2017 Strategic Plan

OUR MISSION
The League of Oregon Cities is the go-to place for and about cities as a dynamic resource hub for advocacy, education, and best practices.

OUR VISION
Oregon cities possess home rule authority, have the means to build vibrant communities, and have the ability to provide effective municipal governance and services.

The League of Oregon Cities is governed by a 16-member board of directors, composed of elected and appointed officials from across the state, which has the authority to set the direction of the League. Each year the board reviews and updates the strategic plan, taking a critical look at the programs and services the League offers to its members, as well as ways in which we can enhance our services to promote the health and effectiveness of Oregon’s cities. The LOC Board identified six strategic focus areas for 2017 (below), and for each focus area determined ongoing activities and services which are core to achieving the League’s mission and which should be continued, as well as specific initiatives to be accomplished over the next year.

Strategic Focus Areas for 2017

Advocacy for Cities’ Success

Ongoing Commitments

- Advocate effectively on behalf of Oregon cities (at the Legislature, at the governor’s office, at state agencies and commissions, at the courts, and with Oregon’s congressional delegation), with special emphasis on the constitutional principle of local home rule.
- Actively engage the League’s membership in the legislative process
- Effectively participate in appellate court cases of statewide importance
  - Intervene in cases of great significance to cities
- Work with the National League of Cities on national issues affecting Oregon cities
- Hold regular meetings with the governor
- Engage legislative leadership
Initiatives for 2017

- Continued focus on property tax reform
- Continued focus on land use reform
- Advocacy on League’s legislative priorities:
  - Property tax finance reform
  - Restoring recreational immunity
  - Transportation Funding
  - PERS
- Board and staff to engage in outreach to get more members involved in legislative advocacy
  - Participate in legislative conference calls, webinars, etc.
  - Board members to reach out to other city officials to contact their legislators
  - City Day at the Capitol {February 8, 2017}
- Create an even year legislative policy, events, and outreach/resources work plan with options for Board review and input

Training / Education

Ongoing Commitments

- Provide professional, high-quality training for cities
  - League Training classes
  - Seminars on emerging issues
  - LOC Annual Conference
  - Custom training
  - LOC-TV
  - Elected Essentials in odd numbered years

Initiatives for 2017

- LOC-TV segments: create a basic resource combination for elected officials
- Refresh and update Elected Essentials

Information Resources

Ongoing Commitments

- Provide a repository for current and relevant information and research
- Legal Inquiry Service
- Conduct surveys and create reports on city operations

Initiatives for 2017

- Revise and update City Handbook
  - Goal of 8 new or revised chapters
• Transient Lodging Tax Guide
• Revise Home Rule publication
• Development of frequently asked legal inquiries resource
• Update the Debt Issuance Manual
• A to Z Index revision
• Update Sign Ordinance

**Communication Hub**

**Ongoing Commitments**

• Educate citizens, media purveyors and decision makers on issues that are important to cities
  • Continued major focus on property tax reform
    ▪ Editorials and strategic tweets
  • “State of the Cities” annual report
  • News feed about cities on the LOC Homepage
• Communicate in a variety of ways the information necessary for cities to be successful
  • Operate the Small Cities Network
  • Publish *Local Focus* magazine monthly
  • Publish a weekly electronic *Bulletin*
  • Social Media

**Initiatives for 2017**

• Develop new Bulletin viewing options
• Local Focus cover story on fixing the property tax system, if timing is appropriate

**Policy Leadership**

**Ongoing Commitments**

• Develop statewide policies which advance the vision and mission of the League
  • Even-year policy committee process
• Identify trends and develop best practices for cities
  • See also “State of the Cities” report under Communication Hub

**Services for Cities’ Success**

**Ongoing Commitments**

• Support for and collaboration with Citycounty Insurance Services (CIS) and LGPI
• Combined purchasing programs
• Support for affiliate groups and LOC Foundation

Operational Goals Supporting Strategic Focus Area Goals

Responsible and Principled Stewardship of LOC’s Resources

Ongoing Commitments
• Recruit, select, retain and provide educational growth for a competent staff
• Provide fair compensation that is competitive in the marketplace
• Unqualified audit

Initiatives for 2017
• Explore IT support preferred vendor potential with Sophicity similar to several other state municipal leagues
• Explore provision of additional services to Oregon City Attorneys Association
• Develop a scope and plan for a web page remake with added capabilities for alternate viewing platforms and new organizational framework: budget proposal for 2017-18 fiscal year
• Develop a 2017-18 budget proposal for a south side remodel/re-carpeting/repainting
• New executive director evaluation form/format

Connection with Member Cities

Ongoing Commitments
• Regional meetings
• Small Cities Network