legally approve LID but may lead to greater opposition of the LID.

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



Economic Improvement District / Enhanced Service District / Business Improvement District

In Oregon, Economic Improvement Districts (EIDs), Enhanced Service Districts (ESDs), and Business Improvement Districts (BIDs) are distinct tools that allow local governments to enhance specific commercial or mixed-use areas.

- ◆ **EIDs** focus on long-term economic development through infrastructure improvements funded by property owners. EIDs require formal property owner support through a petition process under Oregon law (ORS 223).
- ◆ **ESDs** fund enhanced services such as cleaning and security and often include both business and property owners in their assessments.
- ◆ **BIDs** are business-driven districts where the businesses pay assessments to improve the area's attractiveness and safety. BIDs are similar to ESDs but generally focus narrowly on businesses with services aimed at enhancing the business environment.

While all three tools aim to enhance local vitality, they differ in terms of governance, funding mechanisms, and the scope of services they provide.

Rationale: These districts enable targeted investments and services that boost property values and local economic activity, where those directly benefiting from improvements pay for them.

Who pays: Property owners and/or businesses in the designated district

Statutory reference: For EIDs, ORS Chapters ORS 223.112 to 223.161. ESDs are governed by city code and BIDs are governed by local ordinances.

Additional resources:

- ◆ [Oregon Municipal Handbook, Chapter 26: Economic Development](#) (League of Oregon Cities, 2022)
- ◆ [Downtown Improvements: Special District Recommendations for Troutdale](#) (University of Oregon, 2020)

Examples

Downtown McMinnville EID: Established in 1986, this EID assesses properties across two zones based on building square footage. The EID operates on a budget of \$279,800 annually, funding beautification efforts, marketing, and infrastructure improvements and aligning programs and expenditures with the Main Street Approach.³⁹

³⁹ City of McMinnville. 2019. "Economic Improvement District: McMinnville Downtown Association Quick Facts." Accessed October 2024. https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/city_council/meeting/11051/2019_eid_quickfacts.pdf



City of Portland ESDs: The City of Portland has three ESDs operating in the Central City.⁴⁰ Participating property owners pay a fee based on the assessed value of the occupied property. However, property owners often share or pass these fees onto the occupying businesses through lease agreements. The pool of funds is used to promote economic development and fund non-emergency safety teams, transportation access, and graffiti and trash removal.

City of Cottage Grove EBID: The City of Cottage Grove established an Economic and Business Improvement District (EBID) in 2001.⁴¹ The EBID operates for five-year increments with the opportunity for renewal at each interval. City Council most recently extended the EBID in 2021 with the next renewal consideration set for 2026. The EID side of the program is paid into by property owners and is assessed by square foot with a set minimum and maximum. The BID aspect of the program was introduced to supplement the EID and is paid into by business owners at a rate of \$100 annually.



⁴⁰ Downtown Portland Clean and Safe. n.d. “Enhanced Service Districts (ESD).” Accessed October 2024. <https://downtownportland.org/about/enhanced-service-districts-esd/>

⁴¹ Stewart, Faye. 2021. Faye Stewart to Mayor and City Council. October 20, 2021. “Public Hearing of Five-Year Extension of Economic Improvement District (EID) and Business Improvement District (BID).” https://www.cottagegroveor.gov/sites/default/files/fileattachments/mayor_amp_city_council/meeting/packets/14902/5a.pdf

Exhibit 14. Key Differences Between EIDs, ESDs, and BIDs in Oregon

	Economic Improvement District (EID)	Enhanced Service District (ESD)	Business Improvement District (BID)
Primary Purpose	Promote economic vitality through infrastructure improvements and marketing	Provide enhanced services like cleaning, security, and graffiti removal	Improve business areas through services like cleaning, marketing, and safety
Funding Mechanism	Special assessments on property owners in a commercial zone	Fees levied on property and business owners (and sometimes nonprofits)	Assessments on businesses , typically linked to revenue or property
Assessment Base	Primarily property owners within the district	Both property and business owners in the district contribute; residential properties may also be included	Business owners within the district
Use of Funds	Capital improvements (e.g., infrastructure, beautification, marketing)	Enhanced services like security, street cleaning, and beautification	Similar to ESDs, focused on ongoing services for businesses
Approval Process	Requires approval through petition of 33% of property owners	Created through city council approval and local ordinance	Typically initiated by businesses; may require approval from the city.
Transparency/ Accountability	Formalized process with public hearings and clear legal guidelines	Criticized for limited transparency and oversight; funds are managed by private organizations	Managed by business associations with some oversight by local government
Duration	Usually time-limited , with defined projects and goals	Ongoing, reviewed periodically by the city (e.g., "sunset review")	Ongoing, as long as businesses continue to fund the district
Governance/ Structure	Governed by ORS 223.112 to 223.161 ; formal legal structure requiring property owner approval	Governed by city code (e.g., Portland); managed by a nonprofit or business association	Governed by local ordinances and often managed by business associations



Considerations

Summary of Top Considerations: EIDs/ESDs/BIDs are versatile funding solutions to shared problems. Effective and well-managed districts have the potential for long-term stability and growth.

Exhibit 15. Considerations for EIDs, ESDs, and BIDs

Compatibility with Budgeting Needs		
Adequacy	•	Because these tools rely on participants voluntarily taking on added costs, they tend to focus on relatively low-cost projects and programs.
Stability	••	Year-over-year assessments generally remain consistent. An ESD and a BID can be renewed indefinitely, but an EID has a term limit of 5 years. Because property and business owners elect to participate on an annual basis, the demonstrated impact of the private investment will partly drive stability.
Versatility	•••	Can be used in a range of ways to meet the needs of businesses and properties, including marketing, cleaning, public safety, and infrastructure improvements.
Capacity for Growth	••	Growth is possible but not straightforward. Increased rates and less participation from the business/property owners may lead to a net neutral effect. It is more likely if there is a demonstrated need and broadly public support.
Fairness		
Horizontal Equity	•••	Fees are based on size or value, which ensures fair distribution of costs relative to degree of benefit.
Vertical Equity	•	A smaller business could pay the same rate as a larger business since a business' size and internal structure are not considered.
Nexus	•••	Strong nexus due to the fee structure and geographical limitation.
Administrative Ease		
Implementation	••	Requires a local ordinance, a public hearing, and majority approval from affected property owners or businesses.
Collection	•••	Fees can be added to property tax bills or business license fees.
Enforcement	••	Non-payment may require administrative effort, which could include liens or other measures depending on the method of collection.
Other Considerations		
Neutrality	D	Effective districts can lead to increased sense of collaboration and increased investment. Meanwhile ineffective districts can make participants resistant to further financial contributions or continued support of the formation.
Political Feasibility	D	Requires property owner approval and continued support. The district can be disbanded with property or business owner petitions.

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



General Obligation Bonds

Cities can issue General Obligation (GO) Bonds to finance capital improvements or other projects that do not generate revenue streams. To repay these bonds, cities usually need to establish a reliable revenue source, often through property tax increases, assuring bond holders of the city's capacity to meet its obligations. The maximum amount a municipality can issue in GO Bonds is capped at 3 percent of total real market value (RMV) of all taxable properties within the municipality. There are exceptions for capital construction of water supply, treatment, or distribution; sanitary or storm sewage collection or treatment; hospitals or infirmaries; gas, power, or lighting; and off-street parking facilities.

Rationale: GO Bonds can generate substantial funding for capital investments and provide stable, predictable funding for large capital projects while distributing the cost over many years, ensuring that both current and future residents benefit from the improvements.

Who pays: Property owners within the city limits

Statutory reference: ORS Chapters 287 and 287A

Additional resources:

- ◆ [Guide to Borrowing and Bonds for Oregon Municipalities](#) (League of Oregon Cities, 2018)
- ◆ [Oregon Bond Education Center](#) (Oregon State Treasury)

Examples

City of Bend: Voters passed a \$190 million Transportation Bond Measure 9-135 in November 2020. The GO Bond funds congestion relief and transportation safety projects. To enhance transparency and accountability, Bend introduced a Bond Oversight Committee, a public involvement process for project selection, and a dashboard.⁴² The City will release a series of bonds until 2030 and expect to repay all debt by 2050. The bond is expected to cost households an average of 47 cents per \$1,000 of assessed value.⁴³

City of West Linn: Voters approved a \$20 million GO Bond in 2018⁴⁴. The bond was passed to improve roads, parks, and public facilities. The average levy across the bonding period is expected to be 42 cents per \$1,000 of assessed value. The city's program webpage hosts a map with all bond projects and their status, project details, and project financials.

⁴² City of Bend GO Bond Dashboard. n.d. "2020 GO Bond Program Overview." Accessed October 2024. <https://bendoregon.maps.arcgis.com/apps/instant/portfolio/index.html?appid=8fce11a4ace747e9bd222f0df1230646>

⁴³ City of Bend. n.d. "2020 Transportation GO Bond – Thank You Voters!" Accessed October 2024. <https://www.bendoregon.gov/city-projects/safe-travel>

⁴⁴ City of West Linn. n.d. "2018 General Obligation (GO) Bond Projects." Accessed October 2024. <https://westlinnoregon.gov/go-bond>



Considerations

Summary of Top Considerations: GO Bonds can generate substantial funding for capital investment; however, passing a GO Bond requires careful campaigning and public education on the nexus between personal cost and personal benefit.

Exhibit 16. Considerations for General Obligation Bonds

Compatibility with Budgeting Needs		
Adequacy	•••	Can generate substantial funding for capital investments.
Stability	•••	Financing with a bond provides a structured and predictable mechanism for funding large-scale capital projects, with repayment through dedicated revenue streams such as property taxes. Unlike permanent rate or local option levies, general obligation bond levies do not have a fixed rate. So, even if property values were to decrease, a city can increase the tax rate as necessary to ensure annual bond payments are made.
Versatility	••	Can be used for a wide range of infrastructure improvements, but not for ongoing operations.
Capacity for Growth	•	Bond amounts are set prior to voter approval.
Fairness		
Horizontal Equity	••	Fixed tax rate that does not vary by property size or other considerations other than value.
Vertical Equity	•	Can disproportionately burden low-income property owners in high-value areas.
Nexus	D	Depends on the specific project. For instance, there is a clear nexus if the GO Bond funds new transportation infrastructure or public safety facilities the entire community benefits from, justifying the broad-based property tax to repay the GO Bond.
Administrative Ease		
Implementation	•	Requires bond issuance and management. Public education and outreach campaigns are critical to successfully passing a bond.
Collection	•••	Revenues are collected through the existing property tax process.
Enforcement	•••	Part of property tax enforcement mechanism.
Other Considerations		
Neutrality	•••	GO Bonds are generally well-received if they are tied to essential projects. However, higher property taxes may deter prospective homebuyers, especially during economic downturns.
Political Feasibility	D	Bond topics can be contentious or marred with misinformation and opposing campaigns. This political contention is especially risky on topics with a more ambiguous nexus between the taxpayer and the beneficiary (e.g., affordable housing bond).

- = Key advantages
- = Some limitations or exceptions
- = Considerable limitations
- D** = Depends



Tax Increment Financing

Cities across Oregon use Tax Increment Financing (TIF) to spur redevelopment and revitalization in areas of disinvestment. TIF revenues are based on increasing assessed value of an urban renewal district. The growing assessed values lead to increased property tax revenues, which are used to fund infrastructure and development projects in the district. Once the improvements are complete and any debt is repaid, the increased tax revenues are returned to the general tax rolls.

TIF revenue can only be used to pay for debt service on projects that are identified in an adopted urban renewal plan, and those projects must be located within the geographic boundary of the plan area. ORS 457 identifies the general powers of urban renewal agencies and type of projects and programs that may be funded with TIF. Allowed uses are extensive as long as they relate to economic development or housing provision.

Rationale: TIF is an attractive revenue option because of its unique ability to generate revenue without increasing or adding new taxes. TIF is one of the few revenue tools that facilitate place-based economic development and redevelopment projects, especially at this scale.

Who pays: Property owners within the designated TIF District. However, the real cost of TIF is borne by overlapping taxing districts who forego their growth in property tax revenue from within urban renewal areas.

Statutory reference: ORS Chapter 457

Additional resources:

- ◆ A complete list of Oregon TIF districts and detailed statistical tables for those districts are available in the Oregon Department of Revenue's annually published [Oregon Property Tax Statistics reports](#).
- ◆ [Best Practices for Tax Increment Financing Agencies in Oregon](#) (Oregon Economic Development Association, 2019)
- ◆ [FAQ on Urban Renewal](#) (League of Oregon Cities, 2018)
- ◆ [TIF State-by-State Map](#) (Council of Development Finance Agencies)

Examples

McMinnville Urban Renewal Area: The City of McMinnville adopted their Urban Renewal Plan in 2013, which encompasses two areas: Downtown and NE Gateway District. McMinnville has leveraged their incremental tax revenues to complete street improvements, property assistance, facade improvements, and public-private developments.

Medford City Center Revitalization Area: The City of Medford established an Urban Renewal Area in 1988, which encompasses two zones: Downtown and South Gateway. Medford's Urban Renewal Agency leveraged incremental property taxes to establish a



parking system, improve the public realm and public amenities, locate institutional amenities in downtown, and facilitate development through public-private partnerships.

Molalla Urban Renewal Area: The City of Molalla adopted an urban renewal plan in 2008—and subsequently amended it in 2020—to implement the Molalla Downtown Development Plan and the Oregon Highway 211 Streetscape Plan. Goals and objectives are to create family-wage jobs, increase property values, diversify the economic base, and enhance overall community appearance and livability. They also include partial funding for public facilities such as a fire station, a public training facility, a city hall, and a community center.

Sisters Urban Renewal Area: The City of Sisters adopted an urban renewal plan in 2003—and amended it in 2022—to strengthen downtown as a commercial and cultural center. In addition to public infrastructure investments and property redevelopment, the City is providing direct assistance (loans and grants) and partnering with local property owners and tenants to retain the western frontier architectural theme that the city is known for.

South Corvallis Urban Renewal Area: Established in 2019, this Urban Renewal Area is focused on rectifying long-term disinvestment, addressing food deserts, and creating a neighborhood commercial center. Early projects have included integrating local agriculture in schools, property improvements, business incubation grants, and scoping a food cart pod.

Considerations

TIF is a unique and effective tool for funding capital projects related to economic development and housing. The ability to generate revenues without raising taxes makes it politically attractive. However, the limitations on geography and the limited-duration nature of the tool can be restrictive. Additionally, overlapping taxing districts may oppose the use of TIF, as it impacts their future property tax collections. TIF can also take several years to “ramp up” financial capacity to be able to invest in significant projects. Importantly, TIF or “urban renewal” has a tarnished history of being used to displace vulnerable populations, and care should be used to ensure the tool is used responsibly.

Exhibit 17. Considerations for Tax Increment Financing

Compatibility with Budgeting Needs		
Adequacy	• • •	Can produce substantial revenues for capital projects over time (most districts are established for a period of 20 or more years). Can take five or more years to produce meaningful levels of revenue.
Stability	D	Externally driven and dependent on successful TIF management. With careful planning and implementation, grows progressively more stable over time.
Versatility	• •	Though limited to the specified district and capital projects, it is a flexible gap funding resource.



Capacity for Growth	D	Growth is dependent on demand and is ultimately capped at a 3% annual growth (see Measure 50). If demand for services, goods, and property increases in the TIF, so do the values and subsequent tax revenues. Therefore, the TIF districts' managing entity should be careful in selecting catalyst projects that drive interest and demand in the area. If the area has surplus public land, the land can be sold and create windfall to the tax roll, expediting growth.
Fairness		
Horizontal Equity	• •	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	•	While redevelopment has specific benefits, it can also have unintended outcomes like cultural and physical displacement. Increases to property values and taxes has a greater effect on lower-income households and households with fixed incomes. The TIF governing body and TIF plan need to be keenly aware of at-risk groups and the local cultures and assets that should be preserved or enhanced as they generate increment and direct funds.
Nexus	• • •	Benefits and costs are tied to a specific geographic area. However, the actual nexus can be muddled by poorly selected projects. While costs can be confined to a geographic boundary, benefits can spillover beyond the district, creating an opportunity for skepticism of the nexus between who pays and who benefits. To avoid this, projects are tailored to benefit the immediate community.
Administrative Ease		
Implementation	•	Standing up a TIF district is a technical lift, making it a time intensive endeavor. It requires a TIF Plan adoption process. Some cities have charter provisions that require a public vote to enact a new TIF district. Cities must establish an urban renewal agency to administer TIF districts. These agencies have their own separate requirements for public meetings, budgeting, and annual reporting.
Collection	• • •	Revenues are collected through the existing property tax process.
Enforcement	• • •	Part of property tax enforcement mechanism.
Other Considerations		
Neutrality	• •	TIF related improvements and incentives can attract investment in the area. However, investing over \$750,000 of TIF directly into a capital project can trigger prevailing wage requirements, which can increase overall project costs by 10% to 20%. This surcharge can discourage some developers from developing in the TIF District.
Political Feasibility	•	Risks political friction from the perception that they benefit developers more than the community, they divert funds from other taxing entities, or they favor future residents more than current residents.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



FEES AND CHARGES

Cities charge a variety of fees to raise revenue for specific services. Because general revenue does not tend to keep up with increase in cost of service, cities are increasingly relying on fees and charges to supplement their property taxes and other revenues. Fees and charges often make up the second largest source of revenue created within cities, after property taxes. They are usually administered directly by cities.

Local revenue tools covered in this section are:

- ◆ [Franchise and Utility License Fees \(page 67\)](#)
- ◆ [Municipal Services Fees \(page 70\)](#)
- ◆ [Fees for Specific Services \(page 74\)](#)
- ◆ [Fines and Penalties \(page 76\)](#)
- ◆ [System Development Charges \(page 79\)](#)

Given state limitations on property tax and likely political opposition to local sales and income taxes, cities often turn to fees and charges to fill the gaps in their budget needs. Fees tend to disproportionately burden lower-income individuals. There are many variations in fees and charges.

Goods and Services

Taxes on Income

Taxes on Property



Franchise and Utility License Fees

A franchise fee or a utility license fee (ULF)—sometimes also called a right-of-way (ROW) fee or a privilege tax—is effectively a tax on a utility company’s gross revenue for the privilege of using the public rights-of-way (like streets and sidewalks) to install and maintain infrastructure such as pipes, wires, and poles. Often these fees are separated for electricity, natural gas, and telecommunication service providers.

Rationale: The primary purpose of a franchise fee or a ULF is to compensate the city for the company’s use of public infrastructure and space. It is a regulatory charge for utilities operating within the city’s boundaries. It can cover administrative costs of regulating the utility or be used as a general revenue source.

Who pays: Utility providers, who pass it on to utility customers⁴⁵

Statutory reference: ORS Chapter 221

Additional resources:

- ◆ [Franchise Agreement Survey Report](#) (League of Oregon Cities, 2019)
- ◆ [Franchise Fees](#) (League of Oregon Cities, 2019)
- ◆ [ROW Usage Fees](#) (League of Oregon Cities)
- ◆ [Telecommunications Tool Kit](#) (League of Oregon Cities)

Examples

City of Hermiston passed a resolution to raise ULFs—from 3 percent to 5 percent in most cases—and dedicated a portion to fund street projects in 2018.⁴⁶ In 2024, the City passed a resolution to reallocate these funds to the general fund (and lower the amount of funds transferred to the Street Reserve Fund) in order to address budget shortfalls.⁴⁷

City of Gresham passed a 3 percent increase to its ULF in 2020, bringing the total rate 10 percent, effective July 1, 2021. The City estimated a monthly increase of about \$3.11 per PGE customer.⁴⁸ The revenue increase will pay for core services such as police, fire, and parks, with a small amount set aside for the City’s streetlight program.

City of Milwaukie also approved a 3 percent increase in its ULF in 2024, bringing the total rate to 11 percent, effective July 1, 2024. The City estimated typical residential PGE bill to increase by \$5.41 per month and typical residential NW Natural bill to increase by \$2.77

⁴⁵ ECONorthwest. 2022. *Prosper Portland Revenue Evaluation*. September 13, 2022.

⁴⁶ McDowell, Jade. 2017. “Hermiston Council raises franchise fees to pay for street projects.” *East Oregonian*, September 12, 2017. Accessed November 5, 2024. https://www.eastoregonian.com/news/local/hermiston-council-raises-franchise-fees-to-pay-for-street-projects/article_93f231da-38f3-5d93-aa9a-d5c15a39e3f4.html

⁴⁷ City of Hermiston. 2024. City Council Meeting. Monday, January 8, 2024. Accessed November 5, 2024. <https://www.hermiston.gov/citycouncil/page/city-council-28>

⁴⁸ City of Gresham. n.d. “Utility License Fees.” Accessed November 5, 2024. greshamoregon.gov/Utility-License-Fees/



per month. The revenue will pay for core services support by the general fund, including programs related to climate and equity.⁴⁹

City of Woodburn passed a ULF in 2021, charging utility companies five percent of gross revenue except for telecommunication companies, which are taxed at 7 percent.⁵⁰

Considerations

Summary of Top Considerations: Franchise fees and ULFs can generate consistent revenue that comes from a broad base and is stable over the long term. But there are uncertainties about federal rules and definitions around internet services, which can impact future revenue growth. Although they are relatively easy to implement, they disproportionately impact affect lower-income households.

Exhibit 18. Considerations for Franchise Fees and Utility License Fees

Compatibility with Budgeting Needs		
Adequacy	D	Depends on the size of the utility company and the fee rate. In principle, a broad tax base (i.e., utility customers) enables substantial revenue generation.
Stability	•••	Stable, as they are both tied to essential services that residents consistently use, regardless of economic conditions.
Versatility	•••	Often unrestricted and can be used for a range of municipal purposes beyond infrastructure.
Capacity for Growth	••	Can increase with rising utility rates, population growth, or new franchise agreements, but they are constrained by market saturation and regulatory limits. In particular, changing federal rules and definitions around internet services can impact the growth of this revenue.
Fairness		
Horizontal Equity	•••	Applies uniformly to all utility users, regardless of individual differences; similar utility users pay the same fees.
Vertical Equity	•	Can disproportionately impact lower-income households that spend a larger portion of their income on utilities. Jurisdictions could consider providing energy assistance to offset a rate increase, structured around an income test for residents. ⁵¹
Nexus	•	All utility customers pay, but it is unclear who would the benefit. General fund can be used for programs with broad benefits or for programs with targeted benefits.

⁴⁹ City of Milwaukie. n.d. "Utility license fee increase for electricity and natural gas." Accessed November 5, 2024. <https://www.milwaukieoregon.gov/finance/utility-license-fee-increase>

⁵⁰ Pierson, Heather. 2020. *Council Bill No. 3138. Resolution No. 2162*. November 9, 2020. www.woodburn-or.gov/sites/default/files/fileattachments/public_works_projects_amp_engineering/page/12871/res._2162_-_right_of_way_utility_license_and_usage_fee_rates.pdf

⁵¹ Qualifying residents may apply for Low-Income Home Energy Assistance Program (LIHEAP) funding up to twice per year. In addition, the Oregon Energy Assistance Program (OEAP) is available year-round. Residents may also qualify for an Income-Qualified Bill Discount or private Oregon Energy Fund assistance



Administrative Ease		
Implementation	• •	Can include a contract negotiated by a city and its utility providers, or an ordinance approved by a city council. ⁵² In either case, the agreement often outlines the rate charged, terms and conditions, and any special services provided. ⁵³ ULFs are generally used as a regulatory charge for utilities operating within the city’s boundaries.
Collection	• • •	Typically based on a percentage of the utility’s gross revenues earned within the municipality. For example, a city might impose a 3% franchise fee on all electricity sales within its limits. Telecommunications franchise agreements are one of the largest sources of revenue generated in a city’s right of way. ⁵⁴ ULFs are often based on a flat fee, a per-connection charge, or a percentage of the utility’s revenue.
Enforcement	• •	Requires monitoring and auditing utility companies. Non-compliance can lead to penalties or suspension of franchise rights. ULF enforcement requires regular reviews of licenses and financial audits, with penalties for non-compliance such as fines or revocation of the license.
Other Considerations		
Neutrality	• • •	Typically passed on to consumers, but leading to little behavior changes.
Political Feasibility	• • •	Likely supported because people either do not perceive a direct cost, believe the fee system is fair, or the fees are small. Jurisdictions may face opposition from utility companies who provide services across overlapping jurisdictions, where not all jurisdictions have franchise fees. ⁵⁵

- • • = Key advantages
- = Considerable limitations
- • = Some limitations or exceptions
- D = Depends

⁵² League of Oregon Cities. 2019 Franchise Fee and Right-of-Way Survey Report. December 13, 2019. Accessed October 5, 2024. <https://www.orcities.org/application/files/7615/7669/0101/2019FranchiseFeeROWSurveyReport12-13-19.pdf>

⁵³ Ibid

⁵⁴ Ibid

⁵⁵ Malee, Patrick, 2015. “OC Franchise Fees Legal, Judge Rules.” *West Linn Tidings*, July 16. Accessed October 10, 2024. https://www.westlinntidings.com/news/oc-franchise-fees-legal-judge-rules/article_f0d71c79-bdad-5e17-a14e-d5d34c2ba67c.html



Municipal Services Fees

Local governments charge various municipal service fees to raise revenues from utility customers. Municipal services fees are also called city services fees, multi-purpose fees, operations fees, systems operations fees, or utility fees.

Rationale: Municipal services fees can create a dedicated funding source for city services such as emergency services, parks, and maintaining and operating transportation infrastructure. Generated revenue can reduce reliance on less predictable funding from state and federal sources.

Who pays: Utility customers

Statutory reference: Municipal service fees are implemented through ordinances. But some city charters have been amended to require voters' approval for new municipal services fees.

Additional resources:

- ◆ [Street Utility Fee](#) (League of Oregon Cities, 2019). LOC maintains a list of cities in Oregon that have TUFs and other fees related to street maintenance.
- ◆ [Establishing Government Charges and Fees Best Practices](#) (Government Finance Officers Association)

Examples

Common Municipal Services Fees in Oregon

- ◆ **Operations Fee:** A city operations fee is a flat fee that is collected through existing utility bill systems and is based on account type.⁵⁶ Salem collects a City Operations Fee which is a separate utility bill fee to continue existing emergency, library, park maintenance, social, and other essential services. This flat fee is collected through City utility bills based on the type of account, not based on property value.⁵⁷
- ◆ **Emergency Service Fees:** A flat fee mechanism for 9-1-1 dispatch services, which can be calculated on a per-door or site size basis. The fee appears on a municipal utility bill and varies based on a building's meter size. Salem, Corvallis, Gresham, Jacksonville, and Medford all have fees that pay for fire services.
- ◆ **Public Safety Fee:** A flat fee that is added to residents' utility bills for public safety funds such as Police Officer Positions and general Public Safety Fee Funds. The City of Corvallis charges a monthly public safety fee that appears on the city services

⁵⁶ City of Salem. n.d. "Utility Rates and Other Fees." Accessed October 10, 2024. <https://www.cityofsalem.net/community/household/water-utilities/utility-payments-and-your-utility-account/utility-rates-and-other-fees>

⁵⁷ Ibid.



bill.⁵⁸ Revenue goes towards staffing and additional levels of service for law enforcement and fire staff. In 2019, Sandy established a monthly public safety fee.⁵⁹ Newberg also charges a monthly flat rate public safety fee.⁶⁰

- ◆ **Streetlight Fee:** This fee covers the cost to operate, upgrade, and expand municipal streetlights. Costs include electricity, maintenance, and installation. Fee structures are typically charged to utility accounts and are based on customer category. Medford and Toledo are two of many cities that charge a streetlight fee.^{61,62}
- ◆ **Street Maintenance Fee:** Levied on utility bills, this fee funds the repair and maintenance of city streets. The fee is usually a flat rate, based on the type of property (residential, commercial, or industrial) and helps cover the costs of maintaining roadways, reducing the need for extensive future repairs. Cities in Oregon have adopted TUFs, including Ashland, Brookings, and Corvallis.⁶³
- ◆ **Parks and Recreation Fee:** These fees support the maintenance and operation of city parks, recreation facilities, and programs. The revenue helps cover the costs of upkeep, improvements, and expanding recreational offerings. Medford charges a Parks fee on a per unit, per month basis.⁶⁴
- ◆ **Urban Forestry** is collected to support a City’s urban tree canopy and maintenance. Corvallis charges an urban forestry fee that supports the city’s urban tree canopy maintenance.⁶⁵

Enterprise Activity Services/Utility Fees

- ◆ **Stormwater Management Fee:** In addition to being levied on properties, stormwater fees are sometimes added to utility bills. They help fund the maintenance of stormwater drainage systems, reduce runoff, and prevent flooding.
- ◆ **Wastewater Fee** is collected to support a City’s wastewater infrastructure and operation.
- ◆ **Water Fee** is collected based on usage to pay for City water services and related infrastructure.

⁵⁸ City of Corvallis. n.d. “Police and Fire Public Safety Fees FAQ.” Accessed October 15, 2024.

<https://www.corvallisoregon.gov/finance/page/police-and-fire-public-safety-fees-faq>

⁵⁹ City of Sandy. n.d. “Public Safety Fee.” Accessed October 15, 2024.

<https://www.ci.sandy.or.us/police/page/public-safety-fee>

⁶⁰ City of Newberg. n.d. “Understanding Your Bill.” Accessed October 12, 2024.

<https://www.newbergoregon.gov/finance/page/understanding-your-bill>

⁶¹ City of Medford. 2023. *2023 Master Fee Schedule*. July 1, 2023. Accessed October 15, 2024.

www.medfordoregon.gov/files/assets/public/v/1/finance/documents/2023-master-fee-schedule-7-1-23.pdf

⁶² City of Toledo. n.d. *Master Fee Schedule*. Accessed October 12, 2024.

<https://www.cityoftoledo.org/media/10531>

⁶³ League of Oregon Cities. n.d. “Street Utility Fee.” Accessed October 20, 2024.

<https://www.orcities.org/resources/reference/topics-z/details/street-utility-fee>

⁶⁴ City of Medford.

⁶⁵ City of Corvallis. n.d. “City Service Fees: 2024 Rate Adjustment.” Accessed October 10, 2024.

<https://www.corvallisoregon.gov/cm/page/city-service-fees-2024-rate-adjustment>



Considerations

Summary of Top Considerations: Municipal service fees can generate new revenues that are stable and broadly applied. They are usually implemented through existing utility bills to an existing utility customer base. Some cities require voter approval. Flat fee structures lead to disproportionate burden on lower-income households. Exemptions, discounts, and tiered rates may mitigate the equity concerns.

Exhibit 19. Considerations for Municipal Service Fees

Compatibility with Budgeting Needs		
Adequacy	D	Can be sufficient for recovering costs with proper rate-setting of the fee. Some cities may intentionally undercharge to address equity concerns.
Stability	• •	Less stable than property taxes, but more predictable than income taxes.
Versatility	• • •	Versatile within the scope defined by the city council.
Capacity for Growth	• • •	Can grow with population and employment. Cities can adjust the rates.
Fairness		
Horizontal Equity	D	Varies based on fee structure. Some fees are charged in proportion to use of service, others may be flat or scaled within category of customers.
Vertical Equity	D	Can disproportionately impact low-income households. Many cities offer discounts for low-income customers to mitigate this. ⁶⁶
Nexus	D	Typically used to pay for a specific service; cannot be used to pay for other services. However, some cities may not dedicate the revenue and support their general fund instead. The fee rates can vary by customer type (e.g., residential, commercial, industrial).
Administrative Ease		
Implementation	D	Depends on the city's basis for assessing the fee. Developing the methodology for setting a fee can be challenging. Some city charter amendments require approval from voters for raising new fees.
Collection	• • •	Integrated into monthly utility bills.
Enforcement	• • •	Enforcement is relatively standardized to fit existing utility bill enforcement regulations.
Other Considerations		
Neutrality	• • •	Generally do not alter consumption or behavior patterns.
Political Feasibility	D	Usually politically feasible. An ordinance is required to implement a new municipal service fee, and fees are typically reviewed annually by staff and city council. But some cities require voter approval.

- • • = Key advantages
- = Considerable limitations
- • = Some limitations or exceptions
- D** = Depends

⁶⁶ City of Corvallis. n.d. "City Services Billing: Low-Income Assistance Program." Accessed October 12, 2024. <https://www.corvallisoregon.gov/finance/webform/city-services-billing-low-income-assistance-program>



The considerations for this guidebook focus on municipal services and fees, not rate-setting for utility fees. To review considerations around water and sewer rate setting and fee structures, review the [GFOA Establishing Government Charges and Fees Best Practices framework](#). A list of factors to consider when developing charges and fees should include:

1. What are applicable laws and statutes regarding charges and fees?
2. Are formal policies in place articulating pricing factors or rationale for any subsidies?
3. What is the full cost of providing the service (both direct and indirect)?
4. Are rates periodically reviewed and updated?
5. Are long-term forecasts and plans consistent with the decision-making in the rate setting process?
6. How will the public be involved in the fee-setting process, and how will the public be informed of the result?



Fees for Specific Services

Fees for specific services are tied to a specific activity or use. Examples include planning and building permit fees, park facility rental, and parking fees. Service fees help cover the costs of city operations, maintenance, and infrastructure development.

Rationale: Service fees help cities maintain financial sustainability without burdening general tax revenues and are less susceptible to economic fluctuations. Cities implement service fees to promote cost recovery and encourage efficient use of resources.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 56.140 to 56.206 for business license authority and associated fees. ORS Chapter 227 for administrative fees for activities like permitting, planning, and zoning.

Additional resources:

- ◆ [Establishing Government Charges and Fees Best Practices](#) (Government Finance Officers Association)

Examples

Common Fees for Specific Services in Oregon

- ◆ **Building and Permitting Fees:** Cost usually depends on the value or scope of the project/application. Includes development review and permit fees
- ◆ **Business and Liquor License Fees:** Cost is typically a flat fee and renewed annually.
- ◆ **Fees For Use/Rent:** Flat fee charged per unit of use (hour, day, etc.) for parking, event spaces, and parks and facility rentals, etc.
- ◆ **Parks and Recreation Fees:** Charged per resident per activity/class/event.
- ◆ **Permitting Fees:** Cost usually depends on the value or scope of the project/application.
- ◆ **Public Works:** Fees can be charged per project, or per connection.
- ◆ **Water and Sewer Fees:** Fees are usually charged for each account based on meter usage per month or per quarter.
- ◆ **Miscellaneous Service Fees:** Costs to cover various administrative fees.



Considerations

Summary of Top Considerations: The benefits and implementation challenges of fees for specific services depend on each fee. Some can cover cities’ costs of providing the services, others are too small to cover administrative costs. These fees are usually easy to adopt and generally have a strong nexus because they are charged on specific service users. However, they disproportionately impact lower-income individuals.

Exhibit 20. Considerations for Fees for Specific Services

Compatibility with Budgeting Needs		
Adequacy	D	Some fees fully cover service costs, while others cover just a portion of the costs.
Stability	D	Fees for core city services can provide stable revenue. Other fees may fluctuate with economic cycles.
Versatility	•	Most fees are earmarked for specific uses, limiting their flexibility.
Capacity for Growth	D	Depends on fee structure, allowance for indexing to inflation, and city growth trajectory.
Fairness		
Horizontal Equity	•••	City service users pay the same fee for the same service each time they use the service.
Vertical Equity	•	City fees typically do not consider people’s ability to pay, which disproportionately impacts lower-income individuals.
Nexus	•••	Strong nexus because they are directly related to service provision.
Administrative Ease		
Implementation	D	Some can be easy to implement, especially for pre-existing systems and services such as utilities, planning, and public works. Complex fee structures are more administratively challenging.
Collection	D	Easy if a city already has an existing online collection system (e.g., parking, utilities, permits). Small, one-time fees (e.g., library late fees) can have high administrative costs that outweigh the fee amount.
Enforcement	D	Some fees have existing enforcement mechanisms that are straightforward (shut off policies, ticketing). Other fees can present enforcement challenges: 1) Enforcement options may not be worth the effort for low-value transactions and 2) Development-related fees can sometimes create legal disputes (especially with development and impact fees) requiring legal and administrative resources.
Other Considerations		
Neutrality	D	Fees for core city services are not likely to impact the use of the services. Some may avoid some city services if the fees are high.
Political Feasibility	•••	Many cities have successfully implemented specific service fees. They are usually reasonably justified because only those who use specific city services are charged.

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



Fines and Penalties

Fines and charges are fees imposed for specific services or penalties for violations. Examples include parking fines, or service charges for recreational facilities. They are designed to cover costs associated with services the jurisdiction provides or discourage undesirable behaviors.

Rationale: Fines and charges can be a flexible revenue source that directly links payment to specific services or regulatory enforcement. They also offer a mechanism to offset costs related to maintaining public amenities or managing public behavior. While they often do not generate large revenues individually, they can provide meaningful contributions to a city's budget in aggregate or when layered with another revenue source to support enforcement.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 221 and 223, for example.

Examples

City of Hood River introduced in 2016 stricter regulations and enforcement mechanisms for short-term rentals (STRs) to address community concerns. Violations of these regulations can result in fines, warnings, or license revocation. If an STR operator violates the rules, they face immediate penalties, especially if three or more infractions occur within 12 months. The penalties for short-term rental violations include fines of \$250 to \$500 per day for each violation, with potential license suspension or revocation for repeated offenses.⁶⁷

City of Portland's fixed photo radar program, implemented as part of its Vision Zero initiative in 2016, targets high-crash streets to reduce dangerous speeding and enhance road safety.⁶⁸ Portland's fixed photo radar system has improved traffic safety, resulting in a 94 percent decrease in top-end speeding (11+ mph over the limit) at monitored locations. In 2021-22, the system issued over 55,000 citations, with fines ranging from \$170 to \$440 each. That year, the program generated \$1.3 million in net revenue after costs. The revenue generated is reinvested in traffic safety measures, supporting Portland's Vision Zero initiative to reduce traffic-related injuries and fatalities.⁶⁹

⁶⁷ City of Hood River. n.d. "Ch. 5.10 Short-Term Rental Operating License: Penalties." Hood River Municipal Code. Accessed October 7, 2024.

⁶⁸ Portland Bureau of Transportation. n.d. "Speed and Intersection Safety Cameras." City of Portland. Accessed October 7, 2024. <https://www.portland.gov/transportation/vision-zero/safety-cameras>

⁶⁹ City of Portland. n.d. 2021-22 Preliminary Legislative Report: Fixed Photo Radar System. Accessed October 7, 2024. https://www.oregonlegislature.gov/citizen_engagement/Reports/Portland%202021-22_Preliminary%20Legislative%20Report_Fixed%20Photo%20Radar%20System.pdf



City of Newberg installed its first red light traffic cameras in October 2024. The Newberg City Council approved the contract for camera installation at Villa Road and Highway 99W in Winter 2023 following traffic data from studies that began in 2017.^{70,71}

Other examples of fines and penalties are:

- ◆ **Traffic and parking fines** for speeding, red-light and stop sign violations, illegal parking, and expired parking meters.
- ◆ **Public safety and nuisance fines** for noise, disorderly conduct, illegal fireworks, and animal control.
- ◆ **Building and property code fines** for zoning and building code violations, Short-term rental violations, and overgrown lawns or failure to maintain property.
- ◆ **Environmental and health fines** for illegal dumping or littering, Improper waste disposal (e.g., recycling violations), smoking in prohibited areas.
- ◆ **Utility and administrative fines** such as utility late payment penalties, library late return and lost book fees, and fines for failure to obtain permits (e.g., for space rentals or construction).

Considerations

Summary of Top Considerations: Fines and penalties are typically inadequate for long-term budgeting due to their unpredictability and instability, with revenue fluctuating based on enforcement rates and economic conditions. Also, they disproportionately impact lower-income individuals. Graduated fee structures and income-based penalties can help address these equity concerns. Fines have a strong nexus and can deter future offenses.



⁷⁰ City of Newberg. 2023. "City Council for 12/18/23." December 18, 2023. Accessed November 18, 2024. <https://www.newbergoregon.gov/citycouncil/page/city-council-121823>

⁷¹ City of Newberg. 2024. "Official Press Release: Red Light Cameras Come Online, Only Warnings First Thirty Days." October 4, 2024. Accessed November 5, 2024. <https://www.newbergoregon.gov/citymanager/page/official-press-release-red-light-cameras-come-online-only-warnings-first-thirty>



Exhibit 21. Considerations for Fines and Penalties

Compatibility with Budgeting Needs		
Adequacy	•	Typically inadequate for long-term budgeting, as they generate unpredictable and often limited revenue.
Stability	•	Can be unstable, often fluctuating based on enforcement rates and economic conditions. For example, during economic downturns, cities may see an increase in violations but a decrease in individuals' ability to pay. Moreover, revenues from fines and penalties should decrease if they are effective at improving compliance with law.
Versatility	D	Usually flexible to use, but for some fines, this depends on political considerations and legal restrictions.
Capacity for Growth	•	Excessive increases can lead to public resistance, equity concerns, and reduced compliance. Legal constraints and enforcement challenges also restrict revenue growth.
Fairness		
Horizontal Equity	••	Individuals with violations pay equally based on their offense. However, enforcement and other factors can disproportionately affect certain groups.
Vertical Equity	•	Typically regressive because they represent a larger share of income for lower-income households. To mitigate this, cities can consider graduated fee structures or income-based penalties.
Nexus	•••	Strong nexus because they are directly related to violation.
Administrative Ease		
Implementation	••	Investment in infrastructure (e.g., speed cameras, parking meters) or systems for tracking and managing violations is necessary to ensure effective implementation.
Collection	•••	Automated systems (e.g., online payment portals) can streamline fine collection, reducing the need for in-person processing. Issuing citations promptly and providing multiple payment options can enhance compliance.
Enforcement	••	Accurate and timely payment may require some work. Many jurisdictions impose escalating fines for repeated offenses.
Other Considerations		
Neutrality	•*	The threat of escalating fines for repeated offenses often results in improved compliance over time by making non-compliance more costly. Fines need to be large enough and enforced to encourage future compliance.
Political Feasibility	D	May be perceived as a revenue-generating tactic. Public support hinges on the perceived fairness of enforcement, such as whether fines target behaviors that impact community safety (e.g., speeding, illegal parking). Transparency around the use of collected revenue can increase political viability.

*Fines and penalties that work well are intended to influence behavior (i.e., not fiscally neutral).

••• = Key advantages

• = Considerable limitations

•• = Some limitations or exceptions

D = Depends



System Development Charges

System Development charges (SDCs) are one-time charges on new development (and, in some cases, redevelopment) to fund capital costs associated with infrastructure. SDCs may also be used for costs associated with compliance with the SDC statutes and for repayment of debt service (including financing costs). In other states, these may be referred to as “impact fees,” connection fees, or capital facilities fees.

SDCs may consist of a reimbursement fee, an improvement fee, or both. A reimbursement fee is based on existing facilities. An improvement fee is based on planned capital expenditures. In many cases, both are needed to fully recover capacity costs needed to serve growth.

Rationale: SDCs help pay for the portion of capacity needed to accommodate a development’s impact on a municipality’s infrastructure system. In Oregon, SDCs can be used for water, storm drainage, sanitary sewer, road and street networks, and parks and recreation facilities.

Who pays: Developers

Although SDCs are directly charged to developers, ECONorthwest’s research shows that the costs are passed on to a mix of landowners, homebuyers, renters, and investors.

Statutory reference: ORS Chapters 223.297 to 223.316. Key provisions include:

- ◆ ORS Ch. 223.297: Outlines a policy-level framework for local governments using SDCs.
- ◆ ORS Ch. 223.299: Defines “system development charge” and its allowable uses.
- ◆ ORS Ch. 223.302: Sets forth how local governments can impose SDCs.
- ◆ ORS Ch. 223.307: Lists allowable expenditures for SDC revenue (e.g., capital improvements).

Credits: In certain instances, cities may require developers to make improvements as a condition of development approval. Oregon SDC statutes require local governments to provide credits for “qualified public improvements” (QPIs). The credits are limited to the cost of the improvements, with some exceptions. Local governments can provide greater credits, provide credits for a capital improvement not identified in the SDC capital project list, and allow developers to transfer the credits.

Waivers and Exemptions: Cities may choose to exempt developments they deem to have negligible impacts (e.g., some redevelopments or accessory dwelling units) or because of local policy objectives (e.g., childcare facilities, affordable housing, or economic development projects that meet target levels of job creation).

Financing Options: Cities can allow developers to defer or finance the payment of SDCs, which can reduce up-front costs and financing costs for the developer.



Additional resources:

- ◆ [System Development Charges Survey Report](#) (League of Oregon Cities, 2023)
- ◆ [Oregon System Development Charges Study](#) (ECONorthwest, 2022)

Examples

City of Bend updated its transportation, water, and sewer SDC methodologies and rates in 2024.⁷² All three now use a tiered structure for residential rates that differentiates by both housing type and—for single unit and middle housing—tiers of unit size. The City provides exemptions for childcare, affordable housing, and temporary shelters.⁷³

City of Newport updated its SDC methodology in 2017 to account for growth forecasts, long-range capital improvement projects, and local SDC calculation procedures.⁷⁴ Newport uses scaled SDC rates for water, wastewater, stormwater, and transportation, where the rate is based on square footage rather than unit size.⁷⁵

Considerations

Summary of Top Considerations: Many cities rely on SDCs as a critical source of funding for infrastructure to support growth, including water and wastewater systems, transportation improvements, and parks. SDCs are set based on a methodology that considers projected growth and new infrastructure capacity needs. Because SDCs are paid with development, revenue can fluctuate with economic cycles. SDCs can increase the overall cost of development—both residential and commercial—which can make certain types of development harder to achieve.⁷⁶

⁷² City of Bend. n.d. “SDC Methodology Update.” Accessed October 23, 2024. <https://www.bendoregon.gov/government/departments/community-development/online-permit-center/development-services/system-development-charges/sdc-methodology-update>

⁷³ City of Bend. n.d. “System Development Charges.” Accessed November 18, 2024. <https://www.bendoregon.gov/government/departments/community-development/online-permit-center/development-services/system-development-charges>

⁷⁴ City of Newport. n.d. “System Development Charges Rates, 2024.” July 1, 2024. Accessed October 21, 2024. <https://newportoregon.gov/dept/cdd/documents/FYE25SDCRates.pdf>

⁷⁵ Ibid.

⁷⁶ ECONorthwest. 2022. “Oregon System Development Charges Study: Final Report.” https://www.oregon.gov/ohcs/development/Documents/Oregon%20SDC%20Study_FinalReport_121422.pdf



Exhibit 22. Considerations for System Development Charges

Compatibility with Budgeting Needs		
Adequacy	D	Can be a critical component of local funding for infrastructure needed to support growth, especially in fast growing areas. Cities with less development activity may not bring in substantial revenue.
Stability	D	Highly variable depending on development activity.
Versatility	••	Restricted to infrastructure projects related to new capacity. But many kinds of projects can be funded within the limitation.
Capacity for Growth	•••	Can allow communities to build the infrastructure needed to accommodate orderly growth, making them an important part of Oregon’s growth management system.
Fairness		
Horizontal Equity	•••	Generally consistent for each type of development in a jurisdiction or service district.
Vertical Equity	••	Reducing SDCs alone will not improve housing affordability, but SDCs can disproportionately impact middle- and lower-income households by making it more difficult to build lower-cost housing types (e.g., smaller entry-level homes, middle housing, and apartments). Scaling fees by unit size or housing type can mitigate some negative impacts. ⁷⁷
Nexus	D	Strong nexus when SDCs pay for infrastructure specifically needed to enable development. Less direct nexus when SDCs fund improvements in areas with less development.
Administrative Ease		
Implementation	••	Requires some city resources and staffing but relatively easy to administer. Requires developing an SDC methodology based on an infrastructure plan. Administrative costs may be recovered with SDCs.
Collection	•••	Collected at building permit issuance, along with permit fees. Offers the greatest certainty of payment with the least administrative effort. Deferrals and financing can increase administrative costs and effort.
Enforcement	•••	Hard to avoid payment because permit is not issued until fees are paid and few builders will proceed without a permit. Deferrals can make enforcement more challenging.
Other Considerations		
Neutrality	••	May discourage development in areas with high fees, impacting growth and housing affordability.
Political Feasibility	D	Support for a tax on new development can be at odds with support for removing barriers to housing production, but it can be more popular than increasing costs for existing residents and businesses. Messaging about SDCs can be tailored to community values and local circumstances.

- = Key advantages
- = Some limitations or exceptions
- = Considerable limitations
- D** = Depends

⁷⁷ Ibid.



Other Important Considerations:

- ◆ **Cost Recovery:** The 2022 SDC Study highlighted challenges that communities face to charge adequate SDC rates while remaining competitive with neighboring jurisdictions with SDCs. If a jurisdiction does not charge the maximum amount supported by their SDC methodology and intentionally sets the rates low, they are less likely to adequately fund infrastructure upgrades. Phasing in SDC rate increases is a strategy to balance rate increases with staying competitive.
- ◆ **Disproportionate Effects on Building Smaller, Lower-Cost Housing:** Communities with strong demand and limited new housing supply are more likely to see rising costs—including SDCs—shift to homebuyers and renters. Many factors affect housing costs, including high land costs and demand from higher-income households. But higher SDCs in this context—severe housing shortage—will likely reinforce other market factors and encourage more expensive housing development. Keeping SDC rates low may be neither politically palatable nor aligned with infrastructure needs, and lower SDCs alone will not improve housing affordability. But when SDC rates are both high and relatively similar among different types and sizes of housing, they can make it even more difficult to build smaller and lower-cost housing.
- ◆ **UGB Expansion Areas:** Adequate infrastructure provision is more complex in urban growth boundary expansion areas where the backbone infrastructure (roads, water, sewer) is insufficient. The confluence of high land prices, high infrastructure costs, public sector and community goals for quality redevelopment, and other factors can result in housing or commercial development costs that are too high to be feasible in even a fairly strong real estate market. These factors, along with others, have slowed development in some expansion areas. SDCs alone will probably not be sufficient (or, in some cases, may not be appropriate) to recover infrastructure provision costs in these expansion areas. Other, more creative revenue sources may be needed support expansion area development and/or to ease the cost of infrastructure for lower-cost and affordable housing development and small businesses.
- ◆ **Additional Development-Based Funding Strategies:** SDCs are one of many ways to require contributions from new developments. Other tools include local improvement districts (LIDs) (see page 55), exactions, development agreements, and improvements in exchange for additional development rights. There also are other mechanisms where project costs are paid up front by either a developer or the jurisdiction and then recovered from subsequent developments that benefit from the improvements. For example, reimbursement districts allow the jurisdiction or a developer to recoup a proportionate share of capital investments that benefit multiple properties from subsequent development on those properties.



WORKSHEET

This is a sample worksheet to help with the technical assessment process. Cities should refer to examples in this guidebook and work with stakeholders to fill in this table.

Exhibit 23. Worksheet for Applying Revenue Tools Considerations

	Compatibility with Budgeting Needs				Fairness			Administrative Ease			Other Considerations	
	Adequacy	Stability	Versatility	Capacity for Growth	Horizontal Equity	Vertical Equity	Nexus	Implementation	Collection	Enforcement	Neutrality	Political Feasibility
Taxes on Goods and Services (“what you buy”)												
General Sales Tax												
Targeted Sales Tax												
Fuel Tax												
TLT												
CET												
Taxes on Income (“what you earn”)												
Personal Income Tax												
Business Income Tax												
Payroll Tax												
Taxes on Property (“what you own”)												
Local Option Levies												
Special District												
LID												
EID/ESD/BID												
GO Bonds												
TIF												
Fees and Charges (“what you do”)												
Franchise Fees and ULFs												
Municipal Services Fees												
Fees for Specific Services												
Fines and Penalties												
SDCs												

