

— Oregon Municipal Handbook —

CHAPTER 31: LEAGUE OF OREGON CITIES



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Chapter 31: League of Oregon Cities

I. Introduction

The League of Oregon Cities (LOC) is the trusted, go-to resource that helps Oregon city staff and elected leaders serve their cities well and speak with one voice. The LOC provides cities what they need to build thriving communities, through advocacy, training, and information. Created in 1925 through an intergovernmental agreement of incorporated home rule cities, the LOC is essentially an extended department of all 241 Oregon cities.

The LOC's vision is that all Oregonians live in thriving communities that are equitable, healthy, and safe. The LOC's mission is that the LOC is the essential and trusted partner for local, state, federal, and community leaders in developing policy and legislation to empower Oregon's cities through collaboration, advocacy, training, and sharing best practices.

II. Governing Documents

The LOC has three core governing documents: the Intergovernmental Agreement that formalized the LOC as it exists today; the Constitution; and the Bylaws. While the LOC Board of Directors has created other policies to govern internal and external affairs, it is these three documents that provide the main framework for the organization. Additionally, the LOC Board of Directors approved a five year Strategic Plan setting the policy vision for years 2022-2027.

A. Intergovernmental Agreement

Although the LOC was formed in 1925, it did not organize itself under an Intergovernmental Agreement¹ until 1983. Intergovernmental agreements are permitted under ORS Chapter 190 as a way for governmental entities to work cooperatively with one another to further economy, efficiency, and shared interests. To be a member of the LOC, a city must have executed the Intergovernmental Agreement and paid its annual dues.

The Intergovernmental Agreement specifically provides that the LOC has the following purposes and functions:

1. To maintain an organization to secure cooperation among the cities of the state by thorough study of local problems, and in the application of efficient methods to local government;
2. To provide a means whereby officials may interchange ideas and experiences and obtain expert advice;
3. To collect, compile and distribute to municipal officials information about municipal government and the administration of municipal affairs;

¹ <https://www.orcities.org/application/files/6615/6098/2646/190Agreement.pdf> (last accessed February 2025).

4. To engage in the study and preparation of uniform ordinances and practices;
5. To formulate and promote such legislation as will be beneficial to the cities of the state and the citizens thereof and to oppose legislation detrimental thereto, but not to expend monies in favor of or in opposition to any public measure initiated by or referred to the people, or for or against the election of any candidate for public office;
6. To provide such services to cities as cities may authorize and require through the LOC, including but not limited to assistance in collective bargaining with employees, liability, casualty, and health insurance, and the provision of joint facilities for local governments with other governmental units acting singly or cooperatively. To that end, the LOC may create or participate in appropriate entities and trusts which are suitable and convenient for carrying out its purposes;
7. To secure harmony of action among municipalities in matters that affect the rights and liabilities of cities;
8. To institute or participate in litigation in the name of a member city, upon request of such city, or in its own name for the purpose of securing a determination relative to the rights and liabilities of cities of Oregon under any constitutional provision, statute or ordinance; to appear as a friend of the court in any court proceeding wherein the rights and liabilities of cities are affected; to appoint or employ counsel for the purpose herein mentioned;
9. To adopt and amend, from time to time, such rules, regulations, constitution, and bylaws as are not inconsistent with the Intergovernmental Agreement; and
10. To do any and all other things necessary or proper for the benefit of the cities of Oregon which the cities themselves might do singly or in cooperation with other units or agencies of government.

In addition to outlining the purpose behind the LOC, the Intergovernmental Agreement also requires cities to pay an annual dues assessment based upon their respective populations, provides that the LOC shall be governed by a Board of Directors comprised of 15 voting members, requires the LOC to hold an annual conference, and identifies the executive director as the chief administrative officer of the organization.

The Intergovernmental Agreement is perpetual. The dissolution of the LOC as a whole, requires two-thirds of its members to vote for said dissolution. Amendments to the Intergovernmental Agreement are possible, but they require the unanimous consent of all 241 cities.

B. Constitution

The LOC had its Constitution² before it had an Intergovernmental Agreement. When the LOC was originally established in 1925, and until the Intergovernmental Agreement was adopted in

² https://www.orcities.org/application/files/3317/2953/9123/LOC_Constitution_Effective_10.19.2024.pdf (last accessed February 2025).

1983, the organization was governed by its Constitution. The current Constitution is an expansion of the policies and ideas outlined in the Intergovernmental Agreement.

The Constitution is the document which provides specificity for how cities become and cease to be members of the LOC. To become a member of the LOC, the Constitution requires a city to pay the dues rate for the year they join and adopt the Intergovernmental Agreement. If a city wishes to withdraw from the LOC, the Constitution requires them to provide six months written notice to the executive director. The written notice has to be in the form of a resolution or adopted by the city council. Should a city fail to pay its annual dues, the Constitution allows the LOC Board of Directors to strike that city from the League's membership rolls.

While the Intergovernmental Agreement establishes a 15-member voting LOC Board of Directors, the Constitution provides more context to the specific makeup of the voting members. Per the Constitution, 13 of the 15 voting board members must be elected officials in member cities, and two members must hold an appointed position with a member city. Non-voting members are also permitted by the Constitution, they include any past president of the organization who continues to hold elected city office with a member city and one additional appointed person with a member city. It is the Constitution that sets the term limits for each member of the LOC Board of Directors.

Within the Constitution administrative guidance is also provided. Directions on how LOC Board of Directors and membership meetings are conducted is provided. The Board of Directors is specifically directed to adopt Bylaws to govern the proceedings and meetings of the LOC.

Amending the Constitution must occur at an annual meeting or a special meeting called for the specific purpose of amending the Constitution. A constitutional amendment is only successful if two-thirds of the voting delegates present at a meeting support it.

C. Bylaws

The Bylaws³ set forth, in relative details, the procedures the LOC Board of Directors must follow when conducting its business. Of the three documents governing the LOC's affairs, it is the Bylaws that are the most comprehensive and most regularly used by the Board of Directors and LOC staff.

Within the opening pages of the Bylaws, the authority and power of the LOC Board of Directors and executive director are more fully explained. There is a clear deviation of power and duties between the Board of Directors and executive director, resembling the deviation of power between a city council and city manager. For example, the Board of Directors has the power to establish LOC goals and its annual budget, whereas the executive director is the chief executive officer of the LOC, responsible for carrying out the policies of the Board of Directors, which includes being responsible for the adopted budget.

³ https://www.orcities.org/application/files/3217/3473/9811/LOC_Bylaws_Adopted_12.13.2024.pdf (last accessed February 2025).

It is the LOC Bylaws that provide the specific procedures for how persons are elected to, and in the case of vacancies appointed to, the Board of Directors. Each year, prior to the annual membership meeting, held in conjunction with the LOC's Annual Conference, persons interested in being considered for a position on the Board of Directors submit their application to LOC. The applications are reviewed by the LOC Nominating Committee, the members of which are appointed by the LOC President, with the Nominating Committee reserving the right to interview applicants. After reviewing all applications, the Nominating Committee will forward a slate of candidates to the membership for a vote during the annual business meeting. Vacancies in Board of Directors positions are generally filled by the Board of Directors.

The Bylaws allow for the LOC Board of Directors to seek guidance from and partner with committees, affiliate organizations, and caucuses. Committees are small groups specifically created by the Board of Directors to focus on particular issues. Specific committees created by the Board will be more fully discussed in a later portion of this chapter. Affiliate organizations are organizations composed of local government officials, that have been formerly recognized under a constitution or bylaws and have been recognized as a partner by the Board of Directors. The two most well-known affiliate organizations are the Oregon Mayors Association and the Oregon City/County Management Association, both of which are discussed more fully in Chapter 32.⁴ Caucuses are affinity groups composed of local government officials, which have been formally recognized under a constitution or bylaws, have been positively recommended by the Equity & Inclusion Committee, and recognized by the Board of Directors. Caucuses, like affiliates, are more fully described in Chapter 32.

Finally, the Bylaws are where the various membership categories of the LOC, of which there are three, are described. Full membership is limited to cities who have adopted the Intergovernmental Agreement and paid their membership dues. When a city is a full member of the LOC, they are entitled to avail themselves of all services provided by the LOC and their representatives are permitted to serve on the LOC Board of Directors. Associate memberships are available to certain public bodies that are not the State, a city, or a county, and the body has paid the annual dues membership. By becoming an associate member of the LOC, a public body is eligible to receive insurance services through [CIS](#). The final membership category is the sponsorship membership—which allows persons or entities the ability to sponsor LOC or its events, which allows that sponsor to receive certain benefits typically related to marketing endeavors.

D. Strategic Plan

On August 26, 2022, the LOC Board of Directors unanimously adopted the 2022-2027 Organizational Strategic Plan for the LOC.⁵ This Plan is a cumulation of seven months of work guided by a core Planning Team and four focus groups. The Plan updates the LOC's vision, mission, and value statements. At the center of the Plan are four Imperatives that will need to be accomplished over the next five years. Each Imperative is supported by a set of Initiatives that will serve as the actionable items needed to accomplish the Plan goals.

⁴ https://www.orcities.org/download_file/1507/1852 (last accessed February 2025).

⁵The 2022-2027 LOC Strategic Plan accessible at https://www.orcities.org/application/files/6016/6213/7963/LOC_-_Strategic_Plan_Booklet_Spreads_email.pdf (last accessed February 2025).

III. Board of Directors

The LOC [Board of Directors](#) is comprised of four officers, eleven voting directors, and several non-voting directors. Working together, the Board of Directors is responsible for shaping the mission and goals of the LOC.

Officers of the Board of Directors include a President, Vice-President, Treasurer, and the Immediate Past President. Each officer position is for a one-year term. When a person is elected Treasurer, they serve in that role for one year and then automatically assume the position of Vice-President the next year. After serving a one-year term as Vice-President, the person in that position automatically assumes the position of President. When a person's one-year term of President concludes, they automatically become the Immediate Past President. To be an officer, a person must hold an elected position with a member city.

Each of the eleven voting directors serves a three-year term. Nine of the voting director positions are reserved for persons who hold an elected position with a member city. The other two voting director positions are reserved for persons who hold the position of city manager or assistant city manager with a member city.

Non-voting members of the LOC Board of Directors include one person who holds the position of a city manager or assistant city manager with a member city, any past president who continues to hold an elected position with a member city, and the executive director. The board's non-voting members actively and equally participate in all Board of Directors meetings and functions, the only difference between them and other members is that they do not vote on issues before the Board of Directors.

The positions reserved for city managers or assistant city manager with member cities are linked together; LOC staff generally described those three positions as: non-voting city manager; voting city manager; and senior city manager. When a person is elected to the non-voting city manager position they hold that position for one year. When that one-year term is completed, the person is automatically elevated to the position of voting city manager, where they serve a one-year term. Once the year concludes in the voting city manager position, the person automatically becomes the senior city manager for a one-year term. The senior city manager is a member of the LOC Board of Directors' Executive Committee.

Because the Board of Directors is comprised of 15 voting members, eight members constitute a quorum. A majority of the members present is required for the Board to take any action.

As the LOC is a public entity organized under ORS Chapter 190, Board of Directors meetings must comply with the Oregon Public Meetings Law. Generally, the Board of Directors holds five meetings per calendar year. During these meetings, the Board of Directors reviews matters related to LOC's strategic plan, lobbying efforts, litigation matters, event programming, financial matters, and any other issue that has the potential to impact the LOC or its member cities. With the exception of executive sessions, Board of Directors meetings are open to the public and all are welcome to attend.

IV. Committees

The LOC Board of Directors has created [eight committees](#). Two of the eight committees were created via the Bylaws, the remaining six committees were created via a Board of Directors resolution. Any Board of Directors recognized caucus is permitted to appoint, with the President's approval, one of its members to serve on six of the eight committees: Budget Committee; Bylaws Committee; Conference Planning Committee; Equity & Inclusion Committee; Finance Committee; and Nominating Committee.

In addition to these seven general committees, there also exists seven [policy committees](#). The seven policy committees are charged with analyzing policy and technical issues, they recommend positions and strategies the LOC should take during State legislative sessions.

A. Executive Committee

The LOC Executive Committee was established by the Board of Directors. It is a five-member standing committee comprised of the President, Vice-President, Treasurer, Immediate Past-President, and Senior City Manager. The functions of the Executive Committee include providing direction to staff between board meetings, and other Board authorized functions. The committee typically meets once a month.

B. Budget Committee

The LOC Budget Committee was established via the Bylaws. It is a six-member standing committee of the Board of Directors. The purpose of the Budget Committee is to assist the executive director in the preparation of the annual budget and with any other financial matters as deemed appropriate by the Board of Directors.

Members of the committee serve one-year terms. The committee is comprised of the President, Vice-President, Treasurer, Immediate Past President, Senior City Manager, and one finance director serving a member city who has been appointed by the President.

Meetings of the committee occur as needed. However, the committee typically meets at least once or twice a year, typically during the months between April and June as it helps the executive director develop a budget to submit to the Board of Directors during the Board of Directors' June meeting.

C. Bylaws Committee

The LOC Bylaws Committee was established via a resolution adopted by the Board of Directors. It is an ad-hoc committee of the Board. The purpose of the Bylaws Committee is to assist the Board of Directors in ensuring LOC's governing documents conform to law, are reflective of the desires and needs of LOC's members, and ensures the mission and vision of the LOC are met. The committee is directed to ensure LOC's governing documents are maintained in an efficient, effective, and updated condition for sue by the Board of Directors, LOC staff, and the LOC members.

There is no set number of committee members. Because the committee is ad-hoc in nature and is generally convened no more than every three to five years, the committee is typically comprised of any Board member who wishes to volunteer their time to serve on the committee.

Meetings of the committee occur as needed. As noted, the Board of Directors only convenes the committee when it is specifically needed, or every three to five years to perform a comprehensive review of all governing documents.

D. Diversity, Equity, Inclusion & Accessibility Committee

The LOC Diversity, Equity, Inclusion & Accessibility Committee was established via a resolution adopted by the Board of Directors. It is a seven to 13 member standing committee of the board. The purpose of the committee is to assist the LOC Board of Directors and executive director in their oversight of LOC policies, initiatives, and strategic goals related to diversity, equity, and inclusion. This committee is intended to be comprised of current and former diverse municipal officials who are responsible for helping the LOC bring about cultural changes necessary for the LOC, both internally and externally, to be equitable, inclusive, welcoming, and enriching for all.

Members of the committee serve three-year staggered terms. The members are appointed by the LOC Board President, upon the recommendation of the committee. When appointments to the committee are made, the following factors are to be considered:

- The committee is to be comprised of persons who have a proven interest in the work of the LOC and its members.
- There is representation from as many geographic regions of the state as reasonably possible, ensuring that no more than three members from any one region serve on the committee at a time.
- There is always one position reserved for a representative from the city of Portland.
- There is representation from cities with small, medium, and large populations.
- There is representation from underserved and underrepresented communities.
- The committee must include at least one appointed official.
- There can be no more than three formerly elected or appointed municipal officials serving on the committee.
- The appointments must comport with the intent and purpose of the LOC Equity Lens.

Meetings of the committee occur on an as-needed basis. Although, the committee meets regularly and consistently throughout the calendar year.

Finance Committee

The LOC Finance Committee was established via a resolution adopted by the Board of Directors. It is a seven-member standing committee of the Board. The purpose of the committee is to assist

the Board of Directors in fulfilling its oversight responsibilities with respect to reviewing and monitoring the spending policy of the LOC consistent with the Strategic Plan. The committee reviews and monitors the LOC budget, including program management appropriations and capital spending, while simultaneously providing the executive director and finance director financial analysis, advice, and oversight of the LOC's fiscal resources and expenditures.

Members of the committee serve three-year staggered terms. The members are appointed by the LOC President, upon the approval of the Board of Directors.

Meetings of the committee occur prior to each regularly scheduled Board of Directors meeting and on an as-needed basis.

E. Legal Advocacy Committee

The LOC Legal Advocacy Committee⁶ was established via resolution adopted by the Board of Directors. It is a committee comprised of an unlimited number of attorneys who specialize in municipal law in the state of Oregon. The purpose of the committee is to review requests for amicus support, identify opportunities for the LOC to participate as amicus or otherwise participate in litigation. This committee is advisory to the executive director.

Meetings of the committee occur on an as-needed basis. The committee is typically only convened upon the LOC being asked to participate as amicus.

F. Legislative Committee

The LOC Legislative Committee was established via resolution adopted by the Board of Directors. It is standing committee comprised of at least eight members. The purpose of the committee is to provide immediate insight and guidance to the executive director and legislative director during legislative sessions when the LOC must take a position on a bill or amendment that could result in conflict between established Board of Directors policies or could result in an impact that could not have been reasonably foreseen when the Board of Directors was establishing its legislative priorities.

Meetings of the committee occur on an as-needed basis.

G. Nominating Committee

The LOC Nominating Committee was established via the Bylaws. It is a standing committee comprised of seven members. The purpose of the committee is to consider applications for open LOC Board positions and present a slate of candidates to the members during the annual business meeting.

Members of the committee include the Immediate Past President, Vice-President, one Past President, three current Board of Directors members, and three city officials not currently

⁶ <https://www.orcities.org/advocacy/legal-advocacy> (last accessed February 2025).

serving on the Board of Directors, all of whom are appointed by the President. In making appointments to the Nominating Committee, the President is required to take all reasonable steps to ensure the committee makeup does not include more than one person from each of the 12 regions of the state.

Meetings of the committee occur solely for the purpose of selecting a slate of candidates to recommend to the membership during the annual business meeting. Typically, the Nominating Committee meets the Thursday before the annual membership meeting.

H. Policy Committees

As noted above, there are seven LOC policy committees, which are created to give advice and make recommendations to the Board of Directors as part of its legislative policy development process. Policy Committees may be called upon to participate in proposed revisions to the Oregon Municipal Policy, review of areas to recommend that the LOC take proactive and defensive positions in the State legislative process and serve as focus groups when necessary to assist LOC staff in assessing policy issues.

1. *Community Development.* The LOC Community Development Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: land use; parks and recreation; housing; solid and hazardous waste; air quality; and economic development.
2. *Energy & Environment.* The LOC Energy & Environment Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: energy conservation and efficiency; renewable energy generation; clean energy economic development programs; right-of-way and franchise management; natural gas utilities; and restructuring the electric industry.
3. *Finance & Taxation.* The LOC Finance & Taxation Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: property/income taxation; school finance; local government debt instruments; infrastructure funding; public budgeting; state revenue sharing; and financing economic development.
4. *General Government.* The LOC General Government Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: public safety; fire; courts; elections; ethics; ADA; libraries; human resources; and public contracting.
5. *Telecom, Broadband & Cable.* The LOC Telecom, Broadband & Cable Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: telecommunications franchising; management of the public right-of-way; advances in telecom technology; and the efficient provision of telecom services.
6. *Transportation.* The LOC Transportation Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: streets and roads; traffic safety; public transit; and rail.

7. *Water/Wastewater.* The LOC Water/Wastewater Policy Committee reviews policy decisions and recommends legislative positions and strategies related to: water supply and water quality issues, including water conservation, and the safe drinking water program; and the federal Clean Water Act.

V. LOC Departments

The LOC, from a personnel standpoint, is comprised of five departments: Communications; Intergovernmental Relations; Legal Research; Member Services; Operations. All five departments are led by the executive director, who is appointed by the Board of Directors to serve as the chief operating officer of the organization – responsible for the day-to-day manager of LOC operations and its staff.

A. Communications

The LOC's Communications team provides both external and internal services. It informs and helps educate members and key LOC stakeholders through electronic communications, publications, and social media platforms, while also supporting other LOC departments with marketing materials, legislative information, legal resources and conference resources in both hard copy and app formats.

1. *E-newsletter.* The [LOC Bulletin](#) is a weekly e-newsletter that provides members with updates about bills that could impact cities and encourages support or opposition. It has expanded from serving as strictly a legislative communication tool to becoming “that Friday email”—as members often call it—that also informs cities about grants and other helpful resources.
2. *Media and Public Relations.* When members of the media want to know more about how legislation and policy matters will impact cities, they turn to the LOC. .
3. *Social Media.* The LOC's social media presence includes [Facebook](#), [YouTube](#) and [Twitter](#). Facebook has proven to be an extremely effective platform for communicating with members, while Twitter is a positive tool for communicating with legislators and the media. Social media posts serve to make the public aware of what the LOC does while also highlighting the work of cities and the importance of city issues.
4. *Website.* The [LOC website](#) is a treasure trove of information and resources for city officials, including upcoming trainings and events, legislative updates, a newsfeed of city-related media articles, a publications library, city job board and city official directory. The Communications team manages the website and coordinates creation of content and images.
5. *Sponsorships and Vendor Programs.* As part of its marketing and business development function, the Communications team also focuses on business development for the LOC. This is achieved through sponsorship of the fall and spring conferences, vendor

participation in the annual trade show, and the LOC Business Partner Program,⁷ which provides a renewable annual partnership for the business community.

6. *Graphic Design and Photography.* The Communication team’s graphic design services encompass all electronic and print publications, marketing materials, website design, social media, promotional materials, and the annual calendar the LOC provides for members. In addition, the department provides photographs of all LOC Events as well as videos and graphics for an array of platforms

B. Intergovernmental Relations

The core mission of the Intergovernmental Relations (IGR) team is effective legislative advocacy on behalf of 241 cities across Oregon. Our message starts with protecting home rule, which is our first analytic screen for any proposed policy. With annual sessions, the IGR team focuses on legislative activity year-round. Most of our collective energy is spent on state politics, but we also advocate at the federal level, working with Oregon’s congressional delegation and the National League of Cities to advance the LOC’s priorities.

1. *State-Level Advocacy.* The IGR team consists of six lobbyists and brings expertise related to numerous portfolio subject matter areas.

IGR’s primary audience are the 90 members of the Oregon Legislature, the governor, statewide elected officials, and the state agencies whose regulation and policies impact cities. Our success depends on the relationships built with everyone involved in the legislative process, solid partnerships, and support from the LOC’s membership. During a legislative session, IGR responds to inquiries and advocate for cities 24/7, and during the long session years coordinates and hosts “City Day at the Capitol,” which effectively provides an opportunity for LOC members to engage the Legislature in the Capitol.

The IGR team is effectively the LOC’s front line in passing legislation that makes sense and is helpful to communities across Oregon. IGR also spends considerable energy working to stop legislation that presents cumbersome oversight or limits or preempts local decision-making. The IGR staff covers the full range of legislative issues, from land use and taxation to water quality and ethics and everything in between. During a typical long session (occurring in odd-numbered years) the IGR team is tracking more between 1,000-3,000 bills.

2. *Rule Making.* Each lobbyist is also responsible for review and comment on agency rulemaking to ensure city policy perspectives are heard. New rules are often proposed in response to the prior session’s new legislation or changes to the regulatory process.
3. *Member Communications.* During a legislative session, the IGR team provides updates from the Capitol every Friday in the *LOC Bulletin*, where they may also include critical

⁷ <https://www.orcities.org/programs-services/programs/business-partnerships> (last accessed February 2025).

action alerts on legislation and request membership contact their legislators. IGR also works within the LOC's seven policy committees during the session for assistance in reviewing proposed legislation, legislative strategy and preparing testimony.

4. *Policy Committees.* Legislative policy committees and special work groups are the foundation of the LOC's policy development process. Composed of city officials and staff appointed by the board president, the committees analyze policy and technical issues to develop legislative priorities and establish positions on other issues. An IGR professional staffs each committee, conducting research, preparing materials, and providing professional assessment. Policy committee members are appointed for two-year terms.
5. *Creating Educational Resources.* The IGR team creates reference materials for LOC members and other stakeholders, including surveys, charts, presentations, and reports. These resources not only assist with advocacy efforts, but are also for city use, including the annual State Shared Revenue Report. Surveys include the Annual Road Condition Report; SDC survey; Water/Wastewater/ Stormwater Rate Survey; and Utility and Franchise Fees Survey. The team has also traditionally prepared legislative bill summaries and a list of bills that cities need to act upon to comply with new laws.
6. *Grassroots Advocacy.* The IGR team works to train and organize city officials, other government partners, business and community leaders statewide to speak with a unified voice on issues that matter to Oregon communities. The objective of the League's grassroots advocacy program is to influence decisions that legislators make about issues that impact shared constituents and their communities. This is accomplished by mobilizing city officials to work with legislators and candidates at home in their districts and in Salem during the legislative session.

C. Legal Research

The core mission of LOC's Legal Research department (LRD) is to provide information and technical assistance to elected and appointed city officials who have questions about their duties, city operations, city governance, and various state and federal statutes. In addition to assisting city officials, the LRD is also tasked with providing general counsel services to the LOC itself, both to employees and the board of directors.

1. *Information & Technical Assistance.* The LRD provides elected and appointed city officials with information and technical assistance in three keyways:
 - Staffing the LOC member inquiry line;
 - Creating educational resources; and
 - Acting as trainers at LOC workshops, seminars, and conferences.
2. *Legal Inquiry Line.* The member inquiry line⁸ provides access to LRD staff, who answer questions about best and common municipal practices, provide direction on statutory

⁸ <https://www.orcities.org/programs-services/services/member-inquiry-line> (last accessed February 2025).

requirements (such as public meetings law, local government budget law, election law, etc.), and point members in the direction of other resources to assist them in overcoming challenges and meeting their city's goals. LOC members can access the member inquiry line in one of two ways—via phone or via email. LRD staff does not provide legal representation or advice to members via the inquiry line, but it does allow members the opportunity to seek guidance on how to resolve common municipal questions.

Assistance provided through the member inquiry line takes many forms. For example, if a member calls with a basic question about the requirements of properly posting a notice of an upcoming public meeting, LRD staff can provide them with a copy of the statute that outlines the notice requirements, while simultaneously providing a model notice they can use as a template for noticing their own meeting. Or, if a council is considering adopting a new ordinance and wants copies or samples of what other cities across Oregon or the country have adopted, they can contact the member inquiry line, and LRD staff will provide them samples and give them some tips on best practices that the city may want to consider when adopting the new ordinance.

3. *Creating Educational Resources.* Oregon is a big state, and the LOC's membership is massive—so assisting every member in person, over the phone, or via email is impossible. As such, LRD staff create educational resources⁹ that members can use as starting points in understanding complicated legal issues and as reference tools when trying to resolve local community concerns. And while not every city in Oregon is the same, meaning that what works in Milton-Freewater may not necessarily work in Gold Beach, LRD's educational resources cover the statutory requirements of an issue and provide municipal best practices so that individual cities can understand their base line and build up from there to meet their own individual community's needs.

Educational resources come in five types: the Municipal Handbook chapters, guides, models, FAQs, and white papers. Guides provide a comprehensive explanation and a how-to manual on one particular area of municipal law—for example, LRD has produced a guide on local transient lodging taxes. Models are sample ordinances or policies covering a broad range of issues facing cities. FAQs are short, easy-to-read resources that answer questions regularly posed to LOC by its members. White papers are essentially a legal memorandum wherein complicated legal issues are dissected and explained. The Oregon Municipal Handbook Chapter is the go-to resource for 32 different local governing topics.

4. *Training.* LOC's training program is developed and managed by the Member Services & Administration Department. However, these training programs are often led by LRD staff. Given the expertise of LRD staff in common areas of municipal practice, they are often tasked with being the primary trainer for workshops that cover the fundamentals of working for or representing an Oregon municipality. LRD staff regularly provides trainings on the following topics: council-manager form of government, council

⁹ <https://www.orcities.org/resources/reference/reference-library> (last accessed February 2025).

relationships, public records, public meetings, ethics, public contracting, local budget law, land use, and home rule.

5. *General Counsel Services.* The LRD provides general counsel legal services to LOC staff and the LOC Board of Directors. In providing these services, LRD attorneys regularly: negotiate, draft and review contracts; perform legal research and analysis; give legal advice to LOC employees and the Board of Directors; draft internal governing policies; and generally act as the LOC's attorneys of record.

D. Member Services Department

The Member Services department manages outward facing services of the League including educational resources and other services for members.

1. *Annual and Spring Conferences.* Each Fall, the LOC [Annual Conference](#) draws nearly 800 attendees, about 600 of whom are LOC members, making up the largest gathering of local officials within the state each year. The Member and Administrative Services Department works with other staff and an external committee of members to plan and execute the event. In 2019, the LOC added a [spring conference](#) for local government officials, and the department helps to organize that conference as well as managing registration for both conferences.
2. *Trainings.* From November through January, following local elections every two years, the department leads "[Elected Essentials](#)," a training program for city leaders who have recently been elected. These workshops are offered in 12 regions around the state. In the year between elections, the LOC offers its "Local Government Fundamentals" training program that touches on similar information as "Elected Essentials," but in a shorter format. The Fundamentals training is offered for members who missed the "Elected Essentials" training or would like a refresher course. The LOC is also providing more [on-demand training](#) and fields member requests for specific training topics. In addition, the Member and Administrative Services Department oversees the Local Government Management Certificate for a host of pre-determined training areas that are listed on the LOCs website.
3. *Small Cities Program.* A member of the department attends each of the [Small Cities Network](#) meetings that are scheduled year-round in 12 regions statewide. The Small Cities meetings allow local officials and others across the state to gather and share information about what is happening within their communities. The LOC representative also provides a written summary of the news that is shared during these meetings. The meetings often include a featured guest speaker and provide a forum for Q&A sessions, as well as serving to build and maintain relationships among attendees.

E. Operations Department

A new department, as of March 2025, is responsible for the internal operational functions of the LOC itself.

It oversees the fiscal health of the LOC, it manages the organization's funds and plans for its expenditures. It is the LOC department that ensures efficient financial management and fiscal control necessary to support all of LOC's endeavors and operations. In addition, the department supports the LOC Board of Directors, the LOC Foundation, the Oregon City/County Management Association, and the Oregon Mayors Association.

1. *Internal Administrative Services.* The department's staff serve as the LOC's primary receptionist as well as others who answer telephone calls, respond to email inquiries, manage IT support, and oversee the management of LOC assets. The department also provides continuous updates to the LOC's membership database. In addition, the department arranges meeting space and catering for the LOC and for other organizations that have requested to use the space. The LOC shares its office building, the Local Government Center in Salem, with similarly situated organizations serving different types of local government entities. The Department represents the LOC on the committee that manages the building. Anytime someone in the LOC team needs supplies, repairs or new furniture, the department manages those requests. Lastly, the Department serves as Human Resources department for the 19 LOC person-staff.
2. *Bookkeeping.* The Finance department is involved in the day-to-day recording, analysis, and interpretation of the LOC's financial transactions. This includes managing the cash flow into and out of the LOC to ensure the organization has enough funds to meet its needs.
3. *Budgeting and Forecasting.* The Finance department works closely with the executive director and other department managers to prepare the LOC's annual budget, based on three- to five-year forecasts. In this role, the department helps the executive director fulfill the fiscal needs of each department, develop staffing strategies, and plan asset purchases and expansions.
4. *Procurement Management.* The LOC partners with NPPGov to provide cooperative procurement services to the LOC membership, and other governmental entities. It is the Finance department that manages the relationship with NPPGov and takes the lead on all cooperative procurement practices entered into by the LOC.
5. *Payroll.* The Finance department handles the organization's payroll needs and processes. This includes working directly with employees on contributions, deductions, and pension matters.

VI. Conclusion

The LOC Board of Directors and its staff take pride in the assistance and support provided to Oregon's 241 home rule cities.