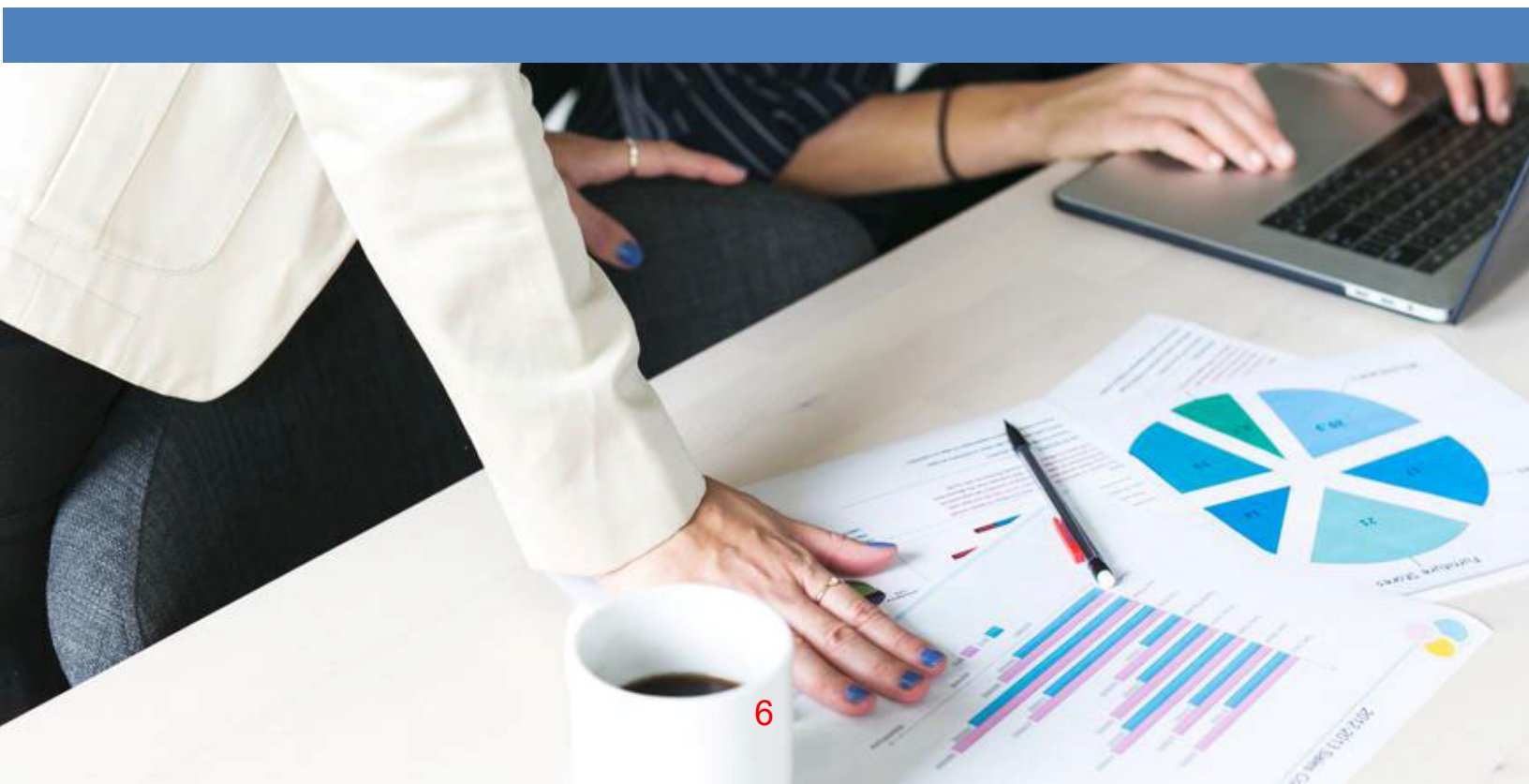


**Proposed Budget**  
**Fiscal Year 2021-22**  
**Budget Committee: May 19, 2021**  
**Final approval from the Board of Directors: June 18, 2021**



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# LOC

## Proposed Fiscal Year 2021-22 Budget

### Table of Contents

|                                                                |    |
|----------------------------------------------------------------|----|
| Introduction.....                                              | 4  |
| Budget Committee Members.....                                  | 5  |
| Overview.....                                                  | 6  |
| Reader's Guide .....                                           | 9  |
| About the LOC.....                                             | 10 |
| LOC Budgeting Process .....                                    | 12 |
| LOC Budget Calendar.....                                       | 13 |
| Budget Assumptions.....                                        | 14 |
| Executive Director's Budget Overview .....                     | 16 |
| Finance Budget Message.....                                    | 20 |
| Estimated Ending Fund Balances.....                            | 25 |
| Summary of Revenues and Expenditures .....                     | 26 |
| Full-time Equivalent (FTE) Summary by Departments .....        | 28 |
| Functional Organization Chart.....                             | 29 |
| General Services .....                                         | 31 |
| Summary of Revenues and Expenditures – All Funds .....         | 32 |
| General Fund –Revenue Detail.....                              | 33 |
| General Fund – Expenditures by Department.....                 | 38 |
| General Fund – Transfers In/Out .....                          | 60 |
| General Fund – Contingency Reserves / Ending Fund Balance..... | 61 |
| Proposed Budget .....                                          | 63 |
| Supporting Schedules .....                                     | 68 |

## Introduction

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- ❖ Budget Committee Members
- ❖ Overview



# League of Oregon Cities

## Budget Committee Members

### **Voting Members**

Keith Mays – President, Mayor, City of Sherwood

Tanee Brown – Vice President, Councilor, City of Central Point

Steve Callaway – Treasurer, Mayor, City of Hillsboro

Timm Slater -- Past President, Councilor, City of North Bend

Scott Derickson – Board Director, City Manager, City of Woodburn

Don Hudson – City Finance Director Position, Finance Director, City of Tualatin

Alex Johnson II – Oregon Local Government People of Color Caucus Representative, Mayor, City of Albany

### **Staff**

Mike Cully - Executive Director

Jamie Johnson-Davis - Finance Director

Jim McCauley - Intergovernmental Relations Director

Patty Mulvihill - General Counsel

Kevin Toon - Communication and Business Development Director

Christy Wurster – Operations & Member Engagement Director

League of Oregon Cities  
1201 Court Street SE, Suite 200, Salem, OR 97301  
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## Overview

The budget document serves two distinct purposes: the first is to present a clear picture of the LOC services and policies. The second is to provide the LOC management team with a financial and operating plan that generally conforms to the Oregon Local Budget Law (ORS 294.305 - 565<sup>1</sup>).

- **Budget Message:** The budget message summarizes key features and issues shaping the budget for the coming year, followed by department staffing, and summary schedules for revenues, expenditures, and ending fund balances.
- **Reader's Guide:** The guide outlines how the budget document is presented and defines vital elements for the reader. The section includes the fund structure, statistics, and information about budgeting in Oregon and the LOC, budget assumptions, goals, and an organizational chart.

**Budget:** The budget contains departments of the General Fund, which is comprised of various departmental programs, in numerical order, presented with a narrative describing the department's function and the budget for the coming year as well as prior years' budget and actual information. Both summary tables and detail tables have been included for active funds with significant amounts of activity.

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<sup>1</sup> Per ORS 294.316(14), the provisions of the Oregon Local Budget Law do not apply to intergovernmental entities created pursuant to ORS Chapter 190. The LOC was created as an intergovernmental entity under ORS Chapter 190, as such, it is not legally required to comply with the Oregon Local Budget Law. However, as much as reasonably practical given the structure and function of the LOC, given that the LOC supports Oregon cities, the LOC attempts to follow the requirements of the Oregon Local Budget Law.



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## Reader's Guide

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- ❖ About LOC
- ❖ LOC Budgeting Process
- ❖ LOC Budget Calendar
- ❖ Budget Assumptions
- ❖ Executive Director's Budget Overview
- ❖ Finance Director's Budget Message
- ❖ Estimated Ending Fund Balances
- ❖ Summary of Revenues and Expenditures – All Funds
- ❖ Full-time Equivalent (FTE) Summary by Supervising Department
- ❖ Functional Organization Chart

## About LOC

LOC is located in Marion County, Oregon, two blocks east of Salem's state capitol. Incorporated in 1925, the League of Oregon Cities was formed by the cities of Oregon.



## Who We Are

The LOC is the trusted, go-to resource that helps Oregon city staff and elected leaders serve their cities well and speak with one voice.

We are here to provide cities what they need to build thriving communities, through advocacy, training, and information. Created in 1925 through an intergovernmental agreement of incorporated cities, the LOC is essentially an extended department of all 241 Oregon cities.

## Our Mission

The LOC supports city leaders and state legislators in building a strong Oregon by connecting with all Oregon cities, sharing vital information, and advocating on their behalf.

## Our Vision

All Oregon cities effectively govern, provide municipal services, and freely exercise their home rule authority to build vibrant, resilient communities that Oregonians are proud to call home.

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# LOC Budgeting Process

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A budget is a financial plan for one fiscal year. In Oregon, local governments, and the LOC as a local governmental entity, operate on a fiscal year that begins July 1 and ends the following June 30. A budget shows the estimated costs, called expenditures, in the coming fiscal year. It shows other budget requirements that must be planned for but will not actually be spent. It also shows the money, called resources or revenues, the local government estimates will be available to pay for these expenditures.

Preparing a budget allows a local government the opportunity to look at its needs in light of the money available. In Oregon, all local governments must plan a budget that has equal resources and requirements, in other words, a balanced budget.

The Budget Officer, in LOC's case the Finance Director, presents the budget document to a budget committee. The LOC budget committee consists of the executive committee, a Finance Director from a member city appointed by the LOC President, and a representative from any recognized LOC caucus. To date, the Board of Directors has only recognized one caucus, the Oregon Local Government People of Color Caucus. After the budget committee has reviewed and/or made adjustments, they approve the budget.

Local budget law requires that specific actions happen as a local government prepares its annual budget. The process can be broken down into four phases:

- **Phase 1:** The Budget Officer puts together a proposed budget. In larger local governments, department heads or program managers may help.
- **Phase 2:** The Budget Committee approves the budget. The Budget Committee reviews the proposed budget, listens to the comments from staff, and then approves the budget. Special public notices are required before the budget committee's first meeting.
- **Phase 3:** The Board of Directors adopts the budget. Adoption of the budget must occur no later than June 30.
- **Phase 4:** This phase occurs, if necessary, during the fiscal year budget period when the local government operates under the adopted budget. This phase includes changes to the adopted budget, which must be made before additional money is spent, or money is spent for a different purpose than described in the adopted budget. This phase includes changes to the budget through a supplemental budget process.

## Supplemental Budget

A supplemental budget modifies the adopted budget and creates new appropriations to spend resources. They can also be used to transfer resources/allocations between funds. A supplemental budget can be made when:

- An occurrence or condition that was not known at the time the adopted budget was prepared requires a change in financial planning;
- A situation that was not foreseen at the time the adopted budget was prepared and requires prompt action;
- Money that was not anticipated when the adopted budget was prepared is made available by another unit of federal, state, or local government; or
- A request for services or facilities is received, the cost of which will be paid for by a private individual, corporation, or another governmental unit and was not known at the time the adopted budget was prepared.



## LOC Budget Calendar

|                      |                                                                                                                                                                                                                                                             |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| December<br>–January | <ul style="list-style-type: none"> <li>• Revenue and expense estimates are gathered for beginning balance calculations</li> <li>• Budget goals and limitations are developed</li> <li>• Request for new personnel, capital outlay, and equipment</li> </ul> |
| February             | <ul style="list-style-type: none"> <li>• Departments submit requested budgets to Executive Director</li> </ul>                                                                                                                                              |
| March                | <ul style="list-style-type: none"> <li>• Meetings are held with Executive Director and department directors</li> <li>• Proposed budget is drafted for committee review</li> </ul>                                                                           |
| April                | <ul style="list-style-type: none"> <li>• Notice of budget committee meeting is submitted</li> <li>• Proposed budget is drafted for budget committee review</li> </ul>                                                                                       |
| May                  | <ul style="list-style-type: none"> <li>• Notice of budget committee meeting</li> <li>• Budget committee meets to discuss the proposed budget and approve</li> </ul>                                                                                         |
| June                 | <ul style="list-style-type: none"> <li>• LOC board meets for brief discussion and adopts budget</li> </ul>                                                                                                                                                  |
| July                 | <ul style="list-style-type: none"> <li>• Adopted budget takes effect</li> <li>• Budget packets are submitted to the Board of Directors</li> </ul>                                                                                                           |

### Basis of Budgeting

Governmental funds use a modified accrual basis of budgeting and reporting. Under this method, revenues are budgeted if they are measurable and available within 60 days of the fiscal year-end. Revenues subject to accrual include projects and interest. Expenditures are budgeted in the period during which goods or services are provided. Compensated absences are not budgeted.

### Supporting Schedules

The supporting schedules provide more detail for readers. The supporting schedules (page 68) include Personnel Allocation, FTE Detail by Supervising Group, Budgeted Transfers, and Capital Projects.

### Budget Document Columns

Within Oregon's local budget law, six columns of data are required. The first two columns are two consecutive prior years of actual data, followed by one column containing the current fiscal year budget as amended by supplemental adjustments. The following three columns on the right are all related to the progress of the budget as it moves through the various required phases. From left to right, the first column is the budget as proposed by the budget officer. The middle column is the amount approved by the budget committee. The final column is the adopted budget by the board of directors.

## Budget Assumptions

The following assumptions were used in the development of the budget.

### Primary Revenue Sources

- All other revenue sources are estimated using trend analysis.

### Personnel Services

- Position budgeting utilized actual amounts from the payroll system as much as possible.
- A step increase will not be considered for the proposed budget fiscal year.
- A 2% Cost-of-Living Adjustment (COLA) was calculated for the entire staff.
  - A review of Compensation and Class Survey will be preformed of all positions.
- PERS employer rates (rounded) effective July 1, 2022, through June 30, 2024, excluding 6.0 percent PERS pickup:
  - General Service Tier 1 & 2 – 25.87 percent (increase of 0.71 percent); and
  - General Service Oregon Public Service Retirement Plan (OPSRP) – 24.41 percent (an increase of 2.22 percent).
- Unemployment rate of 0.1 percent.

### Capital Outlay

- No budget to be considered for thie currentbudgeted year.



## Executive Director's Budget Overview

### General Fund Operating Budget

#### Introduction

The Fiscal Year 2021 – 2022 budget serves as the annual fiscal plan for the LOC. As presented, you will have a detailed view of the diversity of LOC services and programming – as well as the ability to identify the LOC's resources used to execute its business plan.

Transparency and clarity have been the foundation of my commitment to the Board, and this budget is designed to address challenges and opportunities through the identification of existing resources and potential use cases for those resources in a straightforward manner. We are presenting a clear, easy-to-understand financial picture, conservative in nature and grounded in fact.

The design of this budget is twofold: (1) the underlying intent is meant to be attentive to staffing needs and service continuity while, (2) working to reduce the overall reliance of city dues membership revenue. You will see that the LOC's annual operation in the black, with the bulk of the deficit residing in the Special Projects department. It has been best practice to use this as an area in which to highlight the board policy initiatives and evaluate those programs for ongoing inclusion in general fund processes in the future.

#### Revenue picture

Since the LOC works on essentially a fixed revenue source, largely dependent on member investment, we understand the importance of finding new sources of revenue to continue to build both our staffing needs and our programming. For this reason, the LOC takes an entrepreneurial approach to building the revenue side of the business.

In the coming fiscal year, the board of directors approved a 1% increase in membership dues to further solidify our operating revenue. With population increases reported from the Portland University Certified Population Estimate Report included this creates an additional 1% increase. Further diversification leading to increased revenue includes the InterGovernmental Agreement with CIS and a ongoing program partnership with NPPGov. Our fiscal year 2021 revenue picture is projected to increase from \$4,530,080 to \$4,806,588, including transfers from the contingency reserves.

#### Personnel and Benefits

The LOC Board of Directors approved a 1.00% COLA at the December 2020 Board meeting which the Executive Director is requesting be increased to a 2.00% COLA in this budget proposal with the absence of a 2<sup>nd</sup> year freeze on step increase. The Executive Director recommends step/grade increases be frozen for this fiscal budget. Health, Dental and Vision Benefits will remain largely unchanged, save for a 4% increase required by CIS. While the PERS number varies wildly from biennium in terms of liability, this fiscal year there is an increase of 0.71% for Tier 1/2 employees (25.87%), and OPSRP has increased 2.22% (24.41%). Total contributions are approximately 30%, which includes the 6% employee contribution of salaries for this proposed fiscal budget.

## Member and Administrative Services

The budget for this department will increase by 19.3% from the previous last fiscal budget, or \$58,600, for the following two main reasons. First, sponsorship expenses have increased by \$30,000 for support of the ICMA/OCCMA national conference in October 2021. Also, to note, staff training has been increased by \$9,000 for Equity and Inclusion efforts.

## Training and Conference Event Programs

This budget includes a continuation of services previously provided with potential enhancements. Some of which are currently in the development and rollout phase for the training program. This includes a provision for more virtual training opportunities and accounts for a decrease of \$-4,330 or -11% over the previous year. Also, the continuation of the in person Annual and Spring regional conference planning the organization's premier events and keep the flexibility of moving to a virtual conferences. Total conference expenses increased by 6% or \$20,250 over last years budget and related to the cost of venue location for the annual conference.

## Board of Directors

In anticipation of ongoing virtual meetings during the fiscal year, we considered a decrease of -\$8,000 or -17.4% of last year budget resulting in reduced expenditures. Travel food and associated expenses.

## Technical, Equipment & Furniture

As the LOC continues to strengthen it's virtual presence, we anticipate an increase of \$40,000 or 45.7% in the proposed budget resulting fromwith raising costs in Internet Technology contract services, listserv and associated services.

## Communications and Marketing

The department budget will increase by 6.1% over the last fiscal year. This budget allocated website expenses for maintenance oversight and the result has increased the line-item in specialized contract services by 367%. Also, to note, a decrease of -79% for line-item printing of the Local Focus Magazine has offset the additional expenses which is why the overall departmental increase is only 6.1%.

## Intergovernmental Relations

The department's budget will increase by \$14,600, or 31.1%, over the last fiscal year. The increase is due to expanded efforts to meet the Board's deliverables for the long-range plan. These board are intended to continue increasing LOC's influence on state and federal policy makers, increased membership communication and outreach, media training. Additional staff training and enhancement is included in the expanded budget.

## Legal Research

The budget for this department will increase by 558.3% over the last fiscal year due to a substantial change in allocations. A decision to include amicus brief work and ongoing research projects into the department, as opposed

to the Special Project Budget which has historically been its location, provides an increase of \$100,000, which explains the significantly large percentage increase in the department's overall budget.

## Special Projects

The Special Projects fund was established for the express purpose of providing funding for "one-off" events and projected projects, programs, and services. Expense will decrease by 9.9% due primarily to the 2-year limited duration Honors Attorney position ending on December 31, 2021.

## Building and Equipment

In FY2021-22 an assessment of the LOC office is being conducted to identify opportunities for better utilization of the office space and evaluation of maintenance needs and capital improvements. At this time, the LOC has not identified any projects expenditures.

## Balanced Budget

The budget is balanced for the General Fund. LOC considers the budget balanced when total expenditures are equal to total revenues. However, the budget is also balanced in situations where total expenses are less than total revenues, which is technically a surplus. There are also instances when the Board of Directors might plan to spend fund balances from previous years on one-time or non-routine expenditures.

To consider a budget balanced in this case and provided the funding from previous years is available.

Scenario 1: revenues = expenditures

Scenario 2: revenues > expenditures

Scenario 3: revenues + appropriated reserve balance = expenditures

Scenario 4: revenues + appropriated fund balance > expenditures

Regarding fiscal year 2021-2022, staff considers the LOC budget balanced under scenario three.

The General Fund is projecting a balanced budget, while the Special Projects Fund is projecting an anticipated negative budget of approximately \$408,000.

*As presented, this budget maintains restricted reserves in the General Fund at the mandated 40% but does have LOC utilizing excess, unrestricted reserves to fund proposed programs and initiatives in the Special Projects Fund.*

## Conclusion

The budget present herein is one based on reality and conservatism while maintaining the board direction to continually innovate and stand out as an employer of choice. Our focus remains squarely on addressing the needs of our members and positioning the LOC a leader, a convener, and an essential conduit to our cities.

For this reason, I would urge this body to strongly consider adopting the budget I have presented, which is a budget that allows the LOC to press forward with its excellence in service delivery through relevant and expanded options.

## Notable Budget Distinctions and Variations



### League of Oregon Cities Budget FY 2021-2022

Consolidated

updated: 04/21/2021

| Account Description                   | Jul 2018 - Jun 2019 | Jul 2019 - Jun 2020 | Budget FY21  | Budget FY2021-22 Proposed | FY21 Budget to FY22 Budget difference | FY21 Budget to FY22 Budget % Change |
|---------------------------------------|---------------------|---------------------|--------------|---------------------------|---------------------------------------|-------------------------------------|
| <b>Income</b>                         |                     |                     |              |                           |                                       |                                     |
| Total 22 4000 Revenue                 | 3,198,399           | 3,247,177           | 3,280,780    | 3,352,088                 | 71,308                                | 2%                                  |
| Total 30 4400 Member Services         | 122,445             | 124,913             | 140,500      | 327,500                   | 187,000                               | 133%                                |
| Total 33 4700 Conferences             | 421,926             | 453,524             | 426,000      | 394,000                   | -32,000                               | -8%                                 |
| Total 70 4820 Program Revenue         | \$ 622,174          | \$ 636,511          | \$ 381,000   | \$ 325,000                | -56,000                               | -15%                                |
| Contingency - transfer in             |                     |                     | \$ 301,800   | \$ 408,000                | 106,200                               | 35%                                 |
| Total Income                          | \$ 4,364,944        | \$ 4,462,126        | \$ 4,530,080 | \$ 4,806,588              | 276,508                               | 6%                                  |
| <b>Expenses</b>                       |                     |                     |              |                           |                                       |                                     |
| Total 23 5000 Personnel and Benefits  | 2,495,939           | 2,694,045           | 3,077,500    | 3,223,388                 | 145,888                               | 5%                                  |
| Total 24 5000 Administration          | 311,969             | 237,758             | 304,250      | 362,850                   | 58,600                                | 19%                                 |
| Total 25 5000 Board                   | 38,048              | 30,822              | 46,000       | 38,000                    | -8,000                                | -17%                                |
| Total 26 5000 Technology              | 143,417             | 103,170             | 87,500       | 127,500                   | 40,000                                | 46%                                 |
| Total 32 5600 Training                | 36,840              | 7,160               | 39,830       | 35,500                    | -4,330                                | -11%                                |
| Total 33 5000 Conference              | 336,220             | 281,285             | 341,000      | 361,250                   | 20,250                                | 6%                                  |
| Total 34 5000 Comm & Marketing        | 79,794              | 58,820              | 66,000       | 70,000                    | 4,000                                 | 6%                                  |
| Total 37 5000 Intergovernmental       | 64,982              | 36,777              | 47,000       | 61,600                    | 14,600                                | 31%                                 |
| Total 38 5000 Legal & Research        | 42,598              | 18,432              | 18,000       | 118,500                   | 100,500                               | 558%                                |
| Total 39 5000 Special Projects        | 667,295             | 711,647             | 453,000      | 408,000                   | -45,000                               | -10%                                |
| Total 60 7000 Building & Equipment    | 166,173             | 240,838             | 50,000       | -                         | -50,000                               | -100%                               |
| Total Expenses                        | 4,383,276           | 4,420,754           | 4,530,080    | 4,806,588                 | 276,508                               | 6%                                  |
| Net Income                            | -18,332             | 41,372              | 0            | 0                         | 0                                     |                                     |
| <b>Beginning General Fund Balance</b> |                     |                     |              |                           |                                       |                                     |
| Beginning General Fund Balance        | 3,856,786           | 3,927,520           | 3,879,826    | 4,046,423                 |                                       | 4%                                  |
| Net Income for current year           | (18,332)            | 41,372              | -            | -                         |                                       |                                     |
| Contingency - transfer in/out         |                     |                     |              | (408,000)                 |                                       |                                     |
| Ending Fund Balance                   | 3,838,454           | 3,968,892           | 3,879,826    | 3,638,423                 |                                       | -6%                                 |
| Contingency                           | 2,352,062           | 2,485,249           | 2,248,994    | 1,878,987                 |                                       | -16%                                |
| Reserve Policy- 40% of Operating      | 1,486,392           | 1,483,643           | 1,630,832    | 1,759,435                 |                                       | 8%                                  |
| Contingency % of Fund balance         | 61%                 | 63%                 | 58%          | 52%                       |                                       |                                     |

The chart above, LOC Consolidated Budget, identifies notable budget distinctions and variations for the upcoming fiscal year's proposed budget allotments in revenue and expenses, and the difference (both in dollar amount and percentage) between the two fiscal budget years. Visual report of Executive Directors Budget Overview.

## Finance Director's Budget Message

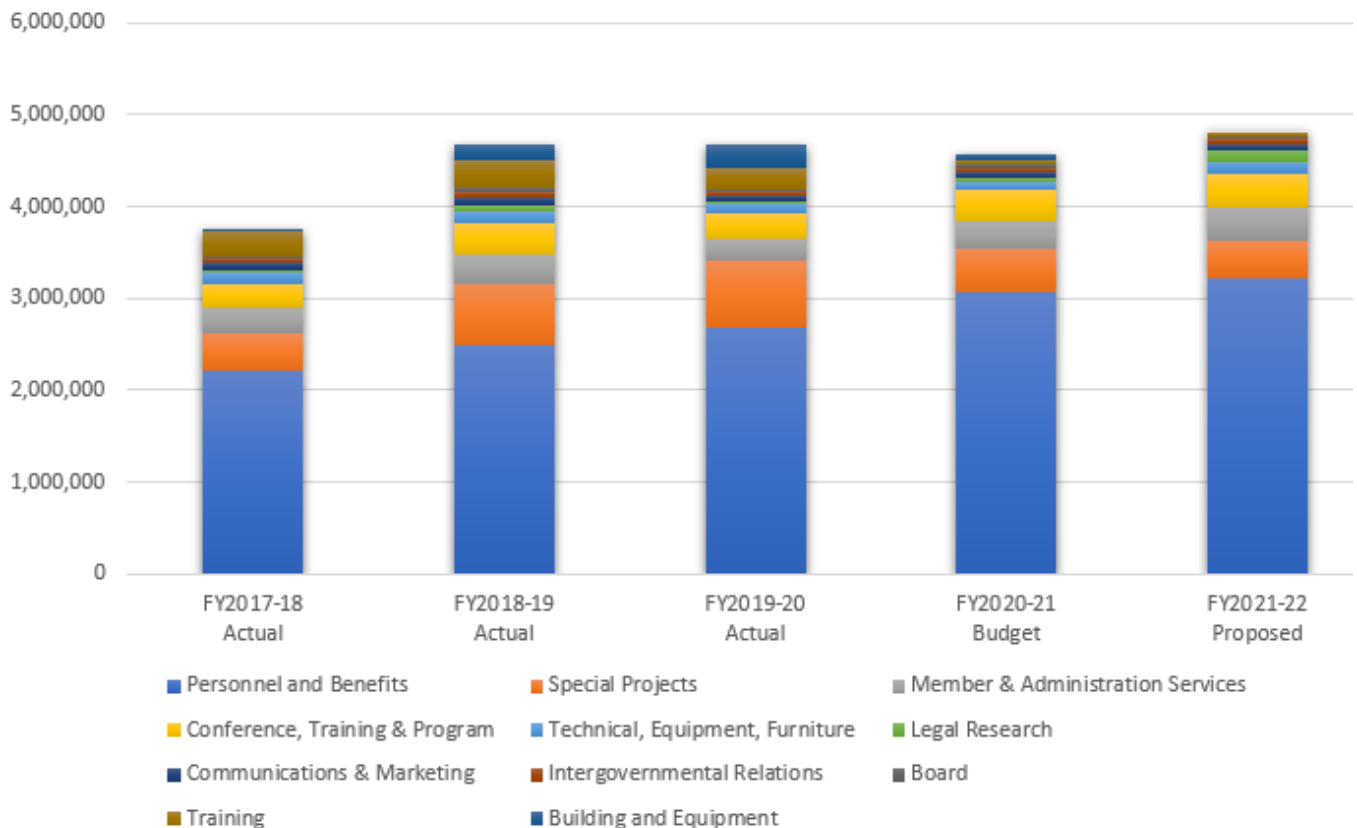


April 2021

Members of the Budget Committee for the League of Oregon Cities:

For your consideration, I am pleased to present the proposed budget for the Fiscal Year (FY) 2021-22. The proposed \$4.4 million budget (including contingencies and reserves) maintains critical services and programs and addresses the goals identified within the LOC's Strategic Plan. As required by state law, the General Fund of the proposed budget is balanced. The table below, All Department Expense by Classification and Fiscal Year (FY), shows the 5-year budget growth by expenditure classification.

**All Department Expense by Classification and Fiscal Year (FY)**





How COVID-19 will ultimately impact LOC's revenues is unknown. However, the FY2021-22 proposed budget maintains healthy contingencies and cash reserves, exceeding the 40% total operating expenses policy requirement set forth by the Board of Directors in its Fund Balance Policy.

The Budget Committee should be aware that further corrective actions may be taken throughout FY 2021-22 as LOC staff identifies and reacts to economic impacts and inter-governmental activities.

Due to social distancing requirements, the normal collaborative internal process used to create the proposed Budget was streamlined. This year the Management Team collected departmental information, shared that information with the Executive Director and Finance Director, and the Executive Director and Finance Director composed the proposed FY 2021-22 Budget. As in past years, the Budget Committee will meet via telephone or video conferencing.

The FY 2021 – 2022 budget serves as the annual proposed fiscal plan for the LOC. As presented, you have a detailed view of the diversity of the LOC services and programming, and LOC's ability to identify the resources to execute its Strategic Plan and provide services to members.

The budget you are reviewing is a proposed financial outcome based on standard budgeting practices using available and expected resources, anticipated expenses, and maintaining reserves in the General Fund at 40%. This proposed budget utilizes a portion of the unrestricted funds to enhance existing programs and services as appropriated in the Special Project, which will spend an anticipated total of \$408,000, from the unrestricted resources.

#### Continuation Budget

Under the FY2021-2022 proposed budget, the LOC's core services are maintained at existing levels without interruption. The Special Projects Fund supports efforts including diversity, equity, and inclusion; several research projects; outside legal counsel to assist with chapters in the handbook; a consultant to facilitate the strategic plan; and finishes out the contract with the two-year term Honors Attorney. The LOC's working capital will be used to maintain all existing service levels and programming. The proposed budget does appropriate more money than the previous fiscal year; however, the additional expenditures do not pose a threat to the organization's fiscal health.

In accordance with the Fund Balance Policy previously adopted by the Board of Directors – the LOC is required to maintain a reserve (contingency) of 40% of the General Fund operating expenses which is \$1,759,435. Additionally, the LOC currently holds a contingency account that is 52% above or \$1,878,987, the total ending balance contingency and reserve of \$3,638,423.

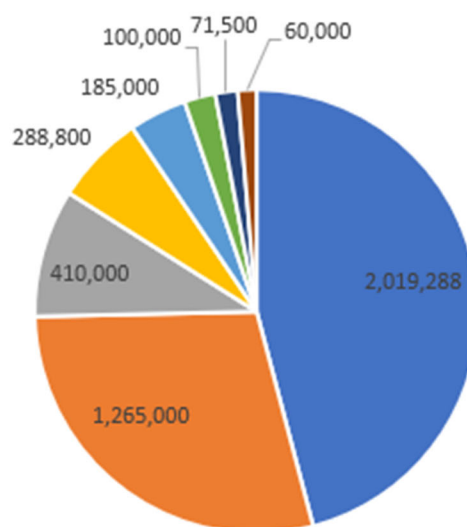
## Budget Overview

### Revenue

Anticipated revenue for 2021 – 2022 FY is \$4,806,588 (not including cash balance). Primary sources of revenue include: member dues; money received from a contractual agreement with CIS; conferences/trainings; and, non-dues-related programs LOC participates in such as the national procurement program.

### General Fund Revenue FY2021-22

- Member & Associate Dues \$2,019,288 or 45.9%
- CIS Related Revenue \$1,265,000 or 28.8%
- Conference, Training Programs \$410,000 or 9.3%
- Programs - Non-Dues and Misc 288,800 or 6.6%
- STP Apportionment \$185,000 or 4.2%
- Grants \$100,000 or 2.3%
- Affiliates \$71,500 or 1.6%
- Interest Income \$60,000 or 1.4%

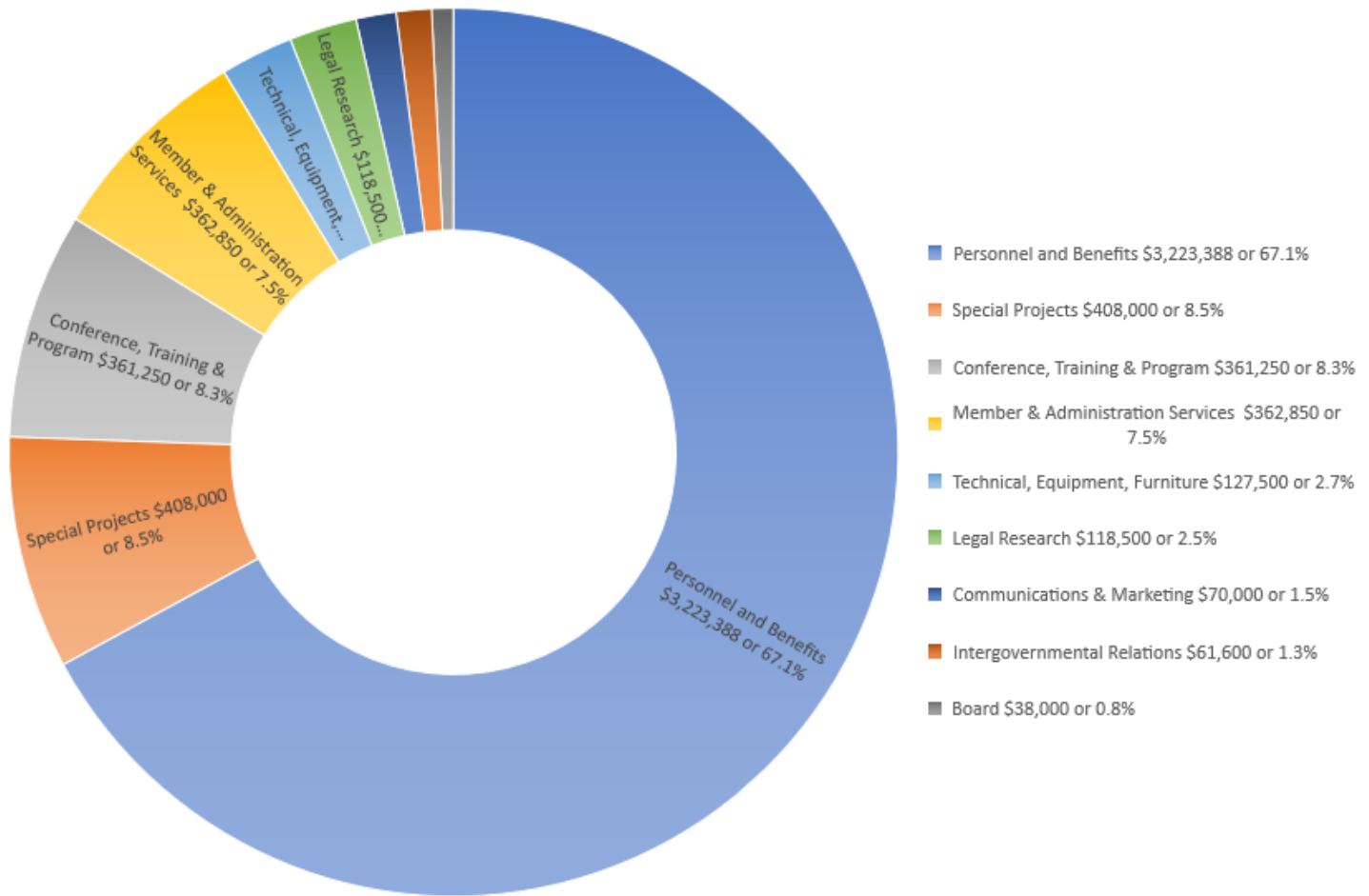


The majority (45.9%) of income, (not including the Beginning Cash Balance), is derived from member and associate dues. Other key sources of revenue include: the annual conference, the spring regional conference, and other additional training; CIS's contributions; the business partner program; and fees paid by affiliate organizations. The LOC is working toward diversifying its funding sources, exemplified by LOC's agreement with National Cooperative Procurement Partners (NPPGov).

### Expenses

Nine departments are funded from the General Fund: Administration & Member Services; Training; Conferences; Communications & Marketing; Board of Directors; Tech/Equipment; Intergovernmental Relations; Legal Research; and Special Projects. The proposed budget estimates that the departments will expend \$4,806,588 during the 2021 – 2022 fiscal year.

## General Fund Expenses FY2021-22



### General Fund Expenditures

Estimated total General Fund expenditures – as illustrated on the above chart, General Fund Expenses FY2021-22, – show LOC to expend approximately \$4,806,588 of the overall budget. Of each departmental expense listed below personnel, including salary and benefits, accounts for approximately 67% or \$3,223,388 of the LOC's expenditures. Member and Administration Services department expenditures related to overall department budgets are reporting as \$362,850 or 8.2%. Conference and Training Programs expenditures propose to spend \$361,250 (8%) and \$35,500 (1%) , not including offsetting event revenue. Intergovernmental Relations (IGR) have expenses of \$61,600 or 1.4% and Legal Research (LRD) has expenses of \$118,500 or 2.7%. LOC estimates it will spend \$66,000 or 1.5% within the Communications & Marketing (C&M) department, and Special Projects \$408,000 or 8.5%.



**League of Oregon Cities**

## Estimated Ending Fund Balances



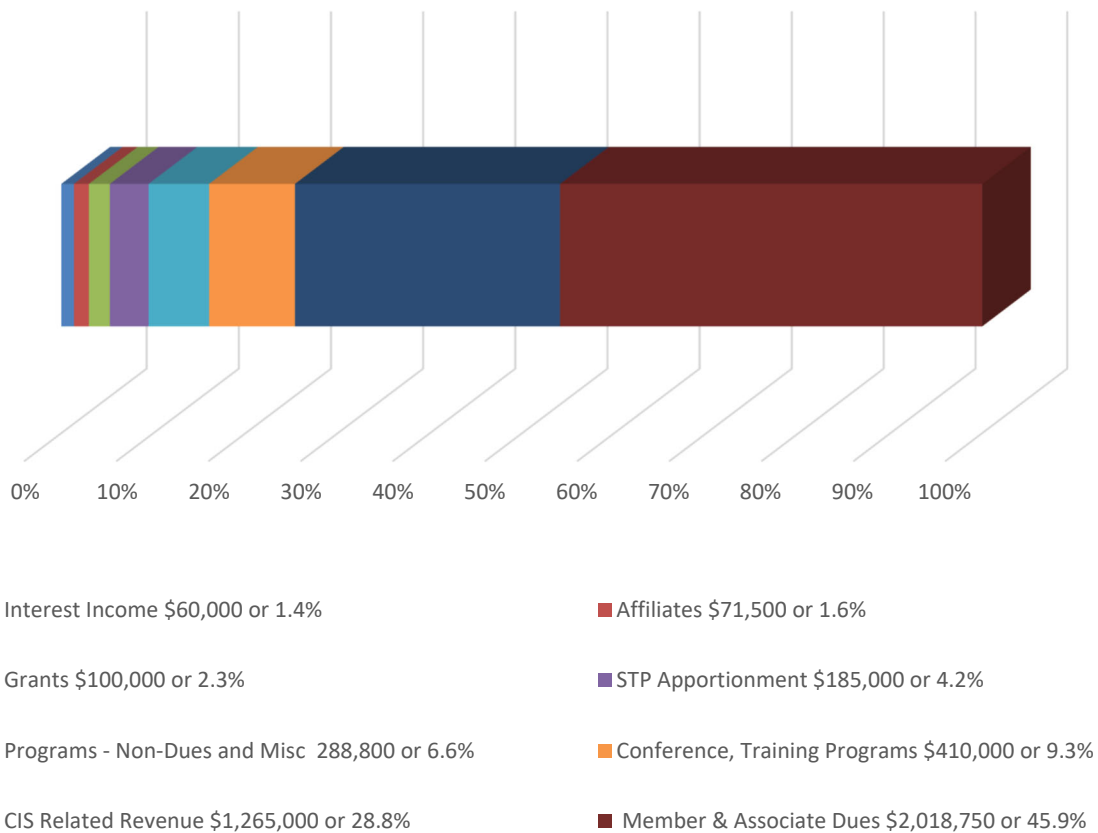
updated: 04/21/2021

### League of Oregon Cities Budget FY 2021-2022

| Account Description              | Jul 2018 -<br>Jun 2019 | Jul 2019 - Jun<br>2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY20 Actual<br>to FY22<br>Budget<br>% Change |
|----------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|
| Beginning General Fund Balance   | 3,856,786              | 3,927,520              | 3,879,826      | 3,968,892                    | 4,046,423                       | 4%                                           |
| Net Income for current year      | (18,332)               | 41,372                 | -              | 77,531                       | -                               |                                              |
| Contingency - transfer in/out    |                        |                        |                |                              | (408,000)                       |                                              |
| Ending Fund Balance              | 3,838,454              | 3,968,892              | 3,879,826      | 4,046,423                    | 3,638,423                       | -6%                                          |
| Contingency                      | 2,352,062              | 2,485,249              | 2,248,994      | 2,652,123                    | 1,878,987                       | -16%                                         |
| Reserve Policy- 40% of Operating | 1,486,392              | 1,483,643              | 1,630,832      | 1,394,300                    | 1,759,435                       | 8%                                           |
| Contingency % of Fund balance    | 61%                    | 63%                    | 58%            | 66%                          | 52%                             |                                              |

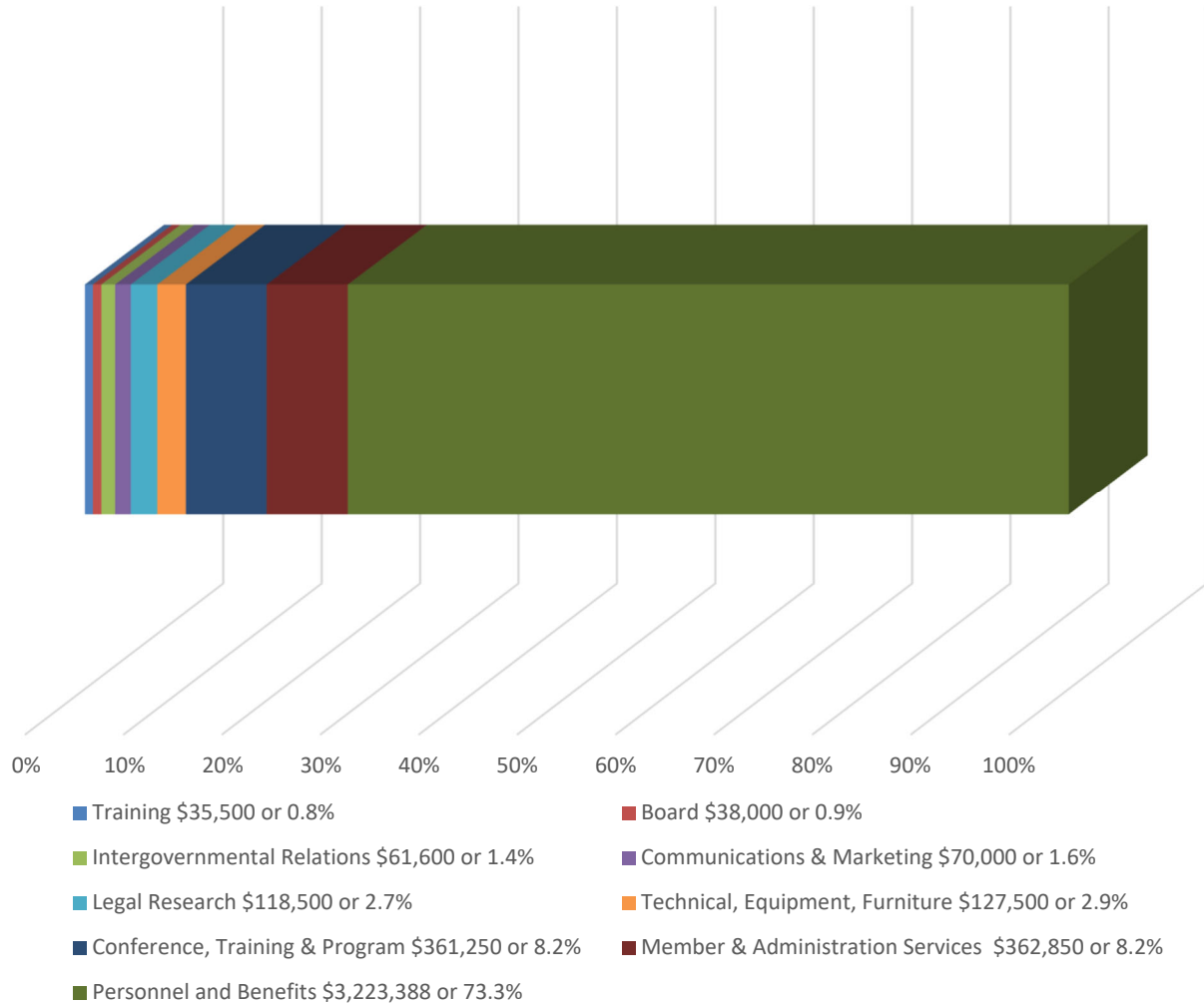
## Summary of Revenues and Expenditures

### Revenue BY CLASS - Operating FY 2021-22 (EXCLUDES BEGINNING FUND BALANCE, CONTINGENCY & RESERVES)



## Expense BY CLASS - FY 2021-22

(EXCLUDES BEGINNING FUND BALANCE, CONTINGENCY & RESERVES)

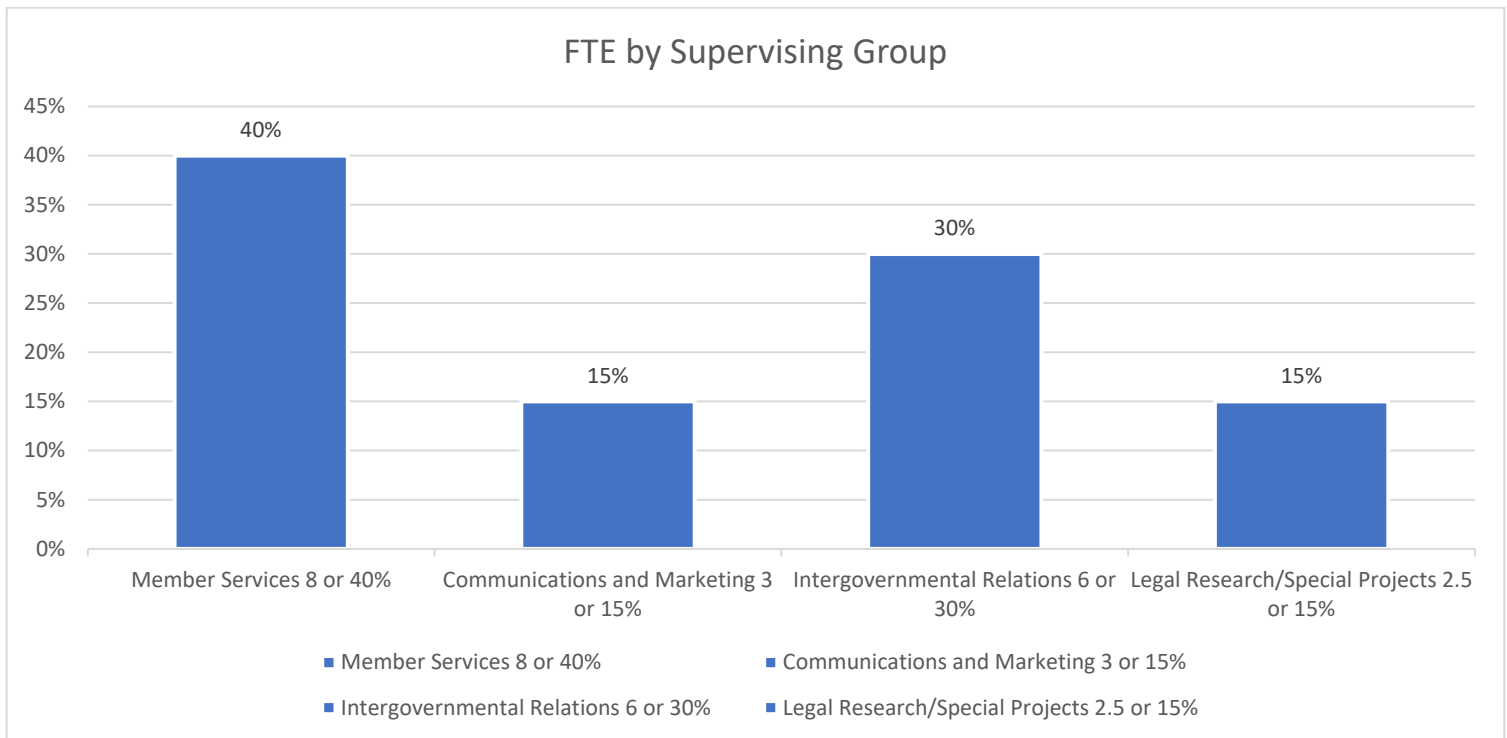


## Full-time Equivalent (FTE) Summary by Supervising Department



### Payroll Budget FY 2021-2022 Summary of Supervising Group

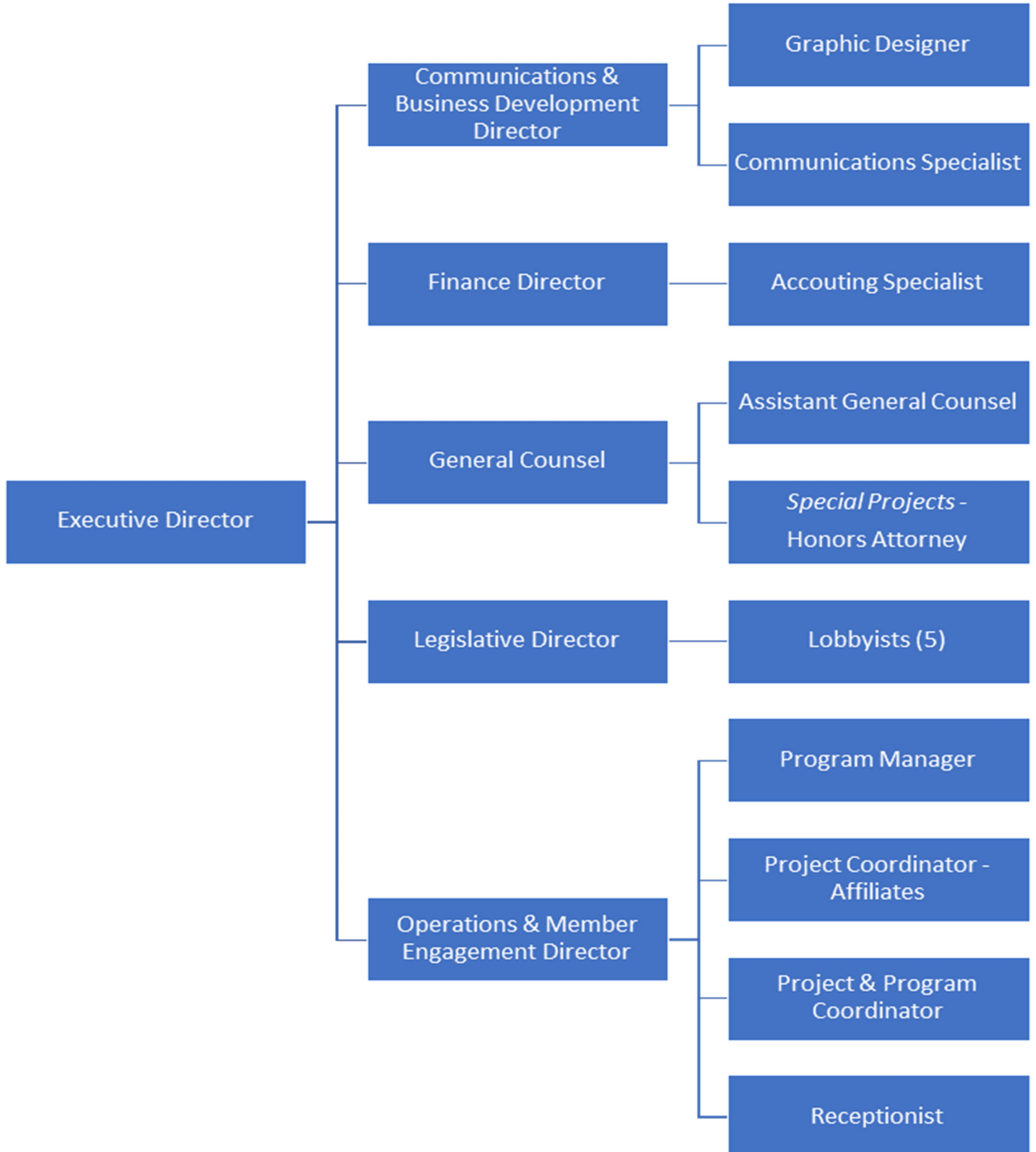
| Department                   | Actual<br>FY2017-18 | Actual<br>FY2018-19 | Budget<br>FY2019-20 | Budget<br>FY2020-21 | FTE %<br>Change | Budget<br>FY2021-22 | % of<br>Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------|---------------------|---------------|
| Member Services              | 6.0                 | 5.0                 | 5.0                 | 7.0                 | 1.0             | 8.0                 | 40%           |
| Communications and Marketing | 2.0                 | 2.5                 | 3.0                 | 3.0                 | -               | 3.0                 | 15%           |
| Intergovernmental Relations  | 6.0                 | 6.0                 | 6.0                 | 6.0                 | -               | 6.0                 | 30%           |
| Legal Research               | 2.0                 | 2.0                 | 2.0                 | 2.0                 | -               | 2.0                 | 10%           |
| Special Projects             | 0.0                 | 0.0                 | 1.0                 | 1.0                 | -               | 1.0                 | 5%            |
| <b>Total</b>                 | <b>16.0</b>         | <b>15.5</b>         | <b>17.0</b>         | <b>19.0</b>         | <b>1.0</b>      | <b>20.0</b>         | <b>100%</b>   |





## Functional Organization Chart

### League of Oregon Cities Organizational Chart





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## General Services

- ❖ Summary of Revenue and Expenditures - General Fund
- ❖ General Fund – Revenue Detail
  - General Fund – Expenditures by Department Personnel and Benefits
  - Member Services and Administration
  - Board of Directors
  - Technical, Equipment, Furniture
  - Training
  - Conferences
  - Communications and Marketing
  - Intergovernmental Relations
  - Legal/ Research
  - Special Projects
  - Contingency/Ending Fund Balance
- ❖ General Fund - Transfers In/Out
- ❖ General Fund – Contingency Reserves /Ending Fund Balance
- ❖ Proposed Budget

## Summary of Revenues and Expenditures – All Funds

### Operating Budget

Note: Budget to Budget, not actual beginning cash

| <b><u>Revenue</u></b>            | <b><u>2020-21</u></b> | <b><u>2021-22</u></b> | <b><u>change</u></b> |         |
|----------------------------------|-----------------------|-----------------------|----------------------|---------|
| Beginning Cash                   | 3,968,892             | 4,046,423             | 77,531               | 2.0%    |
| Revenue                          | 4,228,280             | 4,398,588             | 170,308              | 4.0%    |
| Operating Revenue                | 8,197,172             | 8,445,011             | 247,839              | 3.0%    |
| <b><u>Expense</u></b>            | <b><u>2020-21</u></b> | <b><u>2021-22</u></b> | <b><u>change</u></b> |         |
| Payroll and Benefits             | 3,077,500             | 3,223,388             | 145,888              | 4.7%    |
| Member & Administration Services | 304,250               | 362,850               | 58,600               | 19.3%   |
| Board                            | 46,000                | 38,000                | (8,000)              | -17.4%  |
| Tech/Equipment Furniture         | 87,500                | 127,500               | 40,000               | 45.7%   |
| Training                         | 39,830                | 35,500                | (4,330)              | -10.9%  |
| Conference, Training & Programs  | 341,000               | 361,250               | 20,250               | 5.9%    |
| Communications/Marketing         | 66,000                | 70,000                | 4,000                | 6.1%    |
| Intergovernmental Relations      | 47,000                | 61,600                | 14,600               | 31.1%   |
| Legal/Research                   | 18,000                | 118,500               | 100,500              | 558.3%  |
| Special Projects                 | 453,000               | 408,000               | (45,000)             | -9.9%   |
| Building and Equipment           | 50,000                | -                     | (50,000)             | -100.0% |
| Operating Expense                | 4,530,080             | 4,806,588             | 130,620              | 2.9%    |
|                                  | <b><u>2020-21</u></b> | <b><u>2021-22</u></b> | <b><u>change</u></b> |         |
| Operating Revenue                | 8,197,172             | 8,445,011             | 247,839              | 3.0%    |
| Operating Expense                | 4,530,080             | 4,806,588             | 276,508              | 6.1%    |
|                                  | 3,667,092             | 3,638,423             | (28,669)             | -0.8%   |

## General Fund – Revenue Detail



updated: 04/21/2021

### League of Oregon Cities Budget FY 2021-2022

| Account Description                  | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21   | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|--------------------------------------|------------------------|------------------------|------------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>Income</b>                        |                        |                        |                  |                              |                                 |                                              |                   |
| <b>22 4000 Revenue</b>               |                        |                        |                  |                              |                                 |                                              |                   |
| 22 4050 Dues from Member Cities      | 1,799,982              | 1,853,402              | 1,909,000        | 1,913,541                    | 1,948,750                       | 2%                                           | 41%               |
| 22 4053 Dues/ Asso Subs Supporters   | 27,500                 | 28,500                 | 28,000           | 30,000                       | 30,000                          | 7%                                           | 1%                |
| 22 4054 Dues/ Asso Business Partners | 39,550                 | 45,900                 | 37,500           | 37,500                       | 40,000                          | 7%                                           | 1%                |
| 22 4102 Affiliates OCCMA             | 26,867                 | 38,063                 | 35,000           | 35,000                       | 35,000                          | 0%                                           | 1%                |
| 22 4105 Affiliates OMA               | 18,797                 | 6,548                  | 25,000           | 25,000                       | 25,000                          | 0%                                           | 1%                |
| 22 4108 Affiliates OCAA              | 6,062                  | 7,771                  | 6,180            | 6,180                        | 6,400                           | 4%                                           | 0%                |
| 22 4111 Affiliates OCPDA             | 572                    | 1,318                  | 1,600            | 1,600                        | 1,600                           | 0%                                           | 0%                |
| 22 4114 Affiliates OMEU              | 4,175                  | 3,546                  | 3,500            | 3,500                        | 3,500                           | 0%                                           | 0%                |
| 22 4117 EBS Administration           | 25,014                 | 25,361                 | 25,500           | 22,765                       | 23,500                          | -8%                                          | 0%                |
| 22 4120 CIS Administration           | 1,049,454              | 1,083,036              | 1,104,000        | 1,113,253                    | 1,145,000                       | 4%                                           | 24%               |
| 22 4255 Rent/Lease Space             | 7,639                  | 9,991                  | 9,000            | 7,500                        | 9,000                           | 0%                                           | 0%                |
| 22 4258 Miscellaneous Income         | 28,197                 | 4,064                  | 1,000            | 4,000                        | 538                             | -46%                                         | 0%                |
| 22 4261 Web/NL Ads/Subscriptions     | 27,165                 | 24,150                 | 20,000           | 18,000                       | 20,000                          | 0%                                           | 0%                |
| 22 4264 Publications                 | 5,819                  | 506                    | 500              | 2,200                        | 500                             | 0%                                           | 0%                |
| 22 4267 American Legal Reviews       | 3,186                  | 5,840                  | 5,000            | 4,000                        | 3,300                           | -34%                                         | 0%                |
| 22 4290 Interest Income              | 128,419                | 111,182                | 70,000           | 60,000                       | 60,000                          | -14%                                         | 1%                |
| <b>Total 22 4000 Revenue</b>         | <b>3,198,399</b>       | <b>3,247,177</b>       | <b>3,280,780</b> | <b>3,284,039</b>             | <b>3,352,088</b>                | <b>2%</b>                                    | <b>70%</b>        |
| <b>30 4400 Member Services</b>       |                        |                        |                  |                              |                                 |                                              |                   |
| 30 4411 Purchasing Partners          | 21,365                 | 15,271                 | 30,000           | 140,000                      | 215,000                         | 617%                                         | 4%                |
| 30 4413 SGR Program                  |                        |                        |                  | 1,000                        | 1,000                           | -                                            | 0%                |
| 30 4416 CIS City Asst/Training       | 90,242                 | 93,130                 | 93,500           | 95,728                       | 96,500                          | 3%                                           | 2%                |
| 30 4419 Web Services Program         | 4,500                  | 1,300                  | 2,000            | 3,000                        | 0                               | -100%                                        | 0%                |
| 30 4510 Classes                      | 6,338                  | 15,213                 | 15,000           | 2,000                        | 15,000                          | 0%                                           | 0%                |
| <b>Total 30 4400 Member Services</b> | <b>122,445</b>         | <b>124,913</b>         | <b>140,500</b>   | <b>241,728</b>               | <b>327,500</b>                  | <b>133%</b>                                  | <b>7%</b>         |
| <b>33 4700 Conferences</b>           |                        |                        |                  |                              |                                 |                                              |                   |
| 33 4701 Registration Income          | 178,775                | 208,784                | 175,000          | 26,785                       | 200,000                         | 14%                                          | 4%                |
| 33 4702 Training Workshops           | 19,800                 | 32,900                 | 35,000           | 2,175                        | 20,000                          | -43%                                         | 0%                |
| 33 4705 Exhibitors                   | 41,600                 | 32,850                 | 50,000           | 3,150                        | 40,000                          | -20%                                         | 1%                |
| 33 4708 Affiliate Workshop           | 13,605                 | 14,340                 | 14,000           | 2,850                        | 14,000                          | 0%                                           | 0%                |
| 33 4711 Conference Sponsors          | 129,000                | 164,650                | 125,000          | 77,000                       | 100,000                         | -20%                                         | 2%                |
| 33 4714 Spring Pop up Conference     | 39,146                 | 0                      | 15,000           | -                            | 20,000                          | 33%                                          | 0%                |
| 33 4716 City Day at the Capital      |                        |                        | 12,000           |                              | 0                               |                                              | 0%                |
| <b>Total 33 4700 Conferences</b>     | <b>421,926</b>         | <b>453,524</b>         | <b>426,000</b>   | <b>111,960</b>               | <b>394,000</b>                  | <b>-14%</b>                                  | <b>8%</b>         |



updated: 04/21/2021

## League of Oregon Cities Budget FY 2021-2022

| Account Description                          | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|----------------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 70 4820 Program Revenue                      |                        |                        |                |                              |                                 |                                              |                   |
| 31 4901 Uniform Traffic Citations            | 50,361                 | 51,856                 | 40,000         | 40,000                       | 40,000                          | 0%                                           | 1%                |
| 39 4109 OHCS IGA revenue                     |                        | 67,500                 | 135,000        | 67,500                       | 100,000                         | -26%                                         | 2%                |
| 50 4714 STP Apportionment/<br>Transportation | 163,769                | 185,599                | 186,000        | 201,000                      | 185,000                         | -1%                                          | 4%                |
| 51 4751 Bond Program Income                  |                        |                        | 20,000         |                              | 0                               | 0%                                           | 0%                |
| 70 4800 LGPI Programs                        | 408,044                | 331,556                |                |                              | 0                               | 0%                                           | 0%                |
| Total 70 4820 Program Revenue                | \$ 622,174             | \$ 636,511             | \$ 381,000     | \$ 308,500                   | \$ 325,000                      | -82%                                         | 7%                |
| Contingency - transfer in                    |                        |                        | \$ 301,800     |                              | \$ 408,000                      | 135%                                         | 8%                |
| Total Income                                 | \$ 4,364,944           | \$ 4,462,126           | \$ 4,530,080   | \$ 3,946,227                 | \$ 4,806,588                    | 8%                                           | 100%              |

### PROFILE:

The General Fund is the LOC's main fund – the primary source of revenue and expenditures. Within the General Fund, revenue is received from a variety of sources, including, but not limited to, the following: affiliate reimbursements; member dues; partnership contracts; conference profits; and sponsorships or business partners. Expenditures from the General Fund are made from 8 Divisions of the League: Administration & Member Services; Training; Conferences; Communications & Marketing; Board of Directors; Technical, Equipment, Furniture; Intergovernmental Relations; and Legal Research. General Fund revenue is also used to support the LOC's additional Funds: Building & Equipment Fund; and Special Projects Fund.

### REVENUES

#### – Beginning Fund Balance

\$4,046,423 The current estimated beginning cash balance for FY2021-22.

#### 22-4290 – Interest Income

\$60,000. Income accrues primarily from funds held in the Local Government Investment Pool.

#### 22-4050 – Dues from Member Cities

\$1,948,750. Board approved 1.00% increase in dues for FY2021-22.

#### 22-4053 – Dues from Associate Members

\$30,000. Public bodies that are not cities or counties can become associate members of the LOC to gain access to the health and liability insurance pools offered by CIS, provided they meet the eligibility requirements of Section 23 of the LOC Bylaws.

#### 22-4054 – Dues from Business Partners

\$40,000. Approximately 75 Business Partners pay various amounts depending on their level of participation.



**22-4102 – 22-4114 – Affiliates**

\$71,500. The following affiliate organizations reimburse the LOC for staff time spent on their newsletters, mailings, conferences, member data, accounting, and board meetings:

|                                              |          |
|----------------------------------------------|----------|
| Oregon City/County Management Assn. (OCCMA)  | \$35,000 |
| Oregon Mayors Association (OMA)              | \$25,000 |
| Oregon City Attorneys Association (OCAA)     | \$6,400  |
| Oregon City Planning Directors Assn. (OCPDA) | \$1,600  |
| Oregon Municipal Electric Utilities (OMEU)   | \$3,500  |

**22-4117 – Employee Benefits Services (EBS) Administration**

\$23,500. This line item is used to record compensation from CIS to LOC for various costs incurred for EBS. The CIS Board determines this number at their annual meeting.

**22-4120 – City/County Insurance Services (CIS) Administration**

\$1,145,000. The administrative fee received from CIS reflects the institutional fee for affiliation value as a sponsoring organization.

**22-4255 – Lease Space**

\$9,000. This amount reflects anticipated rent that LOC will receive from lease space from the Building Trust. This amount fluctuates based on occupancy.

**22-4261 – Web and Local Focus Advertising and Subscriptions**

\$20,000. This amount estimates revenues from display ads and job ads in the *Local Focus* magazine and on the LOC website.

**22-4267 – American Legal Publishing**

\$3,300. This amount includes anticipated revenues from ordinance codification and compilation through a contract with American Legal Publishing Corp. (LOC receives 10% of each project).

**30-4411 – Purchasing Partners (NPP)**

\$215,000. The LOC partners with National Purchasing Partners to provide cities with competitive price agreements on many items through the collective purchasing power of thousands of members nationwide. LOC receives a percentage of the administration fee charged to vendors.

**30-4416 – CIS City Training Grant**

\$96,500. The LOC has an agreement (beginning in 2008-09) to receive compensation from City/County Insurance Services to support LOC's enhanced training effort.

**30-4510 – Classes**

\$15,000. Classes are one component of the LOC's training program. Workshops are designed to meet ongoing training needs for city officials and other partners. The budgeted amount includes registration income for the various regional and in-house seminars. Revenues and expenditures are correlated such that the training revenues indicated in the budget will reflect a corresponding expense. If the regional offerings do not generate sufficient registrations, classes are canceled.

**33-4701 – Annual Conference Registration**

\$200,000. Anticipated revenue from conference registration fees.

**33-4702 – Annual Conference Training Workshops**

\$20,000. This amount reflects income from a special training workshop during the conference for which there is an additional fee.

**33-4705 – Annual Conference Exhibits**

\$40,000. This amount reflects income from exhibit booth rentals.

**33-4708 – Annual Conference Affiliate Workshops**

\$14,000. This amount is collected on behalf of LOC affiliate groups that sponsor pre-conference training workshops (Oregon Mayors Assn. and Oregon City/County Management Assn.). We then reimburse each affiliate. The affiliates pay for workshop speakers and other expenses.

**33-4711 – Conference Sponsors**

\$100,000. Conference sponsorships from various vendor relationships have been a significant source of financial support to help defray conference costs.

**33-4714 – Spring Conference**

\$20,000. Recognizing the members' desire to have additional training opportunities, and the need for the LOC to develop non-dues revenue sources.

**31-4901 – Uniform Traffic Citations**

\$40,000. This money is from the sale of city/county traffic citations. LOC orders citations in bulk, saving local governments approximately 20 percent. \*\*Over time, this will continue to decrease as more agencies move to electronic tickets.

**39-4109 – OHCS IGA**

\$100,000. Anticipated housing grant revenue received from the state under an intergovernmental agreement executed between OHCS and the LOC in June 2020, the purpose of which is for the LOC to allocate the funds to qualified cities and counties along the coast to assist said communities in identifying and rectifying barriers to needed housing.

**50-4714 – STP Transportation**

\$185,000. IGA agreement between ODOT and the LOC for legislative lobbying efforts.

**Contingency – transfer in**

**\$408,000.** Budget request to support expenditures for the Special Projects.





## General Fund – Expenditures by Department

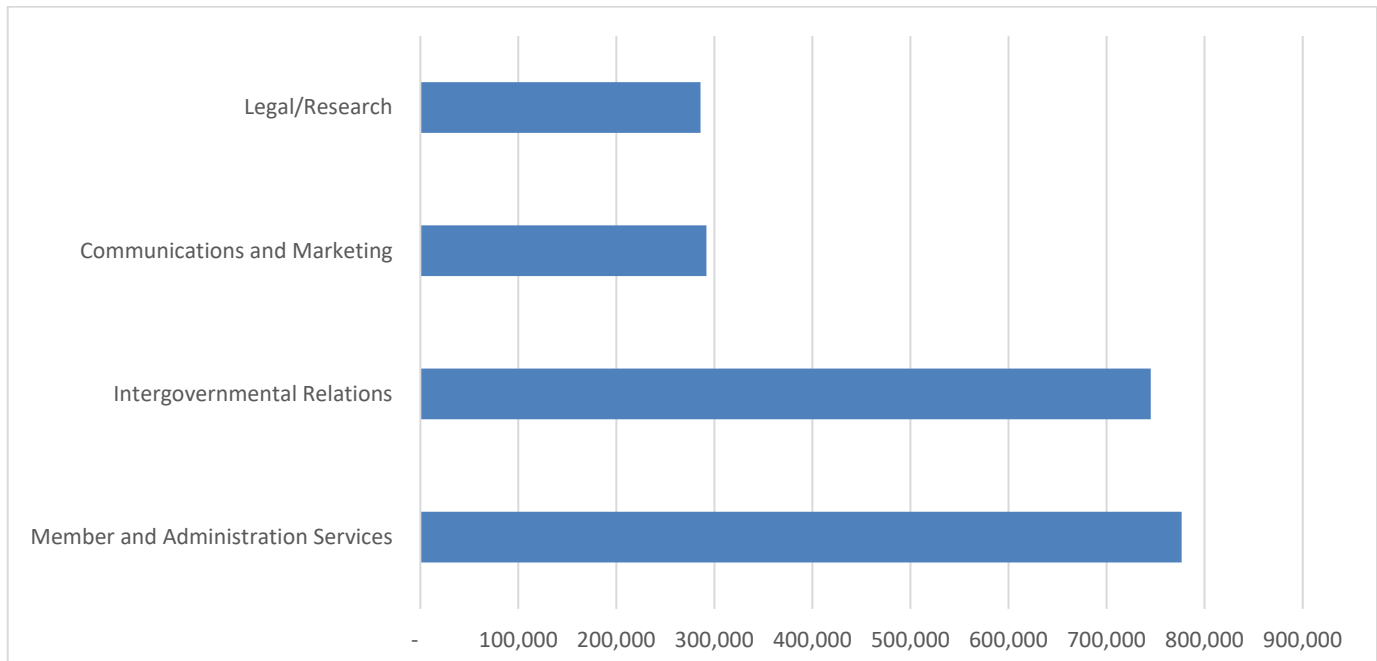
### Personnel and Benefits



updated: 04/21/2021

#### League of Oregon Cities Budget FY 2021-2022

| Account Description                         | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21      | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|---------------------------------------------|------------------------|------------------------|---------------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>Expenses</b>                             |                        |                        |                     |                              |                                 |                                              |                   |
| <b>23 5000 Personnel and Benefits</b>       |                        |                        |                     |                              |                                 |                                              |                   |
| 23 5002 Member Services                     | 597,772                | 626,806                | 757,700             | 620,000                      | 776,528                         | 2%                                           | 16%               |
| 23 5004 Communications and Mkt              | 184,669                | 246,902                | 279,500             | 275,000                      | 291,880                         | 4%                                           | 6%                |
| 23 5006 Intergovernmental Relations         | 674,263                | 680,636                | 711,000             | 745,000                      | 745,152                         | 5%                                           | 16%               |
| 23 5008 Legal/Research                      | 318,428                | 309,115                | 284,000             | 270,000                      | 285,828                         | 1%                                           | 6%                |
| <b>Total Department Salaries</b>            | <b>1,775,132</b>       | <b>1,863,460</b>       | <b>\$ 2,032,200</b> | <b>\$ 1,910,000</b>          | <b>\$ 2,099,388</b>             | <b>12%</b>                                   | <b>44%</b>        |
| 23 5010 Payroll Taxes                       | 130,120                | 128,248                | 162,600             | 148,000                      | 165,000                         | 1%                                           | 3%                |
| 23 5011 PERS                                | 354,857                | 473,084                | 610,000             | 604,000                      | 632,000                         | 4%                                           | 13%               |
| 23 5020 Workers Compensation                | 10,641                 | (378)                  | 8,500               | 5,871                        | 10,000                          | 18%                                          | 0%                |
| 23 5030 Employee Benefits                   | 205,779                | 208,929                | 245,000             | 266,000                      | 285,000                         | 16%                                          | 6%                |
| 23 5040 Cell Phones                         | 19,410                 | 20,700                 | 19,200              | 19,800                       | 24,000                          | 25%                                          | 0%                |
| 23 5041 Technology Stipend                  |                        |                        |                     | 13,250                       | 8,000                           |                                              | 0%                |
| 24 6109 Temporary Services                  |                        |                        |                     | 32,000                       |                                 |                                              | 0%                |
| <b>Total 23 5000 Personnel and Benefits</b> | <b>2,495,939</b>       | <b>2,694,045</b>       | <b>3,077,500</b>    | <b>2,998,921</b>             | <b>3,223,388</b>                | <b>5%</b>                                    | <b>67%</b>        |



(Salaries only, benefits excluded)

## MEMBER & ADMINISTRATIVE SERVICES



### League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description                 | Jul 2018 -<br>Jun 2019 | Jul 2019 - Jun<br>2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|-------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>24 5000 Administration</b>       |                        |                        |                |                              |                                 |                                              |                   |
| 24 5510 Payroll Expense             | 8,934                  | 8,197                  | 7,000          | 7,750                        | 10,000                          | 43%                                          | 0%                |
| 24 5512 Staff Training              | 7,446                  | 4,639                  | 6,000          | 2,000                        | 15,000                          | 150%                                         | 0%                |
| 24 5515 Membership/Dues             | 1,645                  | 894                    | 3,000          | 1,000                        | 3,000                           | 0%                                           | 0%                |
| 24 5519 Internal Recruiting         | 299                    | 2,859                  | 1,000          | 1,900                        | 3,100                           | 210%                                         | 0%                |
| 24 5626 Small City Program          | 6,037                  | 4,811                  | 7,500          | 1,000                        | 7,500                           | 0%                                           | 0%                |
| 24 6106 Contract Services           | 6,683                  | 8,740                  | 6,500          | 10,428                       | 12,500                          | 92%                                          | 0%                |
| 24 6301 Conferences & Workshops     | 40,050                 | 26,912                 | 27,000         | 7,000                        | 35,000                          | 30%                                          | 1%                |
| 24 6304 Staff Travel/ In-State      | 13,281                 | 11,472                 | 20,000         | 1,500                        | 15,000                          | -25%                                         | 0%                |
| 24 6405 Telephone                   | 6,355                  | 13,388                 | 12,000         | 12,500                       | 12,500                          | 4%                                           | 0%                |
| 24 6406 NLC Membership              | 24,520                 | 24,936                 | 25,000         | 24,936                       | 25,000                          | 0%                                           | 1%                |
| 24 6409 Membership/Sponsor          | 19,088                 | 7,365                  | 15,000         | 15,000                       | 45,000                          | 200%                                         | 1%                |
| 24 6411 Conference Calls 24         | 2,481                  | 1,751                  | 2,000          | 500                          | 2,000                           | 0%                                           | 0%                |
| 24 6516 Maintenance -Local Gov Cen  | 98,672                 | 69,436                 | 110,000        | 110,000                      | 112,000                         | 2%                                           | 2%                |
| 24 6519 Repair & Maintenance- Auto  | 224                    | 2,449                  | 2,000          | 300                          | 2,000                           | 0%                                           | 0%                |
| 24 6632 Audit                       | 37,935                 | 14,701                 | 25,000         | 18,300                       | 26,000                          | 4%                                           | 1%                |
| 24 6635 Insurance                   | 11,332                 |                        | 6,000          | 6,280                        | 6,000                           | 0%                                           | 0%                |
| 24 6700 Miscellaneous               | -8,444                 | 5,458                  | 1,000          | 3,150                        | 3,000                           | 200%                                         | 0%                |
| 24 6150 Bank Fees                   | 2,658                  | 3,307                  | 3,000          | 5,500                        | 5,000                           | 67%                                          | 0%                |
| 24 6211 Postage                     | 7,117                  | 5,480                  | 5,000          | 2,500                        | 5,000                           | 0%                                           | 0%                |
| 24 6216 Supplies                    | 12,059                 | 9,477                  | 10,250         | 5,500                        | 10,000                          | -2%                                          | 0%                |
| 24 6219 Books/Publications          | 125                    | 80                     |                |                              | 250                             | #DIV/0!                                      | 0%                |
| 24 6225 Printing                    | 13,474                 | 11,407                 | 10,000         | 5,000                        | 8,000                           | -20%                                         | 0%                |
| <b>Total 24 5000 Administration</b> | <b>311,969</b>         | <b>237,758</b>         | <b>304,250</b> | <b>242,044</b>               | <b>362,850</b>                  | <b>19%</b>                                   | <b>8%</b>         |

### PROFILE:

The Member and Administrative Services Department (MASD) includes eight FTE. This department supports the internal operations of the LOC, including information technology, accounting, payroll, purchasing, facilities management, and general administrative support. Additionally, the department provides various information, education, and group benefit services to elected officials and city staff throughout Oregon. This department is responsible for the LOC's training program, conference planning, and supporting affiliate organizations.

### **Personnel Levels:**

1 – Executive Director  
1 – Operations and Member Engagement Director  
1 – Finance Director  
1 – Accounting Specialist  
1- Program Manager  
1- Project Coordinator – Affiliates  
1- Project & Program Coordinator  
1 – Receptionist

### **Operating Expenditures:**

#### **24-5510 – Payroll Expense**

\$10,000. Third-party services are used to process payroll.]

#### **24-5512 – Staff Training/Development**

\$15,000. Covers staff lunch meetings, department manager retreats, staff recognition, miscellaneous professional development, and software training courses. In addition, special project-based meeting requirements are budgeted in this line item.

|          |                                                        |
|----------|--------------------------------------------------------|
| \$3,000  | Social Committee                                       |
| \$2,000  | Managers Retreat                                       |
| \$10,000 | Equity and Inclusion training for staff and membership |

#### **24-5515 – Staff Professional Membership**

\$3,000. Includes the following:

|         |                                                                             |
|---------|-----------------------------------------------------------------------------|
| \$90    | OCCMA Membership (Operations & Member Engagement Director)                  |
| \$370   | OCCMA Membership (Executive Director)                                       |
| \$90    | ICMA Membership (Operations & Member Engagement Director)                   |
| \$1,325 | ICMA Membership (Executive Director)                                        |
| \$400   | OGFOA/GFOA Membership (Finance Director)                                    |
| \$325   | Meeting Professionals International (Program Manager)                       |
| \$100   | Society of Government Meeting Planners (Program Manager)                    |
| \$150   | Oregon Association of Municipal Recordors (Project Coordinator - Affiliate) |

#### **24-5519 – Internal Recruiting**

\$3,100. Advertising and other recruitment expenses used when necessary.

#### **24-5626 – Small Cities Network Program**

\$7,500. Covers travel and other expenses associated with the Small Cities Network Program.

#### **24-6106 – Contract Services**

\$12,500. Includes contracting for special projects, as well as for ongoing accounting consultation/review.

#### **24-6301 – Conferences and Workshops**

\$35,000 Includes registration, airfare, lodging, meals, and miscellaneous expenses to send staff to the following conferences:

##### **Executive Director**

|         |                                                     |
|---------|-----------------------------------------------------|
| \$2,500 | NLC City Summit (Fall 2021)                         |
| \$3,000 | NLC Congressional Cities Conference (Winter 2022)   |
| \$3,000 | NLC President's Fly-In (Winter 2022)                |
| \$2,500 | NLC State League Directors Conference (Summer 2021) |
| \$1,000 | OCCMA Summer Conference (Summer 2021)               |

##### **Operations & Member Engagement Director**

|         |                                                     |
|---------|-----------------------------------------------------|
| \$3,000 | ICMA Annual Conference (Fall 2021)                  |
| \$1,000 | OCCMA Summer Conference (Summer 2021)               |
| \$2,500 | NLC State League Directors Conference (Summer 2021) |

##### **Finance Director**

|         |                                       |
|---------|---------------------------------------|
| \$1,000 | OGFOA Annual Conference (Spring/Fall) |
|---------|---------------------------------------|

##### **Program Manager**

|         |                                      |
|---------|--------------------------------------|
| \$3,000 | SGMP Annual Conference (Spring 2022) |
|---------|--------------------------------------|

##### **Affiliate Project Coordinator**

|       |                                                                |
|-------|----------------------------------------------------------------|
| \$750 | Oregon Association of Municipal Records Conference (Fall 2021) |
|-------|----------------------------------------------------------------|

##### **Project and Program Coordinator**

|         |                                                                |
|---------|----------------------------------------------------------------|
| \$3,000 | SGMP Annual Conference (Spring 2022)                           |
| \$750   | Oregon Association of Municipal Records Conference (Fall 2021) |

##### **Miscellaneous**

\$8,000

#### **24-6304 – Travel, In-State**

\$15,000. Covers mileage reimbursement according to the LOC Personnel Manual policies, or rental car, lodging, meals, and other expenses for staff travel for meetings, trainings, and other required in-state travel for all employees.

#### **24-6405 – Telephone**

\$12,500. Includes long-distance service and minor repairs/changes to the phone system hardware and software.

#### **24-6406– National League of Cities (NLC) Membership**

\$25,000. LOC's annual dues for membership in the National League of Cities.

**24-6409 – Memberships/Sponsorships of Other Organizations**

\$45,000. This category identifies memberships (other than NLC, which is funded separately) and sponsorships that have been specifically identified in the budget approval process. In addition, funding is provided to take advantage of opportunities to sponsor or participate in events that will enhance the LOC's visibility or participation in issues of importance to cities. In evaluating whether to provide funding as a sponsor of an event, the following factors should be considered, though an event need not reflect all four criteria to be funded:

1. Nexus of the event to the advancement of goals established in the LOC's strategic plan.
2. General educational benefit to cities without duplicating existing LOC educational efforts.
3. Sponsorship should not be of events organized by a private company unless the nature of the event will draw significant participation from the public sector and is recognized as being significant in the development of awareness of or approaches to issues of direct importance to cities.
4. The event should be a statewide event or a significant regional event drawing substantial participation from the state, county, and city officials.

Specific memberships and sponsorships funded for the current budget year are:

|          |                                                             |
|----------|-------------------------------------------------------------|
| \$1,000  | CIS Annual Conference                                       |
| \$1,000  | Western Municipal Association Conference                    |
| \$500    | Oregon Assn. of Municipal Records Conference                |
| \$500    | Oregon Association of Water Utilities Conference            |
| \$2,000  | Oregon Coastal Caucus Oregon Coastal Economic Summit        |
| \$1,000  | State and Local Legal Center Conference                     |
| \$2,500  | Pacific NW Economic Region Conference                       |
| \$1,000  | Oregon Business Summit                                      |
| \$800    | NATOA Membership                                            |
| \$1,500  | Oregon Transportation Forum                                 |
| \$30,000 | <i>ICMA/OCCMA Sponsorship – Portland Conference sponsor</i> |
| \$3,200  | Miscellaneous                                               |

**24-6516 – Maintenance, Local Government Center**

\$112,000. This amount includes expenses related to the Local Government Center building, such as utility charges, janitorial services, reserve fund, and maintenance of the building, parking lots, and adjacent Trust-owned apartment complex.

**24-6519 – Repair and Maintenance Auto**

\$2,000. Routine annual maintenance of the LOC vehicle.

**24-6632 – Audit**

\$26,000. This amount will cover the annual financial audit of the LOC's fund.

**24-6635 – Insurance**

\$6,000. Annual CIS premium for property and liability insurance.

**24-6150 – Bank Fees**

\$5,000. Fees for banking and merchant services.

**24-6211 – Postage**

\$5,000. This figure reflects postage costs for general mailings not associated to a specific department.

**24-6216 – Office Supplies**

\$10,000. This line item covers the bulk of supplies needed for office operations.

**24-6225 – Printer/Copier Lease**

\$8,000. Includes monthly lease/maintenance fees and copy charges for the LOC copy machine.

## BOARD OF DIRECTORS



### League of Oregon Cities Budget FY 2021-2022

| Account Description           | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|-------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>25 5000 Board</b>          |                        |                        |                |                              |                                 |                                              |                   |
| 25 5620 Travel                | 7,474                  | 6,808                  | 15,000         | 1,000                        | 12,000                          | -20%                                         | 0%                |
| 25 5623 Board Meetings        | 26,666                 | 15,112                 | 20,000         | 300                          | 15,000                          | -25%                                         | 0%                |
| 25 5910 Conferences/Workshops | 3,230                  | 8,569                  | 10,000         |                              | 10,000                          | 0%                                           | 0%                |
| 25 6700 Miscellaneous         | 678                    | 333                    | 1,000          | 500                          | 1,000                           | 0%                                           | 0%                |
| <b>Total 25 5000 Board</b>    | <b>38,048</b>          | <b>30,822</b>          | <b>46,000</b>  | <b>1,800</b>                 | <b>38,000</b>                   | <b>16%</b>                                   | <b>1%</b>         |

#### **PROFILE:**

This department covers expenses related to the LOC's Board of Directors, including conducting meetings and sending board members to conferences.

#### **Operating Expenditures:**

##### **25-5620 – Board Travel**

\$12,000. This amount provides for reimbursement of mileage to board members for travel to board meetings, based on the IRS's standard travel reimbursement.

##### **25-5623 – Board Meetings**

\$15,000. This amount covers associated costs (overnight accommodations and meals) for board members and staff to attend five board meetings. It also covers the venue's cost, if hosted offsite. The meetings included below beginning in 2021 are tentatively scheduled for these locations but are subject to change based on the board president's schedule.

|         |                                                                                                                                                                     |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| \$4,000 | Board meeting in conjunction with the LOC's Annual Conference and includes a joint dinner with the OMA Board of Directors, OCCMA Board of Directors, and LOC staff. |
| \$2,000 | Board meeting in December 2021 in Salem.                                                                                                                            |
| \$2,000 | Board meeting in January/February of 2022 in Salem.                                                                                                                 |
| \$2,000 | Board meeting in April of 2022 in Seaside.                                                                                                                          |
| \$5,000 | Board meeting in June of 2022 (location at the discretion of the LOC President).                                                                                    |



## 25-5910 – Conferences and Workshops

\$10,000. This amount covers expenses to send the president and other board members to various conferences.

### President

|         |                                                   |
|---------|---------------------------------------------------|
| \$2,500 | NLC City Summit (Fall 2021)                       |
| \$3,000 | NLC Congressional Cities Conference (Winter 2022) |
| \$3,000 | NLC President's Fly-In (Winter 2022)              |
| \$1,500 | Miscellaneous                                     |

## TECHNICAL, EQUIPMENT, FURNITURE



### League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description             | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|---------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 26 5000 Technology              |                        |                        |                |                              |                                 |                                              |                   |
| 26 5512 Staff Training          |                        |                        |                |                              |                                 |                                              |                   |
| 26 6106 Contract Services       | 96,864                 | 68,559                 | 40,000         | 80,000                       | 75,000                          | 88%                                          | 2%                |
| 26 6802 Software License        | 0                      |                        |                |                              |                                 | -                                            | 0%                |
| 26 6808 Technology Services     | 7,767                  | 6,339                  | 7,500          | 3,000                        | 7,500                           | 0%                                           | 0%                |
| 26 8105 Computer Hardware       | 11,102                 | 759                    | 15,000         | 15,000                       | 20,000                          | 33%                                          | 0%                |
| 26 8108 Furniture Outlay        | 16,002                 | 6,980                  | 5,000          | 150                          | 5,000                           | 0%                                           | 0%                |
| 26 8115 Software & Services     | 11,882                 | 20,534                 | 20,000         | 15,000                       | 20,000                          | 0%                                           | 0%                |
| 26 8219 Remodeling/Improvements |                        |                        |                |                              |                                 |                                              | 0%                |
| Total 26 5000 Technology        | 143,417                | 103,170                | 87,500         | 113,150                      | 127,500                         | 46%                                          | 3%                |

### PROFILE:

The LOC's operational IT, general equipment, and furniture costs are accounted for in this department. IT support is provided by contract with outside vendors to support the LOC's operating needs. ATS provides support for the LOC's database. Additional vendors provide the products and support for LOC-Data and the property tax website. Funds are provided for additional support for operations and planning. Replacement of major systems is funded in the Building/Equipment Fund, as software purchases are not made on an annual basis.

### Operating Expenditures:

#### 26-6106 – Contract Services

\$75,000. This item covers many IT support and other functions.

|          |                                                        |
|----------|--------------------------------------------------------|
| \$20,000 | ATS Services (ongoing iMIS support)                    |
| \$10,000 | Socrata for LOC-Data                                   |
| \$30,000 | Oregon School Boards Association (OSBA) for IT support |
| \$15,000 | Miscellaneous                                          |

**26-6808 – Technology Services**

\$8,000. Cost of internet access for the LOC.

|         |                    |
|---------|--------------------|
| \$1,500 | Antivirus software |
| \$4,000 | Telephone services |
| \$2,500 | Miscellaneous      |

**26-8105 – Computer Hardware**

\$20,000. Covers planned replacements of desktop computers, laptops, surfaces, and small printers on a three-to a four-year cycle.

**26-8108 – Furniture & Equipment**

\$5,000. Office furniture and equipment.

**26-8115 – Computer Software**

\$20,000. This item is for new software purchases and any renewals anticipated for the coming year. This includes QuickBooks, Office 365, Qualtrics, Adobe Suite, and others.

## TRAINING



### League of Oregon Cities Budget FY 2021-2022

| Account Description                 | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|-------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 32 5600 Training                    |                        |                        |                |                              |                                 |                                              |                   |
| 32 5623 Meeting                     | 1,044                  | 863                    | 3,000          |                              | 3,000                           | 0%                                           | 0%                |
| 32 5626 Training Contracts          | 5,425                  | 1,882                  | 15,000         | 500                          | 15,000                          | 0%                                           | 0%                |
| 32 5629 Video Productions           |                        |                        |                |                              | 0                               | -                                            | 0%                |
| 32 5632 Elected Essentials/Regional | 29,493                 | 3,615                  | 20,000         | 30,000                       | 15,000                          | -25%                                         | 0%                |
| 32 6410 Miscellaneous               |                        |                        | 230            |                              | 500                             | 117%                                         | 0%                |
| 32 6211 Postage                     | 66                     |                        | 300            |                              | 500                             | 67%                                          | 0%                |
| 32 6222 Printing                    | -1,047                 |                        | 300            |                              | 500                             | 67%                                          | 0%                |
| 32 6408 Cell Phones                 | 960                    | 800                    | 1,000          | 1,000                        | 1,000                           | 0%                                           | 0%                |
| <b>Total 32 5600 Training</b>       | <b>36,840</b>          | <b>7,160</b>           | <b>39,830</b>  | <b>31,500</b>                | <b>35,500</b>                   | <b>-11%</b>                                  | <b>1%</b>         |

#### **PROFILE:**

The purpose of the LOC's training program is to provide members with current, timely, and quality education on various relevant topics. This is accomplished by delivering scheduled and on-demand custom trainings for cities across the state.

#### **Operating Expenditures:**

##### **32-5623 – Meeting Rooms and Catering**

\$3,000. Reflects expenses for catering and meeting room charges for training workshops.

##### **32-5626 – Training Contracts**

\$15,000. Reflects the contracts held with various workshop speakers and facilitators to provide regional training.

##### **32-5632 – Elected Essentials/Municipal Fundamentals**

\$15,000. Elected Essentials is a free all-day training offered to elected officials and appointed officers in the last quarter of even-numbered years. If necessary, in the first month of odd-numbered years. During even-numbered years, LOC conducts a shortened version of Elected Essentials known as Municipal Fundamentals.

## CONFERENCES



### League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description             | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|---------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>33 5000 Conference</b>       |                        |                        |                |                              |                                 |                                              |                   |
| 33 5620 Travel                  | 11,058                 | 6,646                  | 8,000          | 1,300                        | 8,000                           | 0%                                           | 0%                |
| 33 5629 Affiliate Workshop      | 13,680                 | 6,219                  | 13,500         | 2,150                        | 14,000                          | 4%                                           | 0%                |
| 33 5920 Hotel-Banquet           | 176,643                | 166,967                | 160,000        | 17,250                       | 200,000                         | 25%                                          | 4%                |
| 33 5923 Hotel-Lodging           | 29,796                 | 841                    | 15,000         |                              | 20,000                          | 33%                                          | 0%                |
| 33 5926 Speakers                | 18,451                 | 28,745                 | 20,000         | 8,750                        | 25,000                          | 25%                                          | 1%                |
| 33 5929 Decorator-Pipe & Drape  | 6,215                  | 5,738                  | 6,500          |                              | 7,500                           | 15%                                          | 0%                |
| 33 5932 Design/Special Printing | 6,015                  | 5,048                  | 7,500          |                              | 7,500                           | 0%                                           | 0%                |
| 33 5935 Signage                 | 1,175                  | 3,496                  | 4,000          |                              | 3,000                           | -25%                                         | 0%                |
| 33 5937 Premium Item            |                        |                        |                |                              |                                 | -                                            | 0%                |
| 33 5938 Awards                  | 287                    | 550                    | 1,000          | 500                          | 750                             | -25%                                         | 0%                |
| 33 5940 Awards Dinner           |                        |                        |                |                              |                                 | -                                            | 0%                |
| 33 5946 AV Equipment            | 26,785                 | 34,712                 | 35,000         | 11,320                       | 31,000                          | -11%                                         | 1%                |
| 33 5948 AV Equipment-Hotel      | 7,374                  | 8,950                  | 7,500          |                              | 7,500                           | 0%                                           | 0%                |
| 33 6106 Contract Services       | 6,000                  | 5,949                  | 7,500          | 140                          | 7,500                           | 0%                                           | 0%                |
| 33 6150 Bank Fees               | 2,635                  | 4,158                  | 4,500          | 500                          | 4,500                           | 0%                                           | 0%                |
| 33 6222 Printing                | 203                    |                        | 1,000          |                              | 1,000                           | 0%                                           | 0%                |
| 33 6714 Spring Conference       | 24,783                 | 1,930                  | 15,000         |                              | 20,000                          | 33%                                          | 0%                |
| 33 6716 City Day at the Capital |                        |                        | 30,000         | 107                          | -                               | -100%                                        | 0%                |
| 33 6211 Postage                 | 2,545                  | 921                    | 1,000          | 22                           | 1,000                           | 0%                                           | 0%                |
| 33 6216 Supplies                | 866                    | 77                     | 2,500          | 40                           | 2,500                           | 0%                                           | 0%                |
| 33 6700 Miscellaneous           | 1,708                  | 337                    | 1,500          | 40                           | 500                             | -67%                                         | 0%                |
| <b>Total 33 5000 Conference</b> | <b>336,220</b>         | <b>281,285</b>         | <b>341,000</b> | <b>42,119</b>                | <b>361,250</b>                  | <b>6%</b>                                    | <b>8%</b>         |

### PROFILE:

The LOC's annual conference provides the largest gathering of municipal officials in the state and is the premier training event for the LOC. Held during the Fall each year, the conference provides training on various issues of importance to municipal officials as well as opportunities for networking and problem-solving. In the Spring, the LOC hosts a smaller one-day conference to provide members with more training opportunities and to increase the LOC's non-dues revenue streams. The Spring conference is held in regions of the state where the annual conference, due to its size, cannot be held.

### Operating Expenditures:

#### 33-5620 – Travel

\$8,000. Cost of contracted buses for mobile tours and reimbursement for staff travel.

**33-5629 – Affiliate Workshops**

\$14,000. This amount reflects reimbursements of registration fees collected on behalf of the host affiliate groups (OMA and OCCMA) for affiliate workshops held during the LOC annual conference.

**33-5920 – Hotel-Banquet Services**

\$200,000. This amount includes expenses for all beverage services, meals (including annual banquet), and receptions provided by the host hotel/conference center.

**33-5923– Hotel, Lodging**

\$20,000. Includes lodging costs for staff and providing free parking for attendees.

**33-5926 – Speakers**

\$25,000. Includes the contract fee for the keynote speaker, and travel and lodging expenses for the keynote and other session speakers.

**33-5929 – Decorator, Pipe and Drape**

\$7,500. Covers expenses from the pipe and drape company for the exhibit hall, registration area, furniture rental, etc.

**33-5932 – Design – Special Printing**

\$7,500. Printing of registration booklet. Also includes two direct mail pieces for soliciting sponsorships and a direct mail piece for soliciting trade show exhibitors.

**33-5935 – Signage**

\$3,000. Design and production of specialty signs.

**33-5938 – Awards**

\$750. Funds budgeted for the ambient music and other services at the awards dinner.

**33-5946 – A/V Equipment – Other**

\$31,000. This amount covers audiovisual equipment costs and technician labor for all conference sessions, staging and internet chargers.

**33-5948 – A/V Equipment – Hotel**

\$7,500. This amount covers WIFI and hardwire internet charges from the hotel.

**33-6106 – Contract Services**

\$7,500. This amount covers contracts with security officers and other needed services during the conference, including a conference app.

**33-6150 – Credit Card / Bank fees**

\$4,500. This expense covers costs incurred by the LOC when credit cards are used.

**33-6211 – Postage**

\$1,000. This amount reflects the mailings associated with the conference.

**33-6216 – Supplies**

\$2,500. Onsite supplies such as sign holders, signage for shuttles, or new inserts for the Ask-LOC sign holders.

**33-6222 – Printing**

\$1,000. Includes general printing materials.

**33-6714 – Spring Conference**

\$20,000. The Spring Conference is intended to be a smaller one-day conference (100 - 150 attendees) that occurs in the spring to supplement programming provided by the Annual Conference. Expenses related to the event include venue, food and speaker fees.

**33-6716 – City Day at the Capitol**

\$0. City Day at the Capitol happens during the legislative session associated with each odd-numbered year to bring city officials from across the state to meet with legislators, hear from the governor and legislative leaders, and receive issue briefings from LOC staff.

## COMMUNICATIONS AND MARKETING



updated: 04/21/2021

### League of Oregon Cities Budget FY 2021-2022

| Account Description                          | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|----------------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>34 5000 Communication &amp; Marketing</b> |                        |                        |                |                              |                                 |                                              |                   |
| 34 5512 Staff Training                       | 270                    |                        |                |                              |                                 | -                                            | 0%                |
| 34 5515 Membership/Dues                      |                        |                        | 1,000          | 240                          | 500                             | -50%                                         | 0%                |
| 34 5910 Conferences/Workshops                | 10,102                 | 6,730                  | 10,000         |                              | 9,500                           | -5%                                          | 0%                |
| 34 6106 Contract Services                    | 10,893                 | 5,344                  | 7,500          | 5,000                        | 35,000                          | 367%                                         | 1%                |
| 34 6211 Postage                              | 8,291                  | 6,523                  | 7,500          |                              | 5,000                           | -33%                                         | 0%                |
| 34 6219 Books/Publications                   | 3,444                  | 2,539                  | 2,500          | 4,025                        | 4,000                           | 60%                                          | 0%                |
| 34 6222 Printing                             | 26,478                 | 18,363                 | 24,000         | 50                           | 5,000                           | -79%                                         | 0%                |
| 34 6412 Marketing                            | 19,064                 | 18,744                 | 12,500         | 5,000                        | 10,000                          | -20%                                         | 0%                |
| 34 6700 Miscellaneous                        | 1,252                  | 577                    | 1,000          | 50                           | 1,000                           | 0%                                           | 0%                |
| <b>Total 34 5000 Comm &amp; Marketing</b>    | <b>79,794</b>          | <b>58,820</b>          | <b>66,000</b>  | <b>14,365</b>                | <b>70,000</b>                   | <b>6%</b>                                    | <b>1%</b>         |

### **PROFILE:**

The Communications & Marketing Department includes 3.0 FTEs. Communications & Marketing separately tracks communications and marketing. This Division is generally responsible for all the LOC's marketing initiatives, producing the weekly *LOC Bulletin* and quarterly *Local Focus* magazine. In addition, the department has primary responsibility for the LOC website, social media, and publications. The Communication and Marketing Division also handles the primary responsibilities related to the LOC's Business Partners, Sponsors, and Vendors.

### **Personnel Levels:**

- 1 – Communications & Marketing Director
- 1 – Graphic Designer
- 1 - Communications Specialist

### **Operating Expenditures:**

#### **34-5910 – Conferences and Workshops**

\$9,500. Covers training for graphic designer in Adobe software, magazine layout, and design. Also includes cost of training opportunities for department staff, including, but not limited to, GSMCON.

#### **34-6106 – Contract Services**

\$35,000. Covers freelance professional services for: website maintenance, website development, marketing consultation, writing projects for *Local Focus* magazine, and proofreading LOC publications.



**34-6211 – Postage**

\$5,000. This amount reflects postage to mail four issues of the *Local Focus* magazine.

**34-6219 – Books/Publications**

\$4,000. Annual subscription to media tracking/clipping service, online news subscriptions and purchase of resource books, including the AP Style Manual.

**34-6222 – Printing**

\$5,000. Printing costs to produce four editions of the *Local Focus* in FY22: August, October, February, and May.

**34-6412 – Marketing**

\$10,000. For updating/production of strategic marketing materials, including, but not limited to LOC Wall Calendar, brochures, promotional items, etc.



## INTERGOVERNMENTAL RELATIONS



### League of Oregon Cities Budget FY 2021-2022

| Account Description                    | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|----------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 37 5000 Intergovernmental              |                        |                        |                |                              |                                 |                                              |                   |
| 37 5515 Membership/Dues                | 6,639                  | 2,855                  | 5,000          | 3,500                        | 5,000                           | 0%                                           | 0%                |
| 37 5623 Policy Committee Meeting       | 4,880                  | 4,579                  | 3,000          | 750                          | 3,600                           | 20%                                          | 0%                |
| 37 5910 Conferences/Workshops          | 4,480                  | 26,928                 | 18,000         | 1,000                        | 25,000                          | 39%                                          | 1%                |
| 37 6106 Contract Services              | 3,000                  | 725                    | 5,000          | 5,000                        | 9,500                           | 90%                                          | 0%                |
| 37 6162 Congressional Cities Conf.     |                        |                        | 7,000          |                              | 2,500                           | -64%                                         | 0%                |
| 37 6166 Grass Roots Program            | 36,642                 | 216                    | 5,000          |                              | 5,000                           | 0%                                           | 0%                |
| 37 6168 Training                       |                        |                        |                |                              | 5,000                           | -                                            | 0%                |
| 37 6219 Books/Publications             | 7,411                  | 380                    | 1,000          | 250                          | 1,500                           | 50%                                          | 0%                |
| 37 6222 Printing                       | 1,930                  | 1,093                  | 2,500          |                              | 3,500                           | 40%                                          | 0%                |
| 37 6700 Miscellaneous                  |                        |                        | 500            |                              | 1,000                           | 100%                                         | 0%                |
| <b>Total 37 5000 Intergovernmental</b> | <b>64,982</b>          | <b>36,777</b>          | <b>47,000</b>  | <b>10,500</b>                | <b>61,600</b>                   | <b>31%</b>                                   | <b>1%</b>         |

### **PROFILE:**

The Intergovernmental Relations Department includes six FTE's. The primary function of the Intergovernmental Relations Department is to facilitate the League's policy development process. Issues include items such as: land use, incorporation, annexation, condemnation, housing, energy, finance and taxation, urban renewal, courts, public safety, elections, ethics, public contacting, personnel, infrastructure, and telecommunications. To facilitate the program's objectives, staff must spend significant time with the State Legislature, members of Congress, and with appropriate state and federal agencies. Program objectives also include the promotion of the League as an authoritative source of information regarding municipal issues. Staff is also responsible for communicating with the membership regarding legislative and administrative developments. Communications with members has taken on a much more robust profile within the department with the advent of new and improved grassroots involvement strategies, use of social media and a stronger commitment to "real-time" broadcasting of up-to-date news to the membership.

### **Personnel Levels:**

1 – Legislative Director  
5 – Lobbyist

### **Operating Expenditures:**

**37-5515 – Staff Professional Memberships**  
\$5,000. Miscellaneous professional memberships.

**37-5623 – Policy Committee Meetings**

\$3,600. LOC has seven policy committees, which conduct meetings 3-4 times during the spring of each even-numbered year. LOC typically provides lunch to those able to join the meetings in-person.

**37-5910 – Workshops/Conferences**

\$25,000. This line provides staff travel for NLC events and conferences, and meetings related to improvement of staff/LOC performance and influence.

**37-6106 – Contract services**

\$9,500. Special legal consulting or research, and other special projects by contract for specific portfolio related cost involving research projects.

**37-6166 – Grass Roots Program**

\$5,000. This item covers special events, materials, and supplies related to the LOC's expanded grassroots efforts.

**37-6168 - Training**

\$5,000. This item provides an opportunity for IGR staff to receive training in social media practices and how to be effective in on-camera interviews.

## LEGAL/RESEARCH



### League of Oregon Cities Budget FY 2021-2022

| Account Description            | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY20 Actual<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|--------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 38 5000 Legal & Research       |                        |                        |                |                              |                                 |                                              |                   |
| 38 5515 Membership/Dues        | 1,886                  | 3,143                  | 2,000          | 2,250                        | 2,500                           | -26%                                         | 0%                |
| 38 5910 Conferences/Workshops  | 12,153                 | 7,877                  | 8,000          | 8,000                        | 8,000                           | 2%                                           | 0%                |
| 38 6106 Contract Services      | 19,355                 |                        |                |                              | 100,000                         | 100%                                         | 2%                |
| 38 6218 Subscription Services  | 8,473                  | 6,957                  | 7,500          | 8,000                        | 7,500                           | 7%                                           | 0%                |
| 38 6219 Books/Publications     | 730                    | 455                    | 500            | 100                          | 500                             | 9%                                           | 0%                |
| Total 38 5000 Legal & Research | 42,598                 | 18,432                 | 18,000         | 16,350                       | 118,500                         | 558%                                         | 2%                |

#### **PROFILE:**

The Legal/Research Department is comprised of two permanent FTEs. The department provides legal assistance, operates the Legal Inquiry Program, runs the Legal Advocacy Program, provides trainings on core municipal functions to member cities, and provides in-house legal counsel to the LOC. Additionally, the General Counsel serves as the human resources administrator for the LOC.

#### **Personnel Levels:**

- 1 – General Counsel
- 1 – Assistant General Counsel

#### **Operating Expenditures:**

##### **38-5910 – Conferences and Workshops**

\$8,000. Allows for both attorneys to attend relevant trainings on municipal matters to ensure they remain current with best practices and up to date on their mandatory continuing legal education credits. This budget also allows for the General Counsel, who acts as the human resources administrator for LOC, to attend trainings on human resources topics. This line estimates approximately:

|         |                                                                      |
|---------|----------------------------------------------------------------------|
| \$1,500 | Spring Oregon City Attorneys Association Conference (both attorneys) |
| \$2,000 | Human Resources training for General Counsel                         |
| \$3,000 | IMLA Annual Conference (one attorney – rotate each year who attends) |
| \$1,500 | Misc. Conferences and Continuing Legal Education                     |

**38-6106 – Contract Services**

\$100,000. Allows the LOC General Counsel, in consultation with the Executive Director, to secure the services of outside legal counsel and research consultants to assist on projects wherein their expertise is required. Outside legal counsel is typically retained to write amicus briefs on behalf of the LOC, or to represent the LOC directly in litigation matters. Research consultants are typically retained to maintain the LOC-Data system, proffer surveys to the LOC membership and write reports based on the survey results and provide LOC with needed data points to effectively represent the LOC and/or its members in legislative, educational, and legal matters.

|          |                                               |
|----------|-----------------------------------------------|
| \$50,000 | Legal Services for Amicus Briefs & Litigation |
| \$45,000 | Aljets Research Consulting Services           |
| \$5,000  | Misc. Legal or Research Services              |

**38-6218 – Subscription Services**

\$7,500. Westlaw subscription for two attorneys, Oregon Judicial Case Information Network (OJCIN) for the LOC and federal Public Access to Court Electronic Records (PACER). Specific subscriptions services provided this year include:

|         |         |
|---------|---------|
| \$6,050 | Westlaw |
| \$1,380 | OJCIN   |
| \$70    | PACER   |

## Special Projects



### League of Oregon Cities Budget FY 2021-2022

| Account Description                                | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY21 Budget<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|----------------------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| <b>39 5000 Special Project Expense</b>             |                        |                        |                |                              |                                 |                                              |                   |
| 31 6901 Uniform Traffic Citation                   | 45,791                 | 47,383                 | 38,000         | 38,000                       | 38,000                          | 0%                                           | 1%                |
| 39 6107 Contract Services - Limited                |                        |                        | 120,000        | 120,000                      | 60,000                          | -50%                                         | 1%                |
| 39 6108 NLC Membership <small>Small Cities</small> |                        |                        | 25,000         | 24,936                       | 25,000                          | 0%                                           | 1%                |
| 39 6806 Contract Services 39                       | 176,159                | 206,319                | 120,000        | 135,000                      | 185,000                         | 54%                                          | 4%                |
| 39 6809 OHCS IGA Expense                           |                        |                        | 135,000        | 65,000                       | 100,000                         | -26%                                         | 2%                |
| 39 7100 LGPI Expenses                              | 445,345                | 457,945                | 15,000         | 11                           | 0                               | -                                            | 0%                |
| <b>Total 39 5000 Special Projects</b>              | <b>667,295</b>         | <b>711,647</b>         | <b>453,000</b> | <b>382,947</b>               | <b>408,000</b>                  | <b>-10%</b>                                  | <b>8%</b>         |

### PROFILE

The Special Projects Department is for accumulating funds for special undertakings such as large-scale studies or projects in support of legislation, litigation, or to provide resources/information to cities.

#### **31-6901 – Uniform Traffic Citations**

\$38,000. This amount reflects expenses for the production and mailing of city and county traffic citations.

#### **39-6107 – Limited Duration Contract Services**

\$60,000. These funds are designated for use for the contract Honors Attorney who assists the Legal Research Division in providing legal assistance, operating the Legal Inquiry Program, running the Legal Advocacy Program, and updating resources manuals for members. This position is a training position wherein the person holding it will gain experience in municipal law. The contract between the LOC and the current Honors Attorney expires on December 31, 2021.

#### **39-6108 – NLC Membership Small Cities<\$25K**

\$25,000. Pilot program to increase participation from smaller cities of Oregon in the national program, 2-year assessment.

#### **39-6806 – Contract Services**

\$185,000. These funds are designated for use by outside contractors for a variety of projects detailed below. These funds are intended as one-time or periodic expenses and not as ongoing organizational capacity.

|          |                                                                   |
|----------|-------------------------------------------------------------------|
| \$9,000  | HR Answers Compensation Analysis                                  |
| \$23,000 | Bateman Seidel, Handbook Chapter on Land Use                      |
| \$10,000 | Beery, Elsner & Hammond, Handbook Chapter on Economic Development |
| \$18,000 | Cable Huston, Handbook Chapter on Franchises                      |
| \$20,000 | Telcom Law Firm, Telecommunications Toolkit                       |

|          |                                                                                                                                                              |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| \$10,000 | Lens for Responding to <i>Martin v. Boise</i>                                                                                                                |
| \$20,000 | Real Estate Negotiator and/or Attorney for Local Government Center                                                                                           |
| \$15,000 | Diversity, Equity, and Inclusion outreach, education, and training                                                                                           |
| \$15,500 | Intergovernmental Relations, board approved, contracts to be used for polling, special legal consulting or research, and other special projects by contract. |
| \$9,500  | Miscellaneous                                                                                                                                                |

### **39-6809 – OHCS IGA**

\$100,000. Anticipated housing grant revenue received from the state under an intergovernmental agreement executed between OHCS and the LOC in June 2020, the purpose of which is for the LOC to allocate the funds to qualified cities and counties along the coast to assist said communities in identifying and rectifying barriers to needed housing.

## Building/Equipment



### League of Oregon Cities Budget FY 2021-2022

| Account Description                           | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY20 Actual<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|-----------------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| 60 7000 Building & Equipment                  |                        |                        |                |                              |                                 |                                              |                   |
| 60 7001 Remodel & Improvements                |                        | 118,422                |                |                              |                                 |                                              | 0%                |
| 60 7004 Technology Capital Projects           | 166,173                | 122,416                | 50,000         | 15,000                       |                                 |                                              | 0%                |
| 60 7005 Vehicle Purchase                      |                        |                        |                |                              |                                 |                                              | 0%                |
| <b>Total 60 7000 Building &amp; Equipment</b> | <b>166,173</b>         | <b>240,838</b>         | <b>50,000</b>  | <b>15,000</b>                | <b>-</b>                        | <b>-</b>                                     | <b>-</b>          |

#### **PROFILE:**

The Building/Equipment Department provides for building improvements, technological infrastructure, equipment, and its replacement, and other capital items.

#### **Operating Expenditures:**

##### **60-7001 – Remodeling/Improvements**

\$0. LOC does not anticipate needing to remodel or improve the LOC office suite during the upcoming fiscal year.

##### **60-7004 – Information Technology**

\$0. LOC does not anticipate needing to make IT expenditures for software upgrades/purchases that are not annual occurrences during the upcoming fiscal year. Annual software and hardware purchases are budgeted in the general fund.

##### **60-7005 - Vehicle Purchase**

\$0. The LOC does not anticipate replacing the vehicle during the upcoming fiscal year.

## General Fund - Transfers In/Out

The total **Transfers In/Out of Contingency/Reserve** request includes:

- \$408,000 to support Special Project expenses set forth by the strategic plan.

The category contains transfers to cover the costs associated with Special Projects expenditures. These transfers are contingent on available funding. The fund balance for fiscal year-end 2021-22 estimated ending balance is \$3,638,423. The proportion reflected is compliant with the reserve policy with an additional 52% of contingency reserves.



## General Fund – Contingency Reserves/Ending Fund Balance



updated: 04/21/2021

### League of Oregon Cities Budget FY 2021-2022

| Account Description              | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | FY20 Actual<br>to FY22<br>Budget<br>% Change | % Total<br>budget |
|----------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|----------------------------------------------|-------------------|
| Beginning General Fund Balance   | 3,856,786              | 3,927,520              | 3,879,826      | 3,968,892                    | 4,046,423                       | 3%                                           |                   |
| Net Income for current year      | (18,332)               | 41,372                 | -              | 77,531                       | -                               |                                              |                   |
| Contingency - transfer in/out    |                        |                        |                |                              | (408,000)                       |                                              |                   |
| Ending Fund Balance              | 3,838,454              | 3,968,892              | 3,879,826      | 4,046,423                    | 3,638,423                       | -6%                                          |                   |
| Contingency                      | 2,352,062              | 2,485,249              | 2,248,994      | 2,652,123                    | 1,878,987                       | -16%                                         |                   |
| Reserve Policy- 40% of Operating | 1,486,392              | 1,483,643              | 1,630,832      | 1,394,300                    | 1,759,435                       | 8%                                           |                   |
| Contingency % of Fund balance    | 61%                    | 63%                    | 58%            | 66%                          | 52%                             |                                              |                   |

#### Description of purpose/function

In November 2010, the board affirmed the Fund Balance Policy which establishes a contingency minimum of 40.0 percent of appropriations to achieve the balance as year-end savings occurred. The contingency is set aside for unforeseen circumstances that may arise during the fiscal year and is consistent with GFOA best practices. Contingency appropriations require board approval.

In addition to the Fund Balance Policy, the board has identified additional excess reserve to fund non-recurring expenses within the Special Projects and Building and Equipment department funds:

- The contingency is intended to subsidize future shortfalls estimated in the Five-Year Forecast.
- Reserve for facility repairs (e.g., roof replacement/repair, HVAC replacement/repair, flooring, etc.).



# Proposed Budget



## League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description                          | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21      | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | Budget<br>Committee<br>Approval | Board<br>Adopted |
|----------------------------------------------|------------------------|------------------------|---------------------|------------------------------|---------------------------------|---------------------------------|------------------|
| <b>Income</b>                                |                        |                        |                     |                              |                                 |                                 |                  |
| <b>22 4000 Revenue</b>                       |                        |                        |                     |                              |                                 |                                 |                  |
| 22 4050 Dues from Member Cities              | 1,799,982              | 1,853,402              | 1,909,000           | 1,913,541                    | 1,948,750                       |                                 |                  |
| 22 4053 Dues/ Asso Subs Supporters           | 27,500                 | 26,500                 | 28,000              | 30,000                       | 30,000                          |                                 |                  |
| 22 4054 Dues/ Asso Business Partners         | 39,550                 | 45,900                 | 37,500              | 37,500                       | 40,000                          |                                 |                  |
| 22 4102 Affiliates OCCMA                     | 26,867                 | 38,063                 | 35,000              | 35,000                       | 35,000                          |                                 |                  |
| 22 4105 Affiliates OMA                       | 18,797                 | 6,548                  | 25,000              | 25,000                       | 25,000                          |                                 |                  |
| 22 4108 Affiliates OCAA                      | 6,062                  | 7,771                  | 6,180               | 6,180                        | 6,400                           |                                 |                  |
| 22 4111 Affiliates OCPDA                     | 572                    | 1,318                  | 1,600               | 1,600                        | 1,600                           |                                 |                  |
| 22 4114 Affiliates OMEU                      | 4,175                  | 3,546                  | 3,500               | 3,500                        | 3,500                           |                                 |                  |
| 22 4117 EBS Administration                   | 25,014                 | 25,361                 | 25,500              | 22,765                       | 23,500                          |                                 |                  |
| 22 4120 CIS Administration                   | 1,049,454              | 1,083,036              | 1,104,000           | 1,113,253                    | 1,145,000                       |                                 |                  |
| 22 4255 Rent/Lease Space                     | 7,639                  | 9,991                  | 9,000               | 7,500                        | 9,000                           |                                 |                  |
| 22 4258 Miscellaneous Income                 | 28,197                 | 4,064                  | 1,000               | 4,000                        | 538                             |                                 |                  |
| 22 4261 Web/NL Ads/Subscriptions             | 27,165                 | 24,150                 | 20,000              | 18,000                       | 20,000                          |                                 |                  |
| 22 4264 Publications                         | 5,819                  | 506                    | 500                 | 2,200                        | 500                             |                                 |                  |
| 22 4267 American Legal Reviews               | 3,186                  | 5,840                  | 5,000               | 4,000                        | 3,300                           |                                 |                  |
| 22 4290 Interest Income                      | 128,419                | 111,182                | 70,000              | 60,000                       | 60,000                          |                                 |                  |
| <b>Total 22 4000 Revenue</b>                 | <b>3,198,399</b>       | <b>3,247,177</b>       | <b>3,280,780</b>    | <b>3,284,039</b>             | <b>3,352,088</b>                | <b>0</b>                        | <b>0</b>         |
| <b>30 4400 Member Services</b>               |                        |                        |                     |                              |                                 |                                 |                  |
| 30 4411 Purchasing Partners                  | 21,365                 | 15,271                 | 30,000              | 140,000                      | 215,000                         |                                 |                  |
| 30 4413 SGR Program                          |                        |                        |                     | 1,000                        | 1,000                           |                                 |                  |
| 30 4416 CIS City Asst/Training               | 90,242                 | 93,130                 | 93,500              | 95,728                       | 96,500                          |                                 |                  |
| 30 4419 Web Services Program                 | 4,500                  | 1,300                  | 2,000               | 3,000                        | 0                               |                                 |                  |
| 30 4510 Classes                              | 6,338                  | 15,213                 | 15,000              | 2,000                        | 15,000                          |                                 |                  |
| <b>Total 30 4400 Member Services</b>         | <b>122,445</b>         | <b>124,913</b>         | <b>140,500</b>      | <b>241,728</b>               | <b>327,500</b>                  | <b>0</b>                        | <b>0</b>         |
| <b>33 4700 Conferences</b>                   |                        |                        |                     |                              |                                 |                                 |                  |
| 33 4701 Registration Income                  | 178,775                | 208,784                | 175,000             | 26,785                       | 200,000                         |                                 |                  |
| 33 4702 Training Workshops                   | 19,800                 | 32,900                 | 35,000              | 2,175                        | 20,000                          |                                 |                  |
| 33 4705 Exhibitors                           | 41,600                 | 32,850                 | 50,000              | 3,150                        | 40,000                          |                                 |                  |
| 33 4708 Affiliate Workshop                   | 13,605                 | 14,340                 | 14,000              | 2,850                        | 14,000                          |                                 |                  |
| 33 4711 Conference Sponsors                  | 129,000                | 164,650                | 125,000             | 77,000                       | 100,000                         |                                 |                  |
| 33 4714 Spring Pop up Conference             | 39,146                 | 0                      | 15,000              | -                            | 20,000                          |                                 |                  |
| 33 4716 City Day at the Capital              |                        |                        | 12,000              |                              | 0                               |                                 |                  |
| <b>Total 33 4700 Conferences</b>             | <b>421,926</b>         | <b>453,524</b>         | <b>426,000</b>      | <b>111,960</b>               | <b>394,000</b>                  | <b>0</b>                        | <b>0</b>         |
| <b>70 4820 Program Revenue</b>               |                        |                        |                     |                              |                                 |                                 |                  |
| 31 4901 Uniform Traffic Citations            | 50,361                 | 51,856                 | 40,000              | 40,000                       | 40,000                          |                                 |                  |
| 39 4109 OHCS IGA revenue                     |                        | 67,500                 | 135,000             | 67,500                       | 100,000                         |                                 |                  |
| 50 4714 STP Apportionment/<br>Transportation | 163,769                | 185,599                | 186,000             | 201,000                      | 185,000                         |                                 |                  |
| 51 4751 Bond Program Income                  |                        |                        | 20,000              |                              | 0                               |                                 |                  |
| 70 4800 LGPI Programs                        | 408,044                | 331,556                |                     |                              | 0                               |                                 |                  |
| <b>Total 70 4820 Program Revenue</b>         | <b>\$ 622,174</b>      | <b>\$ 636,511</b>      | <b>\$ 381,000</b>   | <b>\$ 308,500</b>            | <b>\$ 325,000</b>               | <b>\$ 0</b>                     | <b>\$ 0</b>      |
| <b>Contingency - transfer in</b>             |                        |                        | <b>\$ 301,800</b>   |                              | <b>\$ 408,000</b>               |                                 |                  |
| <b>Total Income</b>                          | <b>\$ 4,364,944</b>    | <b>\$ 4,462,126</b>    | <b>\$ 4,530,080</b> | <b>\$ 3,946,227</b>          | <b>\$ 4,806,588</b>             | <b>\$ 0</b>                     | <b>\$ 0</b>      |



## League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description                         | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21      | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | Budget<br>Committee<br>Approval | Board<br>Adopted |
|---------------------------------------------|------------------------|------------------------|---------------------|------------------------------|---------------------------------|---------------------------------|------------------|
| <b>Expenses</b>                             |                        |                        |                     |                              |                                 |                                 |                  |
| <b>23 5000 Personnel and Benefits</b>       |                        |                        |                     |                              |                                 |                                 |                  |
| 23 5002 Member Services                     | 597,772                | 626,806                | 757,700             | 620,000                      | 776,528                         |                                 |                  |
| 23 5004 Communications and Mkt              | 184,669                | 246,902                | 279,500             | 275,000                      | 291,880                         |                                 |                  |
| 23 5006 Intergovernmental Relations         | 674,263                | 680,636                | 711,000             | 745,000                      | 745,152                         |                                 |                  |
| 23 5008 Legal/Research                      | 318,428                | 309,115                | 284,000             | 270,000                      | 285,828                         |                                 |                  |
| <b>Total Department Salaries</b>            | <b>1,775,132</b>       | <b>1,863,460</b>       | <b>\$ 2,032,200</b> | <b>\$ 1,910,000</b>          | <b>\$ 2,099,388</b>             | <b>\$ 0</b>                     | <b>\$ 0</b>      |
| 23 5010 Payroll Taxes                       | 130,120                | 128,248                | 162,600             | 148,000                      | 165,000                         |                                 |                  |
| 23 5011 PERS                                | 354,857                | 473,084                | 610,000             | 604,000                      | 632,000                         |                                 |                  |
| 23 5020 Workers Compensation                | 10,641                 | (376)                  | 8,500               | 5,871                        | 10,000                          |                                 |                  |
| 23 5030 Employee Benefits                   | 205,779                | 208,929                | 245,000             | 266,000                      | 285,000                         |                                 |                  |
| 23 5040 Cell Phones                         | 19,410                 | 20,700                 | 19,200              | 19,800                       | 24,000                          |                                 |                  |
| 23 5041 Technology Stipend                  |                        |                        |                     | 13,250                       | 8,000                           |                                 |                  |
| 24 6109 Temporary Services                  |                        |                        |                     | 32,000                       |                                 |                                 |                  |
| <b>Total 23 5000 Personnel and Benefits</b> | <b>2,495,939</b>       | <b>2,694,045</b>       | <b>3,077,500</b>    | <b>2,998,921</b>             | <b>3,223,388</b>                | <b>-</b>                        | <b>-</b>         |
| <b>24 5000 Administration</b>               |                        |                        |                     |                              |                                 |                                 |                  |
| 24 5510 Payroll Expense                     | 8,934                  | 8,197                  | 7,000               | 7,750                        | 10,000                          |                                 |                  |
| 24 5512 Staff Training                      | 7,446                  | 4,639                  | 6,000               | 2,000                        | 15,000                          |                                 |                  |
| 24 5515 Membership/Dues                     | 1,645                  | 894                    | 3,000               | 1,000                        | 3,000                           |                                 |                  |
| 24 5519 Internal Recruiting                 | 299                    | 2,859                  | 1,000               | 1,900                        | 3,100                           |                                 |                  |
| 24 5626 Small City Program                  | 6,037                  | 4,811                  | 7,500               | 1,000                        | 7,500                           |                                 |                  |
| 24 6106 Contract Services                   | 6,683                  | 8,740                  | 6,500               | 10,428                       | 12,500                          |                                 |                  |
| 24 6301 Conferences & Workshops             | 40,050                 | 26,912                 | 27,000              | 7,000                        | 35,000                          |                                 |                  |
| 24 6304 Staff Travel/ In-State              | 13,281                 | 11,472                 | 20,000              | 1,500                        | 15,000                          |                                 |                  |
| 24 6405 Telephone                           | 6,355                  | 13,388                 | 12,000              | 12,500                       | 12,500                          |                                 |                  |
| 24 6406 NLC Membership                      | 24,520                 | 24,936                 | 25,000              | 24,936                       | 25,000                          |                                 |                  |
| 24 6409 Membership/Sponsor                  | 19,088                 | 7,365                  | 15,000              | 15,000                       | 45,000                          |                                 |                  |
| 24 6411 Conference Calls 24                 | 2,481                  | 1,751                  | 2,000               | 500                          | 2,000                           |                                 |                  |
| 24 6516 Maintenance -Local Gov Cen          | 98,672                 | 69,436                 | 110,000             | 110,000                      | 112,000                         |                                 |                  |
| 24 6519 Repair & Maintenance- Auto          | 224                    | 2,449                  | 2,000               | 300                          | 2,000                           |                                 |                  |
| 24 6632 Audit                               | 37,935                 | 14,701                 | 25,000              | 18,300                       | 26,000                          |                                 |                  |
| 24 6635 Insurance                           | 11,332                 |                        | 6,000               | 6,280                        | 6,000                           |                                 |                  |
| 24 6700 Miscellaneous                       | -8,444                 | 5,458                  | 1,000               | 3,150                        | 3,000                           |                                 |                  |
| 24 6150 Bank Fees                           | 2,658                  | 3,307                  | 3,000               | 5,500                        | 5,000                           |                                 |                  |
| 24 6211 Postage                             | 7,117                  | 5,480                  | 5,000               | 2,500                        | 5,000                           |                                 |                  |
| 24 6216 Supplies                            | 12,059                 | 9,477                  | 10,250              | 5,500                        | 10,000                          |                                 |                  |
| 24 6219 Books/Publications                  | 125                    | 80                     |                     |                              | 250                             |                                 |                  |
| 24 6225 Printing                            | 13,474                 | 11,407                 | 10,000              | 5,000                        | 8,000                           |                                 |                  |
| <b>Total 24 5000 Administration</b>         | <b>311,969</b>         | <b>237,758</b>         | <b>304,250</b>      | <b>242,044</b>               | <b>362,850</b>                  | <b>0</b>                        | <b>0</b>         |
| <b>25 5000 Board</b>                        |                        |                        |                     |                              |                                 |                                 |                  |
| 25 5620 Travel                              | 7,474                  | 6,808                  | 15,000              | 1,000                        | 12,000                          |                                 |                  |
| 25 5623 Board Meetings                      | 26,666                 | 15,112                 | 20,000              | 300                          | 15,000                          |                                 |                  |
| 25 5910 Conferences/Workshops               | 3,230                  | 8,569                  | 10,000              |                              | 10,000                          |                                 |                  |
| 25 6700 Miscellaneous                       | 678                    | 333                    | 1,000               | 500                          | 1,000                           |                                 |                  |
| <b>Total 25 5000 Board</b>                  | <b>38,048</b>          | <b>30,822</b>          | <b>46,000</b>       | <b>1,800</b>                 | <b>38,000</b>                   | <b>0</b>                        | <b>0</b>         |

## League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description                          | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21 | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | Budget<br>Committee<br>Approval | Board<br>Adopted |
|----------------------------------------------|------------------------|------------------------|----------------|------------------------------|---------------------------------|---------------------------------|------------------|
| <b>26 5000 Technology</b>                    |                        |                        |                |                              |                                 |                                 |                  |
| 26 5512 Staff Training                       |                        |                        |                |                              |                                 |                                 |                  |
| 26 6106 Contract Services                    | 96,664                 | 68,559                 | 40,000         | 80,000                       | 75,000                          |                                 |                  |
| 26 6802 Software License                     | 0                      |                        |                |                              |                                 |                                 |                  |
| 26 6808 Technology Services                  | 7,767                  | 6,339                  | 7,500          | 3,000                        | 7,500                           |                                 |                  |
| 26 8105 Computer Hardware                    | 11,102                 | 759                    | 15,000         | 15,000                       | 20,000                          |                                 |                  |
| 26 8108 Furniture Outlay                     | 16,002                 | 6,980                  | 5,000          | 150                          | 5,000                           |                                 |                  |
| 26 8115 Software & Services                  | 11,882                 | 20,534                 | 20,000         | 15,000                       | 20,000                          |                                 |                  |
| 26 8219 Remodeling/Improvements              |                        |                        |                |                              |                                 |                                 |                  |
| <b>Total 26 5000 Technology</b>              | <b>143,417</b>         | <b>103,170</b>         | <b>87,500</b>  | <b>113,150</b>               | <b>127,500</b>                  | <b>0</b>                        | <b>0</b>         |
| <b>32 5600 Training</b>                      |                        |                        |                |                              |                                 |                                 |                  |
| 32 5623 Meeting                              | 1,944                  | 863                    | 3,000          |                              | 3,000                           |                                 |                  |
| 32 5626 Training Contracts                   | 5,425                  | 1,882                  | 15,000         | 500                          | 15,000                          |                                 |                  |
| 32 5629 Video Productions                    |                        |                        |                |                              | 0                               |                                 |                  |
| 32 5632 Elected Essentials/Regional          | 29,493                 | 3,615                  | 20,000         | 30,000                       | 15,000                          |                                 |                  |
| 32 6410 Micellaneous                         |                        |                        | 230            |                              | 500                             |                                 |                  |
| 32 6211 Postage                              | 66                     |                        | 300            |                              | 500                             |                                 |                  |
| 32 6222 Printing                             | -1,047                 |                        | 300            |                              | 500                             |                                 |                  |
| 32 6408 Cell Phones                          | 960                    | 800                    | 1,000          | 1,000                        | 1,000                           |                                 |                  |
| <b>Total 32 5600 Training</b>                | <b>36,840</b>          | <b>7,160</b>           | <b>39,830</b>  | <b>31,500</b>                | <b>35,500</b>                   | <b>0</b>                        | <b>0</b>         |
| <b>33 5000 Conference</b>                    |                        |                        |                |                              |                                 |                                 |                  |
| 33 5620 Travel                               | 11,058                 | 6,646                  | 8,000          | 1,300                        | 8,000                           |                                 |                  |
| 33 5629 Affiliate Workshop                   | 13,680                 | 6,219                  | 13,500         | 2,150                        | 14,000                          |                                 |                  |
| 33 5920 Hotel-Banquet                        | 176,643                | 166,967                | 160,000        | 17,250                       | 200,000                         |                                 |                  |
| 33 5923 Hotel-Lodging                        | 29,796                 | 841                    | 15,000         |                              | 20,000                          |                                 |                  |
| 33 5926 Speakers                             | 18,451                 | 28,745                 | 20,000         | 8,750                        | 25,000                          |                                 |                  |
| 33 5929 Decorator-Pipe & Drape               | 6,215                  | 5,738                  | 6,500          |                              | 7,500                           |                                 |                  |
| 33 5932 Design/Special Printing              | 6,015                  | 5,048                  | 7,500          |                              | 7,500                           |                                 |                  |
| 33 5935 Signage                              | 1,175                  | 3,496                  | 4,000          |                              | 3,000                           |                                 |                  |
| 33 5937 Premium Item                         |                        |                        |                |                              |                                 |                                 |                  |
| 33 5938 Awards                               | 287                    | 550                    | 1,000          | 500                          | 750                             |                                 |                  |
| 33 5940 Awards Dinner                        |                        |                        |                |                              |                                 |                                 |                  |
| 33 5946 AV Equipment                         | 26,785                 | 34,712                 | 35,000         | 11,320                       | 31,000                          |                                 |                  |
| 33 5948 AV Equipment-Hotel                   | 7,374                  | 8,950                  | 7,500          |                              | 7,500                           |                                 |                  |
| 33 6106 Contract Services                    | 6,000                  | 5,949                  | 7,500          | 140                          | 7,500                           |                                 |                  |
| 33 6150 Bank Fees                            | 2,635                  | 4,158                  | 4,500          | 500                          | 4,500                           |                                 |                  |
| 33 6222 Printing                             | 203                    |                        | 1,000          |                              | 1,000                           |                                 |                  |
| 33 6714 Spring Conference                    | 24,783                 | 1,930                  | 15,000         |                              | 20,000                          |                                 |                  |
| 33 6716 City Day at the Capital              |                        |                        | 30,000         | 107                          | -                               |                                 |                  |
| 33 6211 Postage                              | 2,545                  | 921                    | 1,000          | 22                           | 1,000                           |                                 |                  |
| 33 6216 Supplies                             | 866                    | 77                     | 2,500          | 40                           | 2,500                           |                                 |                  |
| 33 6700 Miscellaneous                        | 1,708                  | 337                    | 1,500          | 40                           | 500                             |                                 |                  |
| <b>Total 33 5000 Conference</b>              | <b>336,220</b>         | <b>281,285</b>         | <b>341,000</b> | <b>42,119</b>                | <b>361,250</b>                  | <b>0</b>                        | <b>0</b>         |
| <b>34 5000 Communication &amp; Marketing</b> |                        |                        |                |                              |                                 |                                 |                  |
| 34 5512 Staff Training                       | 270                    |                        |                |                              |                                 |                                 |                  |
| 34 5515 Membership/Dues                      |                        |                        | 1,000          | 240                          | 500                             |                                 |                  |
| 34 5910 Conferences/Workshops                | 10,102                 | 6,730                  | 10,000         |                              | 9,500                           |                                 |                  |

## League of Oregon Cities Budget FY 2021-2022

updated: 04/21/2021

| Account Description                                | Jul 2018 -<br>Jun 2019 | Jul 2019 -<br>Jun 2020 | Budget<br>FY21   | Estimate<br>Year End<br>FY21 | Budget<br>FY2021-22<br>Proposed | Budget<br>Committee<br>Approval | Board<br>Adopted |
|----------------------------------------------------|------------------------|------------------------|------------------|------------------------------|---------------------------------|---------------------------------|------------------|
| 34 6106 Contract Services                          | 10,893                 | 5,344                  | 7,500            | 5,000                        | 35,000                          |                                 |                  |
| 34 6211 Postage                                    | 8,291                  | 6,523                  | 7,500            |                              | 5,000                           |                                 |                  |
| 34 6219 Books/Publications                         | 3,444                  | 2,539                  | 2,500            | 4,025                        | 4,000                           |                                 |                  |
| 34 6222 Printing                                   | 26,478                 | 18,363                 | 24,000           | 50                           | 5,000                           |                                 |                  |
| 34 6412 Marketing                                  | 19,064                 | 18,744                 | 12,500           | 5,000                        | 10,000                          |                                 |                  |
| 34 6700 Miscellaneous                              | 1,252                  | 577                    | 1,000            | 50                           | 1,000                           |                                 |                  |
| <b>Total 34 5000 Comm &amp; Marketing</b>          | <b>79,794</b>          | <b>58,820</b>          | <b>66,000</b>    | <b>14,365</b>                | <b>70,000</b>                   | <b>0</b>                        | <b>0</b>         |
| 37 5000 Intergovernmental                          |                        |                        |                  |                              |                                 |                                 |                  |
| 37 5515 Membership/Dues                            | 6,639                  | 2,855                  | 5,000            | 3,500                        | 5,000                           |                                 |                  |
| 37 5623 Policy Committee Meeting                   | 4,880                  | 4,579                  | 3,000            | 750                          | 3,600                           |                                 |                  |
| 37 5910 Conferences/Workshops                      | 4,480                  | 26,928                 | 18,000           | 1,000                        | 25,000                          |                                 |                  |
| 37 6106 Contract Services                          | 3,000                  | 725                    | 5,000            | 5,000                        | 9,500                           |                                 |                  |
| 37 6162 Congressional Cities Conf.                 |                        |                        | 7,000            |                              | 2,500                           |                                 |                  |
| 37 6166 Grass Roots Program                        | 36,642                 | 216                    | 5,000            |                              | 5,000                           |                                 |                  |
| 37 6168 Training                                   |                        |                        |                  |                              | 5,000                           |                                 |                  |
| 37 6219 Books/Publications                         | 7,411                  | 380                    | 1,000            | 250                          | 1,500                           |                                 |                  |
| 37 6222 Printing                                   | 1,930                  | 1,093                  | 2,500            |                              | 3,500                           |                                 |                  |
| 37 6700 Miscellaneous                              |                        |                        | 500              |                              | 1,000                           |                                 |                  |
| <b>Total 37 5000 Intergovernmental</b>             | <b>64,982</b>          | <b>36,777</b>          | <b>47,000</b>    | <b>10,500</b>                | <b>61,600</b>                   | <b>0</b>                        | <b>0</b>         |
| 38 5000 Legal & Research                           |                        |                        |                  |                              |                                 |                                 |                  |
| 38 5515 Membership/Dues                            | 1,886                  | 3,143                  | 2,000            | 2,250                        | 2,500                           |                                 |                  |
| 38 5910 Conferences/Workshops                      | 12,153                 | 7,877                  | 8,000            | 8,000                        | 8,000                           |                                 |                  |
| 38 6106 Contract Services                          | 19,355                 |                        |                  |                              | 100,000                         |                                 |                  |
| 38 6218 Subscription Services                      | 8,473                  | 6,957                  | 7,500            | 6,000                        | 7,500                           |                                 |                  |
| 38 6219 Books/Publications                         | 730                    | 455                    | 500              | 100                          | 500                             |                                 |                  |
| <b>Total 38 5000 Legal &amp; Research</b>          | <b>42,598</b>          | <b>18,432</b>          | <b>18,000</b>    | <b>16,350</b>                | <b>118,500</b>                  | <b>0</b>                        | <b>0</b>         |
| 39 5000 Special Project Expense                    |                        |                        |                  |                              |                                 |                                 |                  |
| 31 6901 Uniform Traffic Citation                   | 45,791                 | 47,383                 | 38,000           | 38,000                       | 38,000                          |                                 |                  |
| 39 6107 Contract Services - Limited                |                        |                        | 120,000          | 120,000                      | 60,000                          |                                 |                  |
| 39 6108 NLC Membership <small>Small Cities</small> |                        |                        | 25,000           | 24,936                       | 25,000                          |                                 |                  |
| 39 6806 Contract Services 39                       | 176,159                | 206,319                | 120,000          | 135,000                      | 185,000                         |                                 |                  |
| 39 6809 OHCS IGA Expense                           |                        |                        | 135,000          | 65,000                       | 100,000                         |                                 |                  |
| 39 7100 LGPI Expenses                              | 445,345                | 457,945                | 15,000           | 11                           | 0                               |                                 |                  |
| <b>Total 39 5000 Special Projects</b>              | <b>667,295</b>         | <b>711,647</b>         | <b>453,000</b>   | <b>382,947</b>               | <b>408,000</b>                  | <b>0</b>                        | <b>0</b>         |
| 60 7000 Building & Equipment                       |                        |                        |                  |                              |                                 |                                 |                  |
| 60 7001 Remodel & Improvements                     |                        | 118,422                |                  |                              |                                 |                                 |                  |
| 60 7004 Technology Capital Projects                | 166,173                | 122,416                | 50,000           | 15,000                       |                                 |                                 |                  |
| 60 7005 Vehicle Purchase                           |                        |                        |                  |                              |                                 |                                 |                  |
| <b>Total 60 7000 Building &amp; Equipment</b>      | <b>166,173</b>         | <b>240,838</b>         | <b>50,000</b>    | <b>15,000</b>                | <b>-</b>                        | <b>-</b>                        | <b>-</b>         |
| Contingency - transfer out                         |                        |                        |                  |                              |                                 |                                 |                  |
| <b>Total Expenses</b>                              | <b>4,383,276</b>       | <b>4,420,754</b>       | <b>4,530,080</b> | <b>3,868,696</b>             | <b>4,806,588</b>                | <b>0</b>                        | <b>0</b>         |
| <b>Net Income</b>                                  | <b>-18,332</b>         | <b>41,372</b>          | <b>0</b>         | <b>77,531</b>                | <b>0</b>                        |                                 |                  |



## Supporting Schedules

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### ❖ Personnel Allocation

- Payroll by Department
- COLA and Grade and Step

Non-Exempt and Exempt



## Personnel Allocation

The table below identifies budgeted wage and benefit allocations across departments. This table shows the total of allocated personnel costs within each department.



### Payroll Budget FY 2021-2022 By Department

Created: 3/20/2021

| Title                              | 2021-22<br>Grade/Step | FTE       | Salary<br>Increase<br>2021-22 | Payroll<br>Tax | PERS or<br>OPSRP | Health<br>Benefits | Cell<br>Phone | Tech<br>Stipend | Total by EE/<br>Dept |
|------------------------------------|-----------------------|-----------|-------------------------------|----------------|------------------|--------------------|---------------|-----------------|----------------------|
| Administration and Member Services | 776,528               | 8.0       | 776,528                       | 62,122         | 227,244          | 120,000            | 9,600         | 4,800           | 1,190,693            |
| Communications/Marketing           | 291,880               | 3.0       | 290,820                       | 23,266         | 83,486           | 45,000             | 3,600         | 1,800           | 445,812              |
| InterGovernmental Relations        | 745,152               | 6.0       | 744,636                       | 59,571         | 224,806          | 90,000             | 7,200         | 3,600           | 1,123,212            |
| Legal Research                     | 285,828               | 2.0       | 284,052                       | 22,724         | 85,755           | 30,000             | 2,400         | 1,200           | 424,331              |
| <b>TOTAL</b>                       | <b>2,099,388</b>      | <b>19</b> | <b>2,096,036</b>              | <b>167,683</b> | <b>621,291</b>   | <b>285,000</b>     | <b>22,800</b> | <b>11,400</b>   | <b>3,184,049</b>     |
| Special Projects                   | 36,642                | 1.0       | 36,642                        | 2,931          | 11,062           | 7,500              | 600           | 600             | 58,736               |
| <b>TOTAL</b>                       | <b>2,136,030</b>      | <b>20</b> | <b>2,132,678</b>              | <b>170,614</b> | <b>632,353</b>   | <b>292,500</b>     | <b>23,400</b> | <b>12,000</b>   | <b>3,242,785</b>     |

## COLA and Grade and Step

### 2021-2022 Fiscal Year NON-EXEMPT EMPLOYEE

Rate: 2%

| <u>GRADE</u> | <u>STEP 1</u> | <u>STEP 2</u> | <u>STEP 3</u> | <u>STEP 4</u> | <u>STEP 5</u> |
|--------------|---------------|---------------|---------------|---------------|---------------|
| 10           | 38.35         | 39.28         | 40.24         | 41.20         | 42.20         |
| 9            | 34.03         | 34.86         | 35.69         | 36.55         | 37.44         |
| 8            | 30.70         | 31.42         | 32.17         | 32.97         | 33.75         |
| 7            | 27.78         | 28.45         | 29.14         | 29.84         | 30.56         |
| 6            | 25.74         | 26.34         | 26.99         | 27.66         | 28.32         |
| 5            | 23.36         | 23.91         | 24.51         | 25.09         | 25.69         |
| 4            | 20.88         | 21.39         | 21.89         | 22.42         | 22.98         |
| 3            | 18.56         | 19.01         | 19.47         | 19.94         | 20.43         |
| 2            | 16.70         | 17.11         | 17.52         | 17.94         | 18.38         |
| 1            | 15.15         | 15.52         | 15.90         | 16.59         | 16.67         |

### 2021-2022 Fiscal Year EXEMPT Employee Salary Schedule

Rate: 2%

| <u>Grade</u> | <u>Step 1</u> | <u>Step 2</u> | <u>Step 3</u> | <u>Step 4</u> | <u>Step 5</u> | <u>Step 6</u> | <u>Step 7</u> | <u>Step 8</u> |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 22           | 11,790        | 12,121        | 12,530        | 12,917        | 13,317        | 13,728        | 14,154        | 14,591        |
| 21           | 11,017        | 11,359        | 11,710        | 12,073        | 12,446        | 12,831        | 13,226        | 13,635        |
| 20           | 10,298        | 10,615        | 10,885        | 11,282        | 11,631        | 11,991        | 12,361        | 12,744        |
| 19           | 9,624         | 9,922         | 10,228        | 10,545        | 10,871        | 11,208        | 11,554        | 11,911        |
| 18           | 8,994         | 9,273         | 9,559         | 9,855         | 10,159        | 10,474        | 10,798        | 11,131        |
| 17           | 8,405         | 8,665         | 8,933         | 9,210         | 9,494         | 9,788         | 10,091        | 10,403        |
| 16           | 7,855         | 8,099         | 8,348         | 8,607         | 8,873         | 9,148         | 9,430         | 9,723         |
| 15           | 7,543         | 7,568         | 7,804         | 8,044         | 8,295         | 8,550         | 8,815         | 9,086         |
| 14-B         | 6,862         | 7,075         | 7,293         | 7,846         | 7,751         | 7,991         | 8,239         | 8,494         |
| 14-A         | 6,535         | 6,737         | 6,945         | 7,161         | 7,383         | 7,610         | 7,846         | 8,089         |
| 13           | 6,107         | 6,294         | 6,490         | 6,690         | 6,898         | 7,111         | 7,332         | 7,559         |
| 12           | 5,708         | 5,884         | 6,066         | 6,255         | 6,448         | 6,648         | 6,852         | 7,065         |
| 11           | 5,334         | 5,498         | 5,668         | 5,845         | 6,024         | 6,244         | 6,403         | 6,601         |



**League of Oregon Cities**