



PROPOSED FISCAL YEAR 2023-24 BUDGET

Table of Contents

A. Introduction
1. Board of Directors
2. Budget Committee
3. LOC Management Staff
4. Full-Time Equivalent (FTE) by Department
5. LOC Profile, Vision, and Mission
6. Organizational Chart
7. Executive Director Budget Message
8. Equity Lens Analysis
9. Strategic Plan
10. Budget Policies and Process
11. Fund Organization and Inter-Fund Appropriations
12. Summary of Consolidated Revenues and Expenditures
B. General Fund
1. Summary of Revenues and Expenditures
2. Revenue Detail
3. Expenditure Detail by Department
a. Personnel and Benefits
b. Member & Administrative Services
c. Finance
d. Board of Directors
e. Technical, Equipment & Furniture
f. Training
g. Conferences
h. Communications & Marketing
i. Intergovernmental Relations
j. Legal/Research
4. Contingency Reserves
C. Building and Equipment Fund
1. Summary of Revenue and Expenditures
2. Expenditure Detail
D. Automobile Fund
1. Summary of Revenue and Expenditures
E. Special Projects Fund
1. Summary of Revenues and Expenditures
2. Revenue Detail
3. Expenditure Detail
F. Emergency Fund
G. Consolidated Budget

INTRODUCTION

Board of Directors

The LOC is governed by a 16-member board of directors, of which one member is non-voting. The board consists of four officers (President, Vice President, Treasurer, and Immediate Past President). The President, Vice President, and Immediate Past President serve one-year terms in each role on a three-year rotation. The LOC's Treasurer serves a two-year term. The 12 directors serve three-year terms. Nine directors are elected city officials, and three directors are appointed city officials.

In addition, the board is comprised of several non-voting members. Non-voting members may include: past presidents who retain either an elected or appointed position with a member city; and elected officials appointed to represent an otherwise unrepresented region of the state. The LOC has divided the state into 12 distinct regions. If, after the annual election, the LOC President identifies a region of the state that will not be represented on the incoming board, the President and the LOC Nominating Committee will identify an elected official from the unrepresented region to serve a one-year term of office.

The 2023 LOC Board of Directors includes:

Position	Person	Title	City
President	Steve Callaway	Mayor	Hillsboro
Vice President	Dave Drotzmann	Mayor	Hermiston
Treasurer	Travis Stovall	Mayor	Gresham
Immediate Past President	Tanea Browning	Councilor	Central Point
Senior Appointed Official	John Walsh	City Administrator	St. Helens
Voting Director Elected Official	Robert Cowie	Councilor	Chiloquin
Voting Director Elected Official	Rod Cross	Mayor	Toledo
Voting Director Elected Official	David Emami	Councilor	Happy Valley
Voting Director Elected Official	Jessica Engelke	Mayor	North Bend
Voting Director Elected Official	McKennon McDonald	Councilor	Pendleton
Voting Director Elected Official	Tita Montero	Councilor	Seaside
Voting Director Elected Official	Beach Pace	Councilor	Hillsboro
Voting Director Elected Official	Chalice Savage	Councilor	Cottage Grove
Voting Director Elected Official	Ted Wheeler	Mayor	Portland
Non-Voting Director Elected Official	Roberto Escobedo	Councilor	Nyssa
Non-Voting Director Elected Official	Carol MacInnes	Councilor	Fossil
Voting Director Appointed Official	Kenna West	City Manager	Independence
Non-Voting Director Appointed Official	Aaron Cubic	City Manager	Grants Pass
Past President	Greg Evans	Councilor	Eugene
Past President	Keith Mays	Councilor	Sherwood
Past President	John McArdle	Mayor	Independence

Budget Committee

The LOC Budget Committee is composed of the LOC Executive Committee and a city finance director who is appointed by the President. Additionally, each recognized caucus of the LOC is allowed to appoint one representative to serve on the Budget Committee.

The 2023 LOC Budget Committee includes:

Position	Person	Title	City
President	Steve Callaway	Mayor	Hillsboro
Vice President	Dave Drotzmann	Mayor	Hermiston
Treasurer	Travis Stovall	Mayor	Gresham
Immediate Past President	Tanea Browning	Councilor	Central Point
Senior Appointed Official	John Walsh	City Administrator	St. Helens
City Finance Director	Stacy Bray	Finance Director	Jacksonville
People of Color Caucus Representative	TBD	TBD	TBD
Women's Caucus Representative	Cathy Clark	Mayor	Keizer

LOC Management Staff

The LOC is governed by the Executive Director, who oversees four managers. Each manager is responsible for the management and oversight of their respective departments.

Position	Person
Executive Director	Patty Mulvihill
Communications & Business Development Director	Kevin Toon
General Counsel	Jayne Pierce
Legislative Director	Jim McCauley
Member Engagement Director	Lisa Trevino

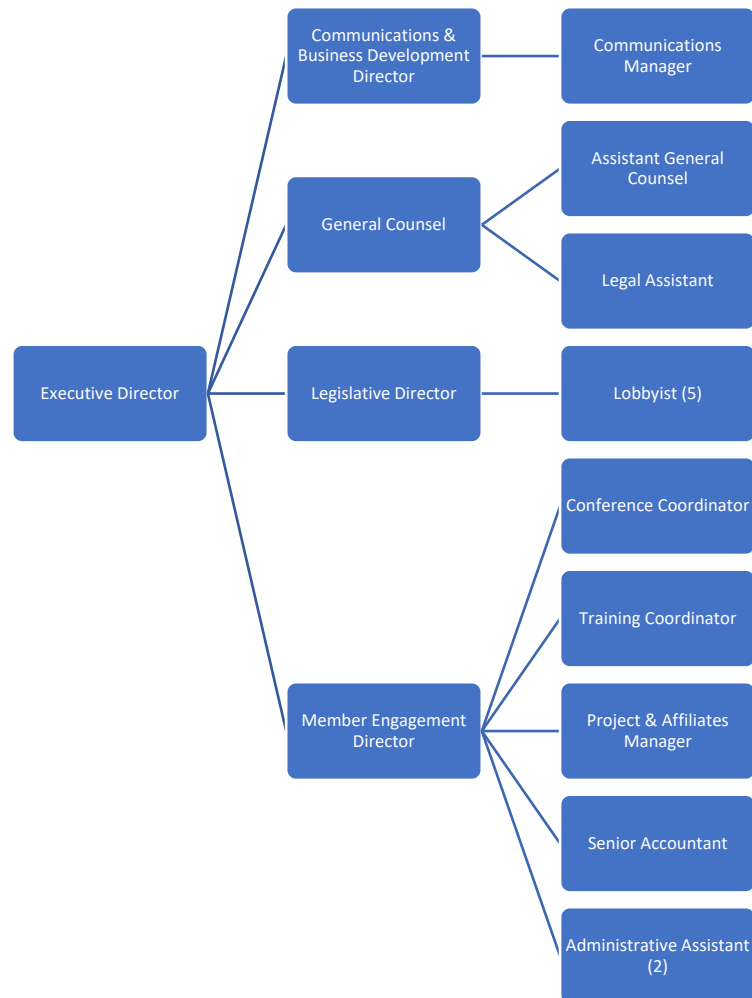
LOC Profile, Vision, and Mission

The LOC was created in 1925 through an intergovernmental agreement of incorporated cities; it is essentially an extended department of all 241 Oregon cities.

Vision: That all Oregonians live in thriving communities that are equitable, healthy, and safe.

Mission: The LOC is the essential and trusted partner for local, state, federal, and community leaders in developing policy and legislation to empower Oregon's cities through collaboration, advocacy, training, and sharing best practices.

Organizational Chart



Executive Director Budget Message

I am pleased to present the proposed Fiscal Year 2023/24 Budget to the LOC Board of Directors. This year's proposed budget stands on key building blocks of the past several years, while simultaneously continuing to advance the organization forward in a fiscally responsible manner. It was created with several guiding principles in mind: present a balanced budget; provide a transparent and clear budget; respond to known and identified needs of the board, staff, and LOC members; support the initiatives and imperatives of the board's strategic plan, particularly those identified for completion during the upcoming fiscal year; and keep the LOC Equity Lens at the forefront of decision-making.

General Fund – Overview

In respecting the LOC Fund Balance Policy, the proposed budget achieves a balanced General Fund, wherein anticipated revenue is all that is used to fund the proposed expenses contained therein. The

LOC is expected to secure \$5,542,934.97 in revenue this fiscal year, of which \$5,540,381.93 will be needed to cover those expenses identified in the General Fund (additional revenue secured in this fiscal year will be used to fund the Special Projects, Building & Equipment and Automobile Funds).

Revenue

The primary source of revenue remains membership dues. During the December 2022 LOC Board meeting, dues for Fiscal Year 2023/2024 were raised by 6.5%, which will provide \$2,251,578.97 in revenue. CIS's contribution to the LOC, the second largest revenue source for the organization, will see a notable increase this fiscal year. The increase in CIS's contribution is a direct result of a currently high consumer price index. CIS's payment to the LOC is directly tied to the consumer price index, and their contribution to the LOC will increase by more than \$500,000 between Fiscal Year 2022/23 to Fiscal year 2023/24. Other revenue streams, all of which are expected to remain stable, include funds from NPP.gov, sponsorship and vendor dollars, and conference revenue.

Personnel and Benefits

In terms of Personnel and Benefits, the proposed budget reflects a 4% cost of living adjustment for all employees. No changes to the benefits package offered by LOC to its employees are expected.

Member & Administrative Services

The overall programs and services funded by the Member & Administrative Services budget remain consistent with last year. This budget proposes several increases to longstanding lines within the department's budget, the reasons for those increases are described below:

- Increases of \$5,000 and \$8,000, respectively, have been made to the Staff Professional Membership line and Conferences & Workshops lines. The increases are for two reasons. First, as part of the employment contract between the LOC and the Executive Director, the LOC will cover the expenses associated with the Executive Director maintaining her law license. Second, with so many new staff within this department, the Member Engagement Director wishes to ensure all employees have access to continuing education and professional development that will assist them in their positions.
- The expenses associated with both the telephone and insurance have doubled this fiscal year, and both are due to outside costs and factors the LOC cannot control. While a doubling of any line is worthy of note, the two combined budget lines account for less than \$35,000.
- When the LOC purchases a new vehicle in the fiscal year, a sport utility vehicle, it will maintain ownership of its current vehicle, a Honda Accord. Because two vehicles will be maintained by the LOC, additional funds have been allocated to the automobile repair and maintenance budget.
- This budget reduces the funds allocated for internal recruiting by two-thirds of the current budget. Because the LOC performed a high number of internal recruitments during Fiscal Year 2022/23, and did so well below budget allocations, the reduction proposed is reasonable.

Finance

The LOC administration is still in the process of merging the Member & Administrative Services Department and Finance Department. To ensure a smooth budget process, the merger, as it relates to the proposed budget, is not described herein; rather, the costs associated with managing the organization's finances remain in a separate Finance Department budget.

The Finance Department's budget contains two notable changes from the previous year. First, there is an approximate \$2,000 increase to the Staff Professional Membership line; this is to allow the Senior Accountant greater access to financial organizations for her continuing educational efforts. Second, there is an increase to the Subscription Services line, which will allow for the LOC to maintain bridges between its various financial and membership database programs – these bridges will ensure a more transparent and efficient financial management system. The two increases, combined, total less than \$10,000.

Board of Directors

The LOC Board of Directors is allocated its own budget, which is used to cover the cost of board meetings, travel for board members and staff to such meetings, and continuing education opportunities for board members. This department's budget will see a notable increase in proposed spending for Fiscal Year 2023/2024 – the increases have been intentional.

With the board's commitment to being a statewide organization, and in its desire to bridge the urban-rural divide, board meetings have been happening in locations across the state. Additionally, because the General Fund can accommodate travel to more rural and remote portions of the state, meeting locations for the board in the upcoming year will be more expensive in terms of mileage and hotel costs. This budget proposes mileage for the board be doubled, increasing from \$15,000 to \$30,000, and that the budget line associated with covering hotel costs and room rental charges for board meetings increase by \$15,000. These increased costs will allow for board meetings to occur in: Eugene, North Bend, Condon, Klamath Falls, and Joseph.

The board's budget sees nominal increases to lines related to continuing education events for members and sees the creation of a new line that will allow the LOC to secure professional headshots for board members and professional development resources if needed.

Technical, Equipment & Furniture

The Technical, Equipment & Furniture budget generally covers the costs of the LOC's major technology and equipment expenditures and maintenance costs. There are several lines within this budget that show a decrease from the previous year, and this is due to a reduction in contract amounts and the Member Engagement Director having consolidated technology matters. There is only one proposed increase in the furniture and equipment line, and the reasons for this increase are: the need to secure two new standing desks so that all workspaces are equipped with standing desk capabilities; and the potential purchase of new desk chairs, as several employees have chairs that are no longer functioning appropriately.

Training

The proposed Training budget has three substantial changes from the previous fiscal year.

First, the estimated costs for training contracts, wherein the LOC hires an outside contractor to provide training for members, has more than doubled from \$15,000 to \$40,000 – this change more accurately reflects what outside trainers cost the organization. Note, the goal is that any costs incurred by the LOC to secure these trainings will be recovered by the fees the LOC charges members to attend said trainings.

Second, the line associated with the Elected Essentials and Municipal Fundamentals training will decrease substantially, from \$35,000 to \$10,000. This budget cycle is one in which Municipal Fundamentals is provided instead of Elected Essentials. The Municipal Fundamentals training program is a half-day program provided in only six locations, whereas Elected Essentials is an all-day program provided in 13 locations. The training programs alternate fiscal years. It is substantially cheaper for the organization to provide the Municipal Fundamentals training program, hence the substantial reduction in budgeted expenses.

Third, in the last fiscal year, the LOC budgeted \$35,000 to provide a series of housing and homelessness workshops across the state, primarily to assist cities in understanding the various laws surrounding the regulation of public spaces as it relates to persons experiencing homelessness. These workshops were one-time workshops, and the LOC has no plans to continue them into the upcoming fiscal year.

Conferences

The Conference budget covers costs associated with major LOC events, including: the National League of Cities' (NLC) Congressional City Conference (LOC hosts events therein for Oregon attendees); the LOC Spring Conference; the LOC Annual Conference; and the NLC City Summit (the LOC hosts events therein for Oregon attendees). In fiscal years that end in an odd number, City Day at the Capitol is presented (this event will not occur during the period covered by this proposed budget).

The LOC's two conferences are events which generate revenue for the organization. Within the proposed budget there are some expected increases in expenses, and these are generally located in lines related to banquet services and audio-visual needs. Increases in these lines are related to inflationary costs. Note that these costs will be covered by registration fees and supplemented by sponsorship and vendor support.

The two events associated with the NLC are not revenue producing events for the organization. Rather, these events serve as a way for Oregon members attending a national event to collaborate, convene, and network with one another. Costs associated with these events remain nominal in the overall budget.

Communications and Marketing

Structurally and programmatically, the Communications and Marketing Department remains consistent with the prior year. Changes to this budget are nominal and reflect normal inflationary

increases for costs like shipping and contracts. The only noticeable increase in this proposed budget is to the Conference and Workshop line; a \$6,000 increase is proposed to allow the Communications & Business Development Director an opportunity to attend other state municipal league conferences. In attending other state municipal league conferences, the goal is that the director may identify ways to improve the LOC's marketing, communication, and sponsorship opportunities.

Intergovernmental Relations

The Intergovernmental Relations Department will remain consistent with past years, however, there are two budget lines that will see notable increases. Because this budget will cover a period of time that involves the LOC's legislative policy committees, the budget line for that activity will increase from \$1,000 to \$5,000. Additionally, during short session legislative cycles, LOC lobbyists have more time to participate in continuing education opportunities. This budget reflects that more lobbyists are likely to attend conferences and workshops.

Part of the \$20,000 increase to the Conference and Workshop line is for two specific events. First, the NLC is working on a housing accelerator program. While the goals of the program are admirable, LOC lobbyists need to attend several of the program's events across the country to ensure the program's language is nuanced and respectful of the unique ways in which Oregon's land use system and state laws impact local zoning and housing. Second, the legislative director hopes to secure media training for all lobbyists.

Legal Research Department

The Legal Research Department looks structurally similar to the previous year's budget, with the financial changes to its overall budget being less than \$10,000. The only increase of note is to the Conference and Workshop line. The increase is approximately \$4,000 and will allow for the department's two attorneys to each attend one national conference related to municipal law.

Building and Equipment Fund

Per the Fund Balance Policy, the Building and Equipment Fund is to maintain a contingency balance of \$200,000. In recognition of the current policy, this proposed budget uses \$200,000 of the organization's overall anticipated revenue to maintain the required \$200,000 contingency in the Building & Equipment Fund.

Automobile Fund

The LOC owns and maintains a Honda Accord, which it plans to retain. This budget proposes transferring \$55,000 in General Fund revenue to the Automobile Fund to purchase a new sports utility vehicle. The LOC's research to date indicates the purchase price will not exceed \$55,000.

Special Projects Fund

The Special Projects Fund is intended to be used solely for special projects, occurrences that are not part of the normal operating routine of the organization. This year's budget recommends transferring \$175,000 from General Fund revenue to the Special Projects Fund, the purpose of which is to fund the following six projects:

- Funding for a real estate attorney to finalize negotiations regarding the ownership of the local government center;
- Completion of the LOC Municipal Handbook by an outside consultant;
- Funding for a tax attorney to finalize revisions to the LOC Foundation's governing documents;
- Resources to hire outside consultants to assist in identifying the viability of property tax reform;
- Funding to secure, if needed, a contract lobbyist during the short legislative session in 2024; and
- Resources to hire an outside consultant to develop a member focused communication strategy in support of an initiative outlined in the strategic plan.

Equity Lens Analysis

In 2022, the board of directors adopted an Equity Lens to be utilized by the LOC in its decision-making process. The lens directs the LOC to answer nine questions. Below are the nine questions asked by the administration in preparing this proposed budget, as well as the analysis conducted by the administration in answering each question.

1. *Does the decision being made ignore or worsen existing disparities or produce other unintended consequences?*

The administration does not believe the proposed budget ignores or worsens existing disparities within the LOC, nor does the administration believe the proposed budget produces other unintended consequences.

Staff have been deliberate and intentional in recognizing existing barriers to full participation in the LOC for staff, by the board, and for the general membership. The proposed budget attempts to remove, or at least reduce those barriers. Examples of barrier reduction are noted in the Member & Administrative Services budget, Board budget, Conference budget, and Special Projects budget.

- The Member & Administrative Services budget, for the first time, includes resources for all departmental employees to receive continuing education and professional development, as opposed to only the most senior members of the department.

- The board's proposed budget continues to include funds for more members to attend national continuing education events, but also includes resources to hold board meetings in some of the most rural and remote places of the state, specifically North Bend, Condon, Klamath Falls and Joseph.
- The Conference budget continues to include significant scholarship funds for members with limited fiscal resources to attend major LOC events, and also includes funding to continue recording breakout sessions at the annual conference so these educational experiences can be shared by those who lack resources or time to travel to the in-person event.
- The Special Projects budget includes funds to hire two consultants. The first consultant will help assess the viability of property tax reform, which the LOC sees as necessary not just to help local governments secure needed funding to provide essential services, but also as a way to eliminate inequity within the current property tax structure. A second consultant is needed to develop a member-focused communications strategy, which is a particular initiative of the strategic plan. A key goal of this strategy is ensuring the LOC's communications meet the needs and expectations of all members, regardless of their city size, geographical region, social characteristics, or other factors.

2. *What are the barriers to more equitable outcomes (e.g., mandated, political, emotional, financial, programmatic, or managerial)?*

The proposed budget does not eliminate or even reduce every barrier to more equitable outcomes for each LOC member. However, the administration does believe the proposal presents a strong start in both acknowledging existing barriers and finding ways to lessen or remove those barriers.

The biggest barrier to fully removing all barriers is funding. To provide full access to every LOC service, or to create new services that will assist in creating equitable access to the LOC, additional staff are needed. Given current funding levels, additional staff is not feasible, but the LOC is working to be as accessible and equitable as possible within allocated resources.

3. *How has the LOC intentionally involved stakeholders who are also members of the communities affected by the decision and/or strategic investment?*

While stakeholders have not been specifically contacted to discuss the proposed budget, staff relied upon membership surveys, committee and caucus feedback, input from the President's regional meetings, and advice from affiliate organizations to help build the proposed budget in a way that makes the LOC more accessible and equitable for its members. Additionally, in June, the LOC's Member Engagement Director and Executive Director will be leading a strategic planning session for the LOC DEI Committee, with a goal of having that committee identify its goals for the next two-year period. This strategic planning process may provide the LOC an opportunity to better collaborate with the committee on developing future budgets.

4. *What resources and support will the LOC provide to ensure training and technical assistance to successfully implement the decision and strategic investment?*

This question of whether staff or the members are able to implement the proposed budget is not particularly germane. That said, the administration will follow objective metrics for the use of discretionary funds, such as scholarship opportunities. These metrics will be used to ensure that discretionary funding decisions are guided by both the Equity Lens and objective criteria to ensure existing disparities are identified, acknowledged, addressed, and not worsened. For example, when scholarship funds are awarded, the LOC will prioritize funding to members who have not previously attended events and who come from traditionally unrepresented or underrepresented groups, as those terms are described in the LOC Equity Lens.

5. *How will the LOC evaluate and/or modify the decision and/or strategic investment to ensure that underserved group needs are met and that outcomes are equitable?*

The LOC, in the last three years, has been regularly assessing its major programs and services in an attempt to utilize data and objective metrics to evaluate its effectiveness and identify any deficiencies that may show inequities within the organization or its program delivery. An example of how this assessment has worked can be seen in conference scholarship allocations from the Fiscal Year 2022/23 Budget. With the expansion of funds in that particular budget, the LOC was able to bring members from traditionally underrepresented and underserved communities to its events. For example, scholarships to the LOC Annual Conference and the Spring Conference were allocated to persons of color, women, and representatives from rural Oregon, including Seneca, Hepner, Siletz, Vale, and Mitchell.

6. *How will the LOC collect data on race, ethnicity, gender, social class, and native language relating to the decision and strategic investments?*

The LOC does not presently collect data on race, ethnicity, gender, social class, and/or native language. Staff will be working with the DEI Committee on how to collect this data.

7. *Who are the racial or ethnic and underserved groups affected? What is the potential impact of the decision on these groups? Does the decision ignore or worsen existing disparities or produce other unintended consequences?*

The LOC's membership is generally the most impacted group by its organizational budget. The administration recognizes that as a membership organization, the LOC, in supporting Oregon cities, also allows those cities to support their own communities and constituents – and when that fact is recognized, the LOC budget can impact a significant portion of Oregon's residents.

The groups most affected by this proposed budget are persons from traditionally underrepresented and underserved communities, which may include persons from rural communities to persons of color – the range is unlimited. The potential impact on these underserved populations is intended to be positive in that funding has been provided to reduce or eliminate known barriers. It is not expected that existing disparities will be ignored or worsened by the proposed budget.

8. *Have we effectively and in a culturally responsive way surveyed our communities to better understand their assets, needs, concerns?*

To the best of the administration's current ability, it believes it has effectively and in a culturally responsive way surveyed LOC's communities to better understand their assets, needs, and concerns in building this proposed budget.

9. *Have we effectively and in a culturally responsive way surveyed our communities on how to better understand the impacts of leadership decisions?*

The administration believes it has effectively and in a culturally responsive way surveyed LOC's communities on how to better understand the impacts of the proposed budget.

Strategic Plan

In August, the LOC Board adopted a five-year strategic plan. That plan includes four specific imperatives, with each having a set of identified initiatives to achieve. The four imperatives, and their respective initiatives, are noted below for ease of reference.

Imperative #1

Enhance advocacy and education services to meet the evolving needs of members and communities.

- Evaluate effectiveness of core services to meet the evolving needs of members.
- Evaluate the appropriateness and effectiveness of the Oregon Municipal Policy.
- Review and evaluate the effectiveness of the current legislative priority adoption process.
- Enhance training accessibility.
- Providing training on self-advocacy and lobbying.

Imperative #2

Optimize the LOC's reputation and impact through improved communication and storytelling.

- Create an LOC ambassador program.
- Develop a member-focused communication strategy.
- Develop other-government communications and engagement strategy.

Imperative #3

Refine service delivery to address systemic gaps.

- Develop a welcome packet and onboarding program for newly elected officials.
- Investigate a fee-for-service program to better meet the needs of rural and small communities.
- Utilize caucuses to provide greater voice and partnership for diverse leaders.

Imperative #4

Implement new organizational practices and processes to enhance internal culture and improve alignment between board and staff.

- Develop internal communication plans.
- Host an annual board/staff retreat.
- Implement a board member training program.
- Develop and implement a DEI training program.

Since the adoption of the strategic plan, LOC staff has worked collaboratively with the Coraggio Group to identify the years in which each initiative will be finalized and has begun the process of building action plans for each specific initiative. During the Fiscal Year 2023/24, the following initiatives have been identified for completion.



Self-Advocacy
Training



Welcome Packet
for Newly
Elected officials



Member-focused
Communication
Strategy



Internal
Communication
plan



Board & staff
Dinner/retreat

The proposed budget allocates resources to ensure these initiatives are achieved:

- In the Training budget, specifically line 32-5626, Training Contract Services, funds have been allocated to have professional self-advocacy videos produced, which will be complemented by handouts and models for use by the members.
- While money has not been specifically earmarked to create a welcome packet for newly elected officials, the budget's standard allocations will cover any printing and postage costs associated with such a packet.

- Within the Special Projects budget, \$50,000 has been allocated to hire a consultant to develop and roll out a member-focused communication strategy.
- There are no financial implications with the development of an internal communication plan.
- The board's budget lines related to its meetings have been expanded to cover the costs of LOC staff attending a meeting in the upcoming fiscal year, to hold the required dinner/retreat.

Budget Policies and Process

The LOC operates on a fiscal year that begins July 1 and ends the following June 30. Below is an explanation of LOC budget policies and the process utilized in the adoption of this budget.

Policies

While the LOC has limited written financial policies, it has a long history of a commitment to financial integrity (note, the LOC has secured a new auditing firm and is collaborating with that firm to develop more robust written financial policies). The majority of funds acquired by the LOC are public dollars, secured through the individual tax base of each member city. Because the LOC primarily manages public dollars, it respects and utilizes those dollars in a manner that ensures the vision, mission, and overall values of the LOC and its 241 member cities are respected.

The LOC is committed to the following:

- Adopting and maintaining a balanced annual operating budget in conformance with existing state laws and the LOC's governing documents and policies.
- The Executive Director, in consultation with the management team and Senior Accountant, will annually prepare and present a proposed operating budget to the Budget Committee no later than May 30 of each year, and the Board of Directors will adopt the budget no later than June 30 of each year.
- Historical trend analysis will be performed on both revenues and expenditures as part of the budget process.
- Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Board of Directors.
- LOC staff will adhere to the adopted budget in its expenditures.
- Complying with Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- Complying with a system of internal controls and procedures to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

Process

LOC's Executive Director serves as the organization's budget officer and presents the administration's draft budget to the LOC Budget Committee. The committee, identified previously herein, consists of the LOC Executive Committee, a city finance director appointed by the LOC President, and one representative each from the Local Government People of Color Caucus and Women's Caucus. After the Budget Committee has reviewed and/or adjusted the administration's proposed budget, it recommends the budget be approved. The Budget Committee's recommended budget is forwarded to the LOC Board of Directors for review and approval.

In Oregon, local budget law requires that specific actions happen as a local government prepares its annual budget. It is worth noting that the LOC, as a 190 entity, is not legally required to comply with most aspects of Oregon's Local Budget Law (See ORS 294.316(14)). That said, the LOC strives to comply with the Local Budget Law as it manages public funds and serves as a subdepartment of Oregon's 241 cities.

The process for adopting a local government's budget in Oregon can generally be broken down into four phases:

- Phase 1: The budget officer puts together a proposed budget.
- Phase 2: The budget committee reviews the proposed budget, listens to comments from staff and the public, and then recommends approval of the budget.
- Phase 3: The governing body adopts the budget, which 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 an 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.

For this proposed budget, the LOC utilized the following calendar:

March 2023 – April 2023	<ul style="list-style-type: none">• Revenue and expense estimates gathered for beginning balance calculations.• Budget goals and limitations developed.• Managers submitted requested budgets to Executive Director.
May 2023	<ul style="list-style-type: none">• Executive Director finalized draft budget.• Notice of budget committee meeting.• Budget Committee meets to discuss, review, and recommend a budget.
June 2023	<ul style="list-style-type: none">• Board of directors meets to discuss, review, and adopt a budget.

If it becomes necessary to adopt a supplemental budget, it will not involve the Budget Committee. After publishing a legal notice, the LOC Board of Directors may adopt a supplemental budget by resolution if the expenditures are less than 10% of the annual budget fund being adjusted. If the

expenditure is more, the board must publish the supplemental budget notice and hold a special hearing.

Fund Organization and Inter-Fund Appropriations

The LOC budget is divided into five separate funds: General Fund; Building & Equipment Fund; Automobile Fund; Special Projects Fund; and Emergency Fund. Both the General Fund and Special Projects Fund receive revenue from outside sources, although the Special Projects Fund gets the majority of its revenue from an inter-fund appropriation via the General Fund. The remaining three funds – the Building & Equipment Fund, Automobile Fund, and Emergency Fund, receive all revenue from an inter-fund appropriation via the General Fund.

The LOC's funds and their descriptions are listed below:

- *General Fund.* The General Fund provides for the accounting of all revenue and expenditures not specifically categorized into a separate fund. It is the most diverse and largest of the LOC's funds. It is also the source for the inter-fund transfers necessary to augment the LOC's other funds. The General Fund departments are as follows:
 - Personnel & Benefits;
 - Member & Administrative Services;
 - Finance;
 - Board of Directors;
 - Technical, Equipment, & Furniture;
 - Training;
 - Conferences;
 - Communications & Marketing;
 - Intergovernmental Relations; and
 - Legal/Research.
- *Building & Equipment Fund.* The Building and Equipment Fund's purpose is to provide for building improvements, computer infrastructure, equipment and its replacement, furniture system replacement, and other capital items. The targeted amount for the Building and Equipment Fund is \$200,000, with separate accounting within the fund for monies reserved for specific purposes.
- *Automobile Fund.* The Automobile Fund's purpose is to provide funding to replace the LOC's vehicle. The targeted amount for the Automobile Fund shall be reviewed by the LOC Budget Committee annually.
- *Special Projects Fund.* The Special Projects Fund's purpose is to accumulate funds for special undertakings such as:
 - Large scale studies or projects in support of legislation, litigation, or member cities;
 - Providing resources, information, educational opportunities, or scholarships to member cities;
 - Consultants; and/or
 - Temporary and limited duration employees.

The target amount for the Special Projects Fund shall be reviewed by the LOC Budget Committee annually.

- *Emergency Fund.* The Emergency Fund's purpose is to help protect the LOC's ability to continue to provide essential services to its members in the event that unexpected expenses arise or revenue drops. It is the policy of the LOC to begin each fiscal year with a minimum of 40% of the operating costs needed to provide essential services for the forthcoming year in its Emergency Fund. Essential services for purposes of the Emergency Fund are limited to the following:
 - Permanent, full-time LOC employees as identified as necessary and essential by the Executive Director;
 - Small Cities Network;
 - Funds required to ensure compliance with existing contractual obligations;
 - Maintenance of the local government center;
 - Insurance;
 - Funds required to ensure essential travel can be completed;
 - Website and LOC publications; and
 - Funds required to properly attend staff meetings of the LOC Board of Directors.

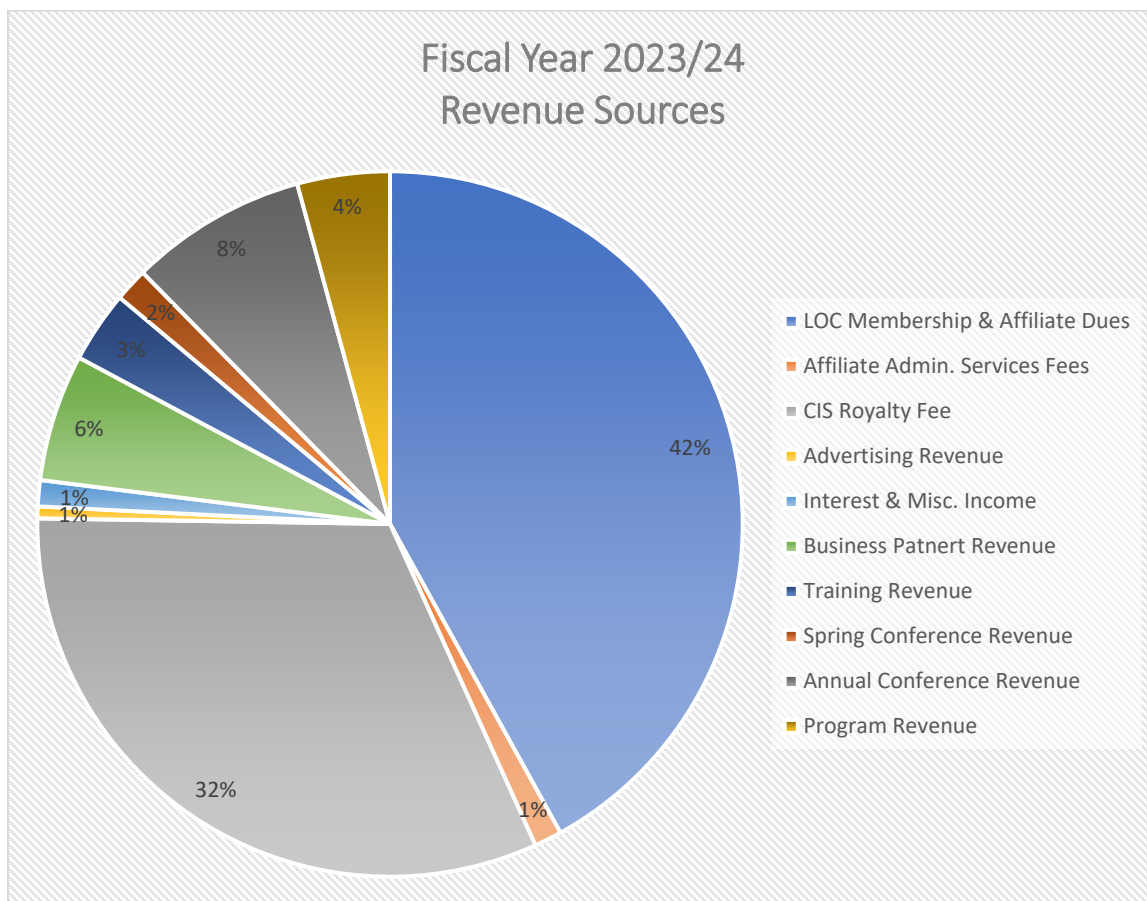
Summary of Consolidated Revenues

	FY21-2022	Budget FY23	Estimated Year End FY23	Proposed FY24	% of Total Budget
Income					
Total 22 4000 Revenue*	3,380,940	3,541,550	3,606,478	4,267,594	77%
Total 30 4400 Member Services**	450,639	472,000	286,914	504,841	9%
Total 33 4714 Spring Conference Registration Income	0	64,500	92,085	85,000	1%
Total 33 4700 Conferences	91,410	470,000	558,755	535,500	9%
Total 70 4820 Program Revenue***	264,802	235,000	310,487	235,000	4%
Total Uncategorized Income	0		300,000	0	
Total Income	4,187,791	4,866,470	5,064,852	5,542,935	100%

*Includes: LOC and associate dues; administrative service fees from affiliates; income from CIS; advertising income; interest income, and miscellaneous income.

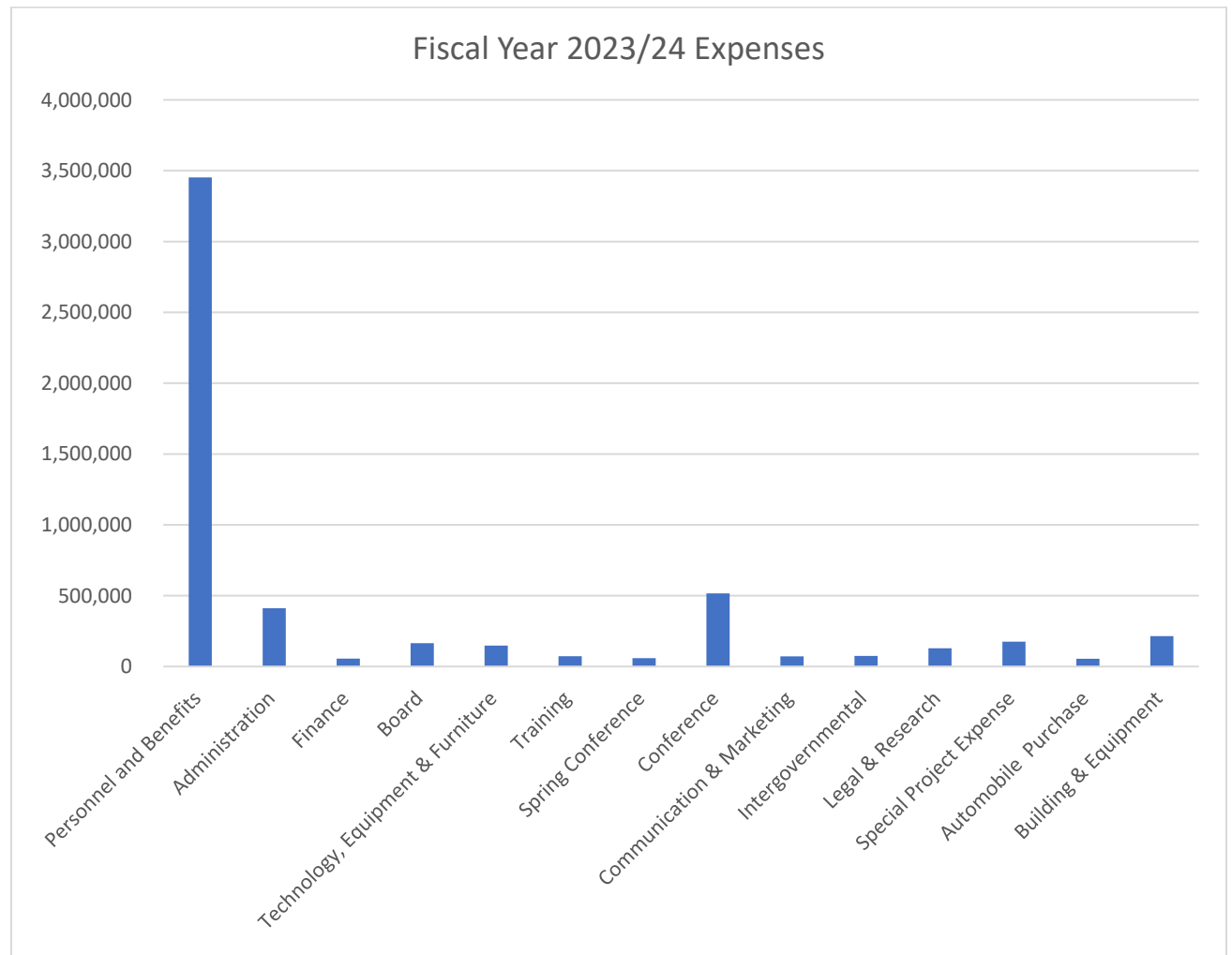
**Includes: Business partner income; CIS training support income; and revenue from LOC trainings (not related to the Spring or Annual Conference).

***Includes: Income from selling uniform traffic citations and the STP grant from the state of Oregon.



Summary of Consolidated Expenditures

Expenses	FY21-2022	Budget FY23	Estimated Year End FY23	Proposed FY24	% of Total Budget
Personnel and Benefits	3,169,887	3,364,200	2,984,370	3,452,582	63%
Administration	305,614	350,250	805,639	411,000	8%
Finance		48,070	34,987	56,000	1%
Board	42,246	112,000	83,988	164,500	3%
Technology, Equipment & Furniture	130,791	142,500	128,945	147,500	3%
Training	10,042	100,500	77,799	72,500	1%
Spring Conference		41,000	5,457	59,000	1%
Conference	43,450	485,950	390,242	516,200	9%
Communication & Marketing	64,164	56,000	58,389	71,500	1%
Intergovernmental	21,142	53,000	48,765	74,500	1%
Legal & Research	83,891	144,000	96,566	129,100	2%
Special Project Expense			264,389	175,000	3%
Automobile Purchase				55,000	1%
Building & Equipment				215,000	3%
Total Expenses	4,175,815	4,856,470	4,972,332	5,485,382	
Net Income	11,976	10,000	92,520	57,553	



GENERAL FUND

Summary of Revenue and Expenditures

The General Fund provides for the accounting of all revenue and expenditures not specifically categorized into a separate fund. It is the most diverse and largest of the LOC's funds.

Revenue is received from a variety of sources, including, but not limited to, the following: affiliate reimbursements; member dues; partnership contracts; conference and training profits; and sponsorship or business partnerships.

Expenditures from the General Fund are made to the following departments: Personnel & Benefits; Member & Administrative Services; Finance; Board of Directors; Technical, Equipment, & Furniture; Training; Conferences; Communications & Marketing; Intergovernmental Relations; and Legal/Research. The General Fund is also the source for the inter-fund transfers necessary to augment the LOC's other funds, specifically the: Building & Equipment Fund; Automobile Fund; Special Projects Fund; and Emergency Fund.

Revenue Detail

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Income				
22 4000 Revenue				
22 4050 Dues Member Cities	1,948,366	2,104,000	2,104,122	2,251,579
22 4053 Dues Associate Members	32,000	30,000	30,000	30,000
22 4054 Dues Business Partners	59,400	40,000	48,200	45,000
22 4102 Affiliates OCCMA	32,978	35,500	23,908	32,000
22 4105 Affiliates OMA	25,952	25,850	23,551	26,000
22 4108 Affiliates OCAA	6,000	6,400	6,596	6,000
22 4111 Affiliates OCPDA	1,341	1,600	3,210	4,000
22 4114 Affiliates OMEU	4,528	4,000	3,186	2,000
22 4115 OEDA LOC Services	20,000			
22 4117 EBS Administration	22,850	24,400	24,397	24,400
22 4120 CIS Administration	1,129,506	1,206,000	1,205,974	1,774,615
22 4255 Rent/Lease Space	8,815	9,000	2,265	9,000
22 4258 Miscellaneous Income	12,659	1,000	8,389	1,000
22 4261 Web/LF Ads/Subscriptions	43,590	20,000	24,590	30,000
22 4264 Publications	160	500	40	
22 4267 American Legal Publishing	4,679	3,300	762	2,000
22 4290 Interest Income	28,114	30,000	97,288	30,000
Total 22 4000 Revenue	3,380,940	3,541,550	3,606,478	4,267,594
30 4400 Member Services				
30 4411 Purchasing Partners	307,034	320,000	173,061	320,000
30 4413 SGR Program	484	500		500
30 4416 CIS City Training/Grant	97,126	104,000	103,701	146,841
30 4419 Web Services Program		2,500	3,000	2,500
30 4510 Workshops, Seminars & Classes	45,996	45,000	7,152	35,000
Total 30 4400 Member Services	450,639	472,000	286,914	504,841
33 4700 Conferences				
33 4701 Registration Income		220,000	192,170	200,000
33 4702 Training Workshops		20,000	12,960	15,000
33 4705 Exhibitors		40,000	49,150	45,000
33 4708 Affiliate Workshops	6,000	15,500	14,630	15,500
33 4711 Conference Sponsors	11,000	100,000	189,000	175,000
33 4714 Spring Conference Registration Income	74,410	25,000	45,235	30,000
33 4712 SC- Exhibitors		7,500	12,500	20,000
33 4713 SC- Affiliate Workshops		5,000	5,850	5,000
33 4715 SC- Sponsors		27,000	28,500	30,000
Total 33 4714 Spring Conference Registration Income	0	64,500	92,085	85,000
70 4820 Program Revenue				
31 4901 Uniform Traffic Citations Revenue	77,769	50,000	54,182	50,000
50 4700 STP Appointment	187,033	185,000	256,305	185,000
Total 70 4820 Program Revenue	264,802	235,000	310,487	235,000

– Beginning Fund Balance

\$3,035,287.00. The current estimated beginning cash balance for Fiscal Year 2023/24.

22-4050 – Dues from Member Cities

\$2,251,578.97. Income from the dues Oregon's 241 cities pay to be members of the LOC.

22-4053 – Dues from Associate Members

\$30,000. Income from entities who are considered Associate Members of the LOC. Associate membership status is available to public bodies, which are not cities or counties, but are: an Oregon political subdivision; an Oregon municipal or public corporation; an instrumentality of an Oregon city, political subdivision, municipal or public corporation; or an entity created under ORS Chapter 190. LOC Associate Members gain access to CIS.

22-4054 – Dues from Business Partners

\$45,000. Income from corporations, organizations, and entities who have joined LOC's Business Partner program – which provides the partner an opportunity to directly communicate with the LOC and its 241 members. Approximately 75 business partners pay various amounts depending on their level of participation.

22-4102 – 22-4114 – Affiliates

\$70,000. Income received from affiliate organizations for services performed by the LOC on their behalf. The following affiliate organizations reimburse the LOC for a variety of supportive services, including: preparing newsletters, processing mailings, planning, and managing conferences, inputting member data, processing financial transactions, staffing board meetings, and other duties as outlined in contractual agreements:

Oregon City/County Management Assn. (OCCMA)	\$32,000
Oregon Mayors Association (OMA)	\$26,000
Oregon City Attorneys Association (OCAA)	\$6,000
Oregon City Planning Directors Assn. (OCPDA)	\$4,000
Oregon Municipal Electric Utilities (OMEU)	\$2,000

22-4117 – Employee Benefits Services (EBS) Administration

\$24,400. Income received from CIS for various costs incurred for EBS.

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

\$1,774,615. Income received from CIS which reflects the institutional fee it pays the LOC for affiliation value as a sponsoring organization.

22-4255 – Rent/Lease Space

\$9,000. Income which reflects the anticipated rent the LOC will receive from leasing space it owns, or co-owns, within the Local Government Center. This amount fluctuates based on occupancy.

22-4261 – Web and Local Focus Advertising and Subscriptions

\$30,000. Income which reflects the estimated revenue the LOC will receive from advertisements placed in the *Local Focus* magazine and on the LOC website.

22-4267 – American Legal Publishing

\$2,000. Income which reflects anticipated revenue from ordinance codification and compilation services that American Legal Publishing provides to LOC member cities. Due to a business

partnership agreement between the LOC and American Legal Publishing, the LOC receives 10% from each project American Legal Publishing completes for an Oregon city.

22-4290 – Interest Income

\$30,000. Income from interest, which accrues primarily from funds held in the Local Government Investment Pool.

30-4411 – Purchasing Partners (NPPGov)

\$320,000. Income which reflects the anticipated revenue from a percentage of the administration fee charged by National Purchasing Partners to local government entities who procure services through their organization. The LOC partners with National Purchasing Partners to provide governmental entities with competitive price agreements on many items through the collective purchasing power of thousands of members nationwide.

30-4413 – SGR Program

\$500. Income which reflects the anticipated revenue from a percentage of the registration fees charged by Strategic Government Resources (SGR) for Oregon residents to attend an SGR training.

30-4416 – CIS City Training Grant

\$146,841. Income received from CIS to support LOC's training programs and efforts.

30-4510 – Workshops, Seminars & Classes

\$35,000. Income which reflects anticipated revenue from LOC provided workshops, seminars, and classes.

33-4701 – Annual Conference Registration

\$200,000. Income which reflects the anticipated revenue from registration fees associated with the 2023 LOC Annual Conference.

33-4702 – Annual Conference Training Workshops

\$15,000. Income which reflects the anticipated revenue from special training workshops held during the 2023 Annual Conference for which there is an additional fee to attend.

33-4705 – Annual Conference Exhibitors

\$45,000. Income which reflects the anticipated revenue the LOC receives from vendors who purchase an exhibit booth during the 2023 LOC Annual Conference.

33-4708 – Annual Conference Affiliate Workshops

\$15,500. Income which reflects the anticipated revenue for various affiliate organizations to host workshops during the 2023 LOC Annual Conference. Any revenue received is redistributed to the relevant affiliate.

33-4711 – Annual Conference Sponsors

\$175,000. Income which reflects the anticipated revenue received from persons and businesses who wish to sponsor portions of the 2023 LOC Annual Conference.

33-4714 – Spring Conference Registration

\$30,000. Income which reflects the anticipated revenue from registration fees associated with the 2024 LOC Spring Conference.

33-4712– Spring Conference Exhibitors

\$20,000. Income which reflects the anticipated revenue the LOC receives from vendors who purchase an exhibit booth during the 2024 LOC Spring Conference.

33-4713 – Spring Conference Affiliate Workshops

\$5,000. Income which reflects the anticipated revenue for various affiliate organizations to host workshops during the 2024 Spring Conference. Any revenue received is redistributed to the relevant affiliate.

33-4715 – Spring Conference Sponsors

\$30,000. Income which reflects the anticipated revenue received from persons and businesses who wish to sponsor portions of the 2024 LOC Spring Conference.

31-4901 – Uniform Traffic Citations

\$50,000. Income received from the sale of city/county traffic citations. The LOC orders citations in bulk, saving local governments approximately 20% of what they would pay on their own, while simultaneously securing an administrative fee for its effort.

50-4714 – STP Apportionment

\$185,000. Income which reflects the amount LOC receives from Surface Transportation Block Grants – which is income that is anticipated in light of an intergovernmental agreement between the LOC, the Association of Oregon Counties, and the Oregon Department of Revenue.

PERSONNEL & BENEFITS

Payroll Budget FY2022-23 Summary of Supervising Group						
	Actual FY19- 20	Actual FY20- 21	Budget FY21- 22	Budget FY22- 23	Budget FY23/24	% of total
Administration	0.0	0.0	0.0	1.0	1.0	5%
Member Services	5.0	7.0	8.0	5.5	7.0	37%
Finance	0.0	0.0	0.0	2.0	0.0	0%
Communication and Marketing	2.0	2.0	3.0	2.0	2.0	11%
InterGovernmental Relations	6.0	6.0	6.0	6.5	6.0	32%
Legal Research	2.0	2.0	2.0	2.0	3.0	16%
Total	15.0	17.0	19.0	19.0	19.0	100%

Payroll Budget FY2022-23 Summary of Salary						
	Actual FY19- 20	Actual FY20- 21	Budget FY21- 22	Budget FY22- 23	Budget FY23/24	% of total
Administration	-	-	-	232,800	232,373	10%
Member Services	626,806	554,248	889,600	480,500	624,867	27%
Finance	-	-	-	192,800	-	0%
Communication and Marketing	246,902	281,904	218,150	223,500	230,229	10%
InterGovernmental Relations	680,636	804,641	788,600	858,600	839,739	37%
Legal Research	309,115	274,416	243,800	299,500	372,374	16%
Total	1,863,459	1,915,209	2,140,150	2,287,700	2,299,582	100%

Note: The above total costs are related to salary and insurance only, they do not include PERS, or other expenses related to personal and payroll expenses.

MEMBER & ADMINISTRATIVE SERVICES

Profile:

The Member and Administrative Services Department (MASD) includes eight FTE. This department supports the internal operations of the LOC, including information technology, purchasing, facilities management, finance, and general administrative support. Additionally, the department provides a variety of information, education, and group benefit services to officials throughout Oregon. This department is responsible for the LOC's training program, conference planning, and supporting affiliate organizations. The Member Engagement Director also serves as the LOC's Diversity Coordinator.

Personnel Levels:

- 1 – Executive Director
- 1 – Member Engagement Director
- 1 – Project & Affiliates Manager
- 1 – Conference Coordinator
- 1 – Training Coordinator
- 1 – Senior Accountant
- 2 – Administrative Assistant

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
24 5512 Staff Training Development	695	10,000	8,543	15,000
24 5515 Staff Professional Development	4,036	2,500	1,500	3,000
24 5519 Internal Recruiting	11,071	6,000	3,000	2,000
24 6106 Contract Services	14,386	2,000	2,257	5,000
24 6301 Conferences & Workshops	10,313	37,000	37,000	45,000
24 6304 Staff Travel/ In-State	7,533	15,000	12,000	15,000
24 6405 Telephone	7,724	7,000	6,000	15,000
24 6406 NLC Membership	25,586	53,000	52,014	53,000
24 6409 Membership/Sponsorships of Other Organizations	41,250	15,000	10,000	12,000
24 6410 Uniform Traffic Citation	341	38,000	38,000	38,000
24 6411 Conference Calls	105,584	1,000	737	750
24 6516 Maintenance - Local Gov Center	1,024	112,000	75,020	112,000
24 6519 Repair & Maintenance - Auto	20,650	2,000	1,500	5,000
24 6635 Insurance	7,632	9,000	14,564	18,500
24 6700 Miscellaneous	669	3,000	2,000	3,000
24 6910 Office Expense			2,542	
24 6150 Bank/Credit Cards Fees	10,472	14,500	30,000	35,000
24 6211 Postage	4,480	5,000	3,000	4,000
24 6216 Supplies	7,249	10,000	8,500	7,500
24 6219 Books/Publications	24	250	0	250
24 6225 Printing	5,752	8,000	6,000	7,000

Operating Expenditures:

24-5512 – Staff Training/Development

\$15,000. Includes costs associated with hosting all-staff meetings and gatherings, management retreats, staff recognition, LOC-branded clothing, and costs incurred by the social committee.

\$3,000 Social committee

\$1,000	Managers retreat
\$11,000	Staff Meetings/Development/Misc.

24-5515 – Staff Professional Membership

\$3,000. Includes annual membership fees for department staff to belong to certain professional membership organizations, including the following: Oregon State Bar, OCCMA, ICMA, Meeting Professionals International, Society of Government Meeting Planners, Oregon Association of Municipal Recordors, and other relevant organizations.

24-5519 – Internal Recruiting

\$2,000. Includes the cost of advertising and other recruitment expenses when the LOC conducts a recruitment effort to fill a vacancy.

24-6106 – Contract Services

\$5,000. Includes contracting for special projects.

24-6301 – Conferences/Workshops

\$45,000. Includes registration, airfare, lodging, meals, and miscellaneous expenses to send departmental staff to conferences relevant to their professional development. Conferences may include those hosted by the NLC, OCCMA, OAMR, OCAA, Oregon State Bar Association, and other relevant organizations. Values identified below are estimates, money allocated in this line can be used for any member of the Department with the approval of the Member Engagement Director and/or Executive Director.

Executive Director (\$20,000)

- NLC Housing Accelerator Events (Summer/Fall 2023)
- NLC Executive Director Conference (Summer 2023)
- NLC Congressional City Summit (Fall 2023)
- NLC President's Fly-In (Winter/Spring 2024)
- NLC Congressional City Conference (Winter 2024)
- Continuing Legal Education Events

Member Engagement Director (\$10,000)

- OCCMA Conference (Summer 2023)
- OMA Conference (Summer 2023)
- Continuing Education Events Related to DEI

Member & Administrative Services Departmental Staff (\$15,000)

- Events Related to Professional Development

24-6304 – Travel, In-State

\$15,000. Includes coverage for staff mileage reimbursement according to the personnel manual, or expenses incurred by staff to secure a rental car, lodging, meals, and other reasonable expenses when staff travels for meetings, trainings, and other LOC-related events.

24-6405 – Telephone

\$15,000. Includes office phone service, including LOC-owned cell phones, and minor repairs/changes to the phone system hardware and software.

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

\$53,000. Includes payment of both the LOC's annual membership dues in the National League of Cities and the separate dues payment, which allows Oregon cities with a population of 20,000 or less to be a Tier 2 member of the NLC.

24-6409 – Memberships/Sponsorships of Other Organizations

\$12,000. Includes funds which allow the LOC to sponsor certain events hosted by organizations that support LOC members or LOC goals. Funds utilized in this line must be directed towards an event that reflects at least some of the following:

- Advances goals established in the LOC's strategic plan;
- Benefits cities from an educational standpoint without duplicating existing LOC educational efforts;
- 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; and/or
- The event is a statewide event or a significant regional event drawing substantial participation from state, county, and city officials.

Examples of events and organizations that may be sponsored include: CIS, Western Municipal Association Conference, OAMR, Oregon Association of Water Utilities, Oregon Coastal Caucus Economic Summit, Pacific NW Economic Region, Oregon Business Summit, Oregon Transportation Forum, and OEDA.

24-6410 – Uniform Traffic Citation Expense

\$38,000. Covers expenses incurred in the production and mailing of city and county traffic citations.

24-6516 – Maintenance, Local Government Center

\$112,000. 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

\$5,000. Includes expenses which will cover costs associated with the routine maintenance of the LOC vehicles.

24-6635 – Insurance

\$18,500. Includes the cost of LOC's annual premiums for securing insurance, including property, liability and cyber.

24-6150 Bank/Credit Card Fees

\$35,000. Includes costs associated with LOC's banking and credit card fees, including fees assessed by credit card companies for taking payment via their cards.

24-6211 – Postage

\$4,000. Includes postage costs for general mailings not associated to a specific fund or project.

24-6910 – Office Supplies

\$7,500. Includes costs which will cover the bulk of supplies needed for office operations.

24-6225 – Printing/Copier Lease

\$7,000. Includes monthly lease/maintenance fees and copy charges for the LOC copy machine.

FINANCE

Profile:

The Finance Department has merged with the Member and Administrative Services Department this year, with its lone employee, the Senior Accountant, transferring to said department. However, due to the timing of this transition, the expenses generally associated with financial management and processes will remain in a separate budget for this fiscal year. This particular budget supports the internal fiscal operations of the LOC including accounting, payroll, purchasing, and also provides general administrative support.

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
24 6800 Finance				
24 6803 Staff Professional Membership		670	370	3,000
24 6806 Conferences/Workshops		2,000	0	4,000
24 6809 Contract Services		40,000	28,617	40,000
24 6812 Subscription Services		5,400	6,000	9,000

Operating Expenditures:

24-6803 – Staff Professional Membership

\$3,000. Covers the annual membership fees for the Senior Accountant to be a member of various professional organizations focused on finance, including the Oregon Government Finance Officers Association and the National Government Finance Officers Association.

24-6806 – Conferences and Workshops

\$4,000. Covers the registration fees and associated costs for the Senior Accountant to attend continuing education events related to accounting and municipal finance.

24-6809 – Contract Services

\$40,000. Covers the cost of various contract services used by the LOC to process payroll, undergo an annual audit, and secure the assistance of an outside CPA or other financial expert when needed.

\$10,000	Payroll Services
\$ 4,000	CPA Services
\$26,000	Audit

24-6812 – Subscription Services

\$9,000. Covers the cost of subscription services used by the LOC to perform essential accounting tasks. An example of such a service is QuickBooks.

BOARD OF DIRECTORS

Profile:

The LOC Board of Directors leads the LOC organization and there are expenses related to that leadership, including the cost of conducting in-person and virtual meetings, sending board members to conferences, and allowing for board members to participate in needed events that support the vision and mission of the LOC.

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
25 5000 Board				
25 5620 Board Travel	8,414	15,000	9,716	30,000
25 5623 Board Meetings	22,414	40,000	30,006	65,000
25 5910 Conferences/Workshops	10,521	36,000	24,000	40,000
25 5950 Board Scholarships		20,000	18,000	24,000
25 5951 Board of Director Headshots				3,000
25 6700 Miscellaneous	897	1,000	2,265	2,500

Operating Expenditures:

25-5620 – Board Travel

\$30,000. Covers mileage reimbursement expenses for board members to attend board meetings, testify at the Legislature or before state agencies (if done so at the LOC's request), and attend other LOC organized meetings. Any reimbursement for mileage is done at the current IRS reimbursement rate.

25-5623 – Board Meetings

\$65,000. Covers estimated costs (overnight accommodation and meals) for board members and staff to attend five board meetings. In addition, it covers the cost of the venue. The meetings in 2023/2024 are scheduled for these locations but are subject to change if necessary:

October 11, 2023 – Eugene
December 15, 2023 – North Bend
February 23, 2024 – Condon
April 24, 2024 – Klamath Falls
June 14, 2024 – Joseph

25-5910 – Conferences and Workshops

\$40,000. Covers expenses to send the LOC officers and other board members to conferences. The budget estimates that no more than five board members will require LOC assistance to attend the annual and spring conferences. Board members are expected to attend major LOC events like its two conferences, but the board, and this budget, recognize that members from smaller cities may not have the fiscal resources to attend without LOC's fiscal support.

President (\$15,000)

NLC City Summit (Fall 2023)
NLC Congressional City Conference (Winter 2024)

NLC President's Fly-In (Winter/Spring 2024)
LOC Annual Conference (October 2023)
LOC Spring Conference (April 2024)

Vice President (\$8,000)

NLC City Summit (Fall 2023)
NLC Congressional City Conference (Winter 2024)

Treasurer (\$8,000)

NLC City Summit (Fall 2023)
NLC Congressional City Conference (Winter 2024)

Board Directors Attending LOC Spring & Annual Conference (\$9,000)

Annual Conference (October 2023)
Spring Conference (April 2024)

25-5950 – Scholarships

\$24,000. Covers expenses to send no more than three board members to the NLC City Summit (Fall 2023) and no more than three board members to the NLC Congressional City Conference (Winter 2024).

25-5951 – Board of Director Headshots & Professional Development Resources

\$3,000. Covers expenses associated with securing professional headshots of members of the Board of Directors. Funds may also be used to secure professional development resources for the board.

TECHNICAL, EQUIPMENT & FURNITURE

Profile:

The LOC's operational IT, general equipment, and furniture costs are accounted for in this section of the budget, generally this budget is managed by the Member Engagement Director. IT support is provided by contract with outside vendors. Funds are provided for additional support for operations and planning. Replacement of major systems is funded in the Building/Equipment Fund, as are software purchases that are not made on an annual basis.

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
26 5000 Technology, Equipment & Furniture				
26 6106 Contract Services	98,030	95,000	85,000	85,000
26 6808 Building Technology	32	5,000	2,000	5,000
26 8105 Computer Hardware	7,321	20,000	20,000	20,000
26 8108 Furniture Equipment	1,623	2,500	945	10,000
26 8115 Computer Software	23,785	20,000	21,000	27,500

Operating Expenditures:

26-6106 – Contract Services

\$85,000. Covers the majority of the LOC's IT contracts and subscription services, including ATS Services, Socrata, iMIS, the city of Keizer (serves as IT administrator for the LOC), and other contracts and services needed to ensure the organization's IT needs are effectively managed.

26-6808 – Building Technology

\$5,000. Covers the cost of internet access for the LOC.

26-8105 – Computer Hardware

\$20,000. Covers planned replacements of laptops, audio and video recording devices, associated computer accessories, small printers, and other technology that ensures efficient operations.

26-8108 – Furniture & Equipment

\$10,000. Covers maintenance of or the purchase of office furniture and equipment.

26-8115 – Computer Software

\$27,500. Covers software purchases and any renewals anticipated for the coming year. This includes: Office 365, Qualtrics, Adobe Suite, Zoom, antivirus software, and others.

TRAINING

Profile:

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

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
32 5600 Training				
32 5623 Meeting Rooms & Catering	24	3,000	1,000	3,000
32 5626 Training Contracts	9,058	15,000	20,644	40,000
32 5632 Elected Essentials Municipal Fundamentals		35,000	34,260	10,000
32 5634 Small City Program		7,500	3,728	7,500
32 5636 Regional Meetings		7,500	3,838	12,000
32 5638 Housing Workshop		30,000	13,358	
32 6910 Office Expense				
32 6150 Bank Fees		500		
32 6211 Postage		500		
32 6222 Printing		500		

Operating Expenditures:

32-5623 – Meeting Rooms and Catering

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

32-5626 – Training Contract Services

\$40,000. Covers the speaker fees and associated travel costs for the various regional and virtual trainings and workshops sponsored by the LOC. Funds may also be used to professionally record training videos in support of the LOC's overall training program.

32-5632 – Elected Essentials/Municipal Fundamentals

\$10,000. Covers all costs (room rental, food, travel) associated with the Municipal Fundamentals program happening in 2023. Elected Essentials is a free all-day training offered to elected officials and appointed officers in the last quarter of even numbered years, and if necessary, in the first month of odd-numbered years. During odd-numbered years, the LOC conducts a shortened version of Elected Essentials known as Municipal Fundamentals.

32-5634 – Small City Program

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

32-5636 – Regional Meetings

\$12,000. Covers travel and other expenses associated with regional meeting hosted by the LOC President.

CONFERENCES

Profile:

The LOC hosts two conferences per year, its annual conference in October and its spring conference in April. The LOC Annual Conference provides the largest gathering of municipal officials in the state and is the premier training event for the LOC. In the spring, the LOC hosts a smaller 2-day conference to provide members with more training opportunities. The LOC Spring Conference is held in regions of the state where the Annual Conference, due to its size, cannot be held.

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
33 5000 Conference				
33 5620 Annual Travel		10,000	13,362	10,000
33 5629 Annual Affiliate Workshop		15,500	14,725	15,500
33 5920 Annual Hotel-Banquet Services	-5,989	200,000	142,090	200,000
33 5923 Annual Hotel-Lodging		20,000	11,452	20,000
33 5926 Annual Speakers	-2,172	25,000	40,593	35,000
33 5929 Annual Decorator-Pipe & Drape		8,500	8,286	8,500
33 5932 Annual Special Printing		4,000		4,000
33 5935 Annual Signage		3,000	3,030	3,000
33 5938 Annual Awards		750	1,344	1,200
33 5946 Annual AV Equipment	8,565	40,000	41,418	50,000
33 5948 Annual AV Equipment-Hotel		9,000	8,829	12,000
33 6106 Annual Contract Services	6,840	17,500	24,539	28,000
33 6150 Bank Fees 33			-20	
33 6222 Annual Printing		500		500
33 6714 Spring Conference 33	36,206	20,000		
33 6224 Annual Recording Sessions		20,000	9,283	12,000
33 6226 Annual Conference Scholarships			5,685	20,000
33 6300 Spring Conference				
33 6320 SC - Travel		3,000	138	3,000
33 6322 SC - Banquet Services		20,000	1,150	40,000
33 6324 SC - Hotel Lodging		4,000	500	4,000
33 6326 SC - Speakers		4,000		4,000
33 6328 SC - Venue, A/V Equip - Other		2,000	166	2,000
33 6330 SC- Scholarships		8,000	3,503	6,000
33 6730 NLC Congressional Cities Conference		7,500	14,857	12,000
33 6732 CCC - Scholarships		9,000	7,816	9,000
33 6920 NLC City Summit Reception				12,000
33 6910 Office Expense				
33 6211 Postage		1,000	44	1,000
33 6216 Supplies		2,500	3,611	2,500
33 6700 Miscellaneous		1,000		1,000

Operating Expenditures:

33-5620 – Annual Conference Travel

\$10,000. Covers the anticipated cost of contracted buses for mobile tours and reimbursement for staff travel.

33-5629 – Annual Conference Affiliate Workshops

\$15,500. Covers the cost the LOC anticipates incurring to host affiliate workshops during the LOC Annual Conference. The affiliates will reimburse the LOC any costs it incurs for these workshops.

33-5920 – Annual Conference Hotel-Banquet Services

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

33-5923 – Annual Conference Hotel, Lodging

\$20,000. Covers the lodging costs for LOC staff during the Annual Conference, as well as any costs required to provide free parking for conference attendees.

33-5926 – Annual Conference Speakers

\$35,000. Covers the contract fee, travel, and lodging expenses for the keynote speaker. This line may also be used to cover the expenses of other conference speakers.

33-5929 – Annual Conference Decorator, Pipe and Drape

\$8,500. Covers expenses from the pipe and drape company for the exhibit hall, registration area, furniture rental, etc.

33-5932 – Annual Conference Design – Special Printing

\$4,000. Covers the printing and mailing costs of two direct mail pieces for soliciting sponsorships and a direct mail piece for soliciting trade show exhibitors.

33-5935 – Annual Conference Signage

\$3,000. Covers the design and production costs of specialty signs.

33-5938 – Annual Conference Awards

\$1,200. Covers the purchase of awards and any services associated with distributing or calling attention to the awards and the recipients thereof.

33-5946 – Annual Conference A/V Equipment – Other

\$50,000. Covers audiovisual equipment costs and technician labor for all conference sessions, staging and internet chargers.

33-5948 – Annual Conference A/V Equipment – Venue

\$12,000. Covers Wi-Fi and hardwire internet charges from the venue. Also includes the cost for podiums, risers, and other staging furniture used during the conference.

33-6106 – Annual Conference Contract Services

\$28,000. Covers contracts for needed services during the conference, including a conference app and registration kiosks.

33-6222 – Annual Conference Printing

\$500. Covers the cost of general printing materials.

33-6224 –Recording Sessions

\$12,000. Covers the cost of recording sessions from two rooms of the conference during each day of the event. Included in the cost is producing the sessions so they can become on-demand videos.

33-6226 – Annual Conference Scholarships

\$20,000. Covers the cost of providing scholarships to LOC members to attend the LOC Annual Conference.

33-6320 – Spring Conference Travel

\$3,000. Covers the cost of contracted buses for mobile tours and transportation costs, including mileage, incurred by LOC staff.

33-6322 – Spring Conference Banquet Services

\$40,000. Covers expenses for all beverage services, meals, and receptions during the Spring Conference.

33-6324 – Spring Conference Hotel, Lodging

\$4,000. Covers the lodging costs incurred by LOC staff.

33-6326 – Spring Conference Speakers

\$4,000. Covers the contract fee, travel, and lodging expenses for the keynote speaker. This line may also be used to cover the expenses of other speakers.

33-6328 – Spring Conference Venue, A/V Equipment – Other

\$2,000. Covers the venue rental fees, Wi-Fi, hardware internet charges, and any other services related to the venue or technology needs.

33-6330 – Spring Conference Scholarships

\$6,000. Covers the cost of LOC members receiving a scholarship to attend the LOC Spring Conference.

33-6730 – NLC Congressional City Conference

\$12,000. Covers the costs associated with hosting and co-hosting events during the NLC Congressional City Conference. Events can include but are not limited to: hosting an Oregon-only reception; providing transportation to and from the hotel venue and the Capitol Building; providing meals during LOC scheduled meetings on Capitol Hill; and/or providing meals for LOC members who attend the event.

33-6732 – NLC Congressional City Conference Scholarships

\$9,000. Covers the cost of two scholarships for LOC members, who do not serve on the Board of Directors, to attend the NLC Congressional City Conference.

33-6920 – NLC City Summit Reception

\$12,000. Covers the LOC's portion of a co-hosted reception at the NLC City Summit with the Association of Washington Cities.

33-6211 –Postage

\$1,000. Covers costs associated with conference-related mailings.

33-6216 –Supplies

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

COMMUNICATIONS & MARKETING

Profile:

The Communications & Marketing Department includes 2 FTE. This department 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 Department also manages the primary responsibilities related to the LOC's business partners, sponsors and vendors.

Personnel Levels:

1 – Communications & Business Development Director

1 – Communications Manager

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
34 5000 Communication & Marketing				
34 5515 Staff Professional Memberships		500		500
34 5910 Conferences & Workshops	795	2,000	2,000	8,000
34 6106 Contract Services	43,259	28,000	19,866	28,000
34 6211 Postage	1,159	2,500	1,418	2,000
34 6219 Books/Publications	3,003	1,500	3,004	3,500
34 6222 Printing	6,445	10,000	9,243	13,000
34 6412 Marketing	9,503	10,000	22,857	15,000
34 6700 Miscellaneous		1,500		1,500

Operating Expenditures:

34-5515 – Staff Professional Membership

\$500. Covers the annual subscription cost for online graphic design training service (“Lynda.com”) and GSMO.

34-5910 – Conferences and Workshops

\$8,000. Includes registration, airfare, lodging, meals, and miscellaneous expenses to send departmental staff to conferences relevant to their professional development.

34-6106 – Contract Services

\$28,000. Covers freelance professional services for: website maintenance, website development, marketing consultation, writing projects for the *Local Focus* magazine, and proofreading LOC publications.

34-6211 – Postage

\$2,000. Covers the cost of postage to mail four issues of the *Local Focus* magazine to LOC members.

34-6219 – Books/Publications

\$3,500. Covers the cost of annual subscriptions to media tracking/clipping services, online news subscriptions and the purchase of resource books, including the AP Style Manual.

34-6222 – Printing

\$13,000. Covers the printing costs to produce four editions of the *Local Focus*: August, October, February, and May.

34-6412 – Marketing

\$15,000. Covers the costs for the production of strategic marketing materials, including, but not limited to the LOC wall calendar, brochures, promotional items, etc.

INTERGOVERNMENTAL RELATIONS

Profile:

The Intergovernmental Relations Department includes six FTE. The primary function of the department is to facilitate the LOC's policy development process. Program objectives also include the promotion of the LOC as an authoritative source of information regarding municipal issues. Departmental staff are responsible for communicating with the membership regarding legislative and administrative developments.

Personnel Levels:

1 – Legislative Director

5 – Lobbyist

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
37 5000 Intergovernmental				
37 5515 Membership/Dues	4,445	5,000	5,904	7,500
37 5623 Policy Committee Meeting	1,113	1,000		5,000
37 5910 Conferences/Workshops	10,834	35,000	35,000	50,000
37 6106 Contract Services	1,800	5,000	2,250	5,000
37 6166 Grass Roots Program		5,000	5,000	5,000
37 6162 Congressional Cities Conference	2,950			
37 6219 Books/Publications		500	360	500
37 6222 Printing		500		500
37 6700 Miscellaneous		1,000	252	1,000

Operating Expenditures:

37-5515 – Staff Professional Memberships

\$7,500. Covers the various professional membership fees the department and its staff may wish to join.

37-5623 – Policy Committee Meetings

\$5,000. Covers any costs that may be incurred as the 2024 policy committees conduct their business and/or actions taken by LOC staff to ensure the intent of any committee is achieved.

37-5910 – Workshops/Conferences

\$50,000. Includes registration, airfare, lodging, meals, and miscellaneous expenses to send departmental staff to conferences relevant to their professional development. Conferences may include those hosted by the NLC, OCCMA, CIS, OMA, OAMR, and other relevant organizations.

Legislative Director (\$12,000)

NLC Congressional City Summit (Fall 2023)
NLC President's Fly-In (Winter/Spring 2024)
NLC Congressional City Conference (Winter 2024)
Events Related to Professional Development

Media Training for Department (\$8,000)

IGR Departmental Staff (\$30,000)

NLC Housing Accelerator Program Events
Events Related to Professional Development

37-6106 – Contract Services

\$5,000. Covers the cost of outside professional services that may augment the services provided by the department.

37-6166 – Grass Roots Program

\$5,000. Covers costs associated with special events, materials and supplies related to the LOC's grassroots efforts.

LEGAL/RESEARCH

PROFILE:

The Legal/Research Department is comprised of three permanent FTE. 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. While the Legal Assistant is supervised by the General Counsel, the position will provide equal assistance to the Intergovernmental Relations Department.

Personnel Levels:

- 1 – General Counsel
- 1 – Assistant General Counsel
- 1 – Legal Assistant

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
38 5000 Legal & Research				
38 5515 Staff Professional Memberships	2,546	2,500	2,000	2,600
38 5910 Conferences & Workshops	4,671	8,000	6,865	11,000
38 6106 Contract Services	69,704	125,000	80,888	105,000
38 6218 Subscription Services	6,781	8,000	6,453	10,000
38 6219 Books/Publications 38	189	500	360	500

Operating Expenditures:

38-5515 – Staff Professional Memberships

\$2,600. Covers staff professional membership for members of the department, including fees associated with membership in the Oregon State Bar, OCCA, IMLA, SHRM, and other organizations germane to the professional obligations of departmental staff.

38-5910 – Conferences and Workshops

\$11,000. Includes registration, airfare, lodging, meals, and miscellaneous expenses to send departmental staff to conferences relevant to their professional development. Conferences may include those hosted by the OCCA, IMLA, the Oregon State Bar, SHRM, and other organizations that will support the department's continuing education needs.

38-6106 – Contract Services

\$105,000. Covers the cost of professional service contracts that augment the services provided by the department. This line 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 author 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

\$50,000	Aljets Research Consulting Services
\$5,000	Misc.

38-6218 – Subscription Services

\$10,000. Covers subscription service fees needed for the attorneys to effectively practice law. Specifically, this line covers the Westlaw subscription for two attorneys, Oregon Judicial Case Information Network (OJCIN) for the LOC, and federal Public Access to Court Electronic Records (PACER)

Contingency Reserves

The proposed budget utilizes contingency reserve funds in two ways.

First, per the LOC Fund Balance Policy, \$2,188,153 is placed in an Emergency Fund. This policy requires the Emergency Fund to hold at least 40% of the total expenditures of the General Fund at the start of each fiscal year. In the event of an emergency, the resources allocated to the Emergency Fund will allow the LOC to continue normal operations for 4.75 months.

Second, also per the Fund Balance Policy, \$200,000 is placed in the Building & Equipment Fund. The \$200,000 allocated to the Building & Equipment Fund in Fiscal Year 2022/23 was not utilized and is thereby being carried over this fiscal year.

Once the allocation from the Contingency Reserves is made, the LOC retains \$1,028,271 in unallocated funds.

LOC's Finance Committee is actively reviewing the Contingency Reserves and has been asked by the Board of Directors to make a recommendation on how the funds contained therein can be spent in a way that provides meaningful support to the members. If the committee develops recommendations during the Fiscal Year 2023/24 budget for how contingency reserves should be spent, the board, should it find the recommendations appropriate, may consider adopting a supplemental budget.

BUILDING & EQUIPMENT FUND

Summary of Revenue and Expenditures

The Building and Equipment Fund's purpose is to provide building improvements, computer infrastructure, equipment and its replacement, furniture system replacement, and other capital issues. The targeted amount for the Building and Equipment Fund is \$200,000, with separate accounting within the fund for monies reserved for specific purposes.

Operating Expenditures

60-7001 – Remodeling/Improvements

\$0. The LOC does not presently anticipate seeking to remodel or improve the LOC office suite during the upcoming fiscal year, although initial assessment of what is required to maintain the building and associated costs is underway as part of the Finance Committee's evaluation of how to spend portions of the Contingency.

60-7004 – Technology/Capital Projects

\$15,000. The LOC does not anticipate needing to make IT expenditures for software upgrades/purchases that are not otherwise accounted for in the General Fund. However, each fiscal year the LOC will attempt to add a minimum of \$15,000 to this budget line so that when technology purchases are needed, the necessary funds are present.

60-7001 – Contingency for Building and Equipment Fund

\$200,000. Per the LOC's fiscal policies, the targeted amount for the Building and Equipment Fund is \$200,000. With no identified purpose for these funds during the current fiscal year, the money has been allocated in a contingency line associated specifically with the Fund.

AUTOMOBILE FUND

Summary of Revenue and Expenditures

The Automobile Fund's purpose is to provide funding to replace the LOC's vehicle. The targeted amount for the Automobile Fund shall be reviewed by the LOC Budget Committee annually.

Operating Expenditures

60 7005 – Automobile Purchase

\$55,000. The LOC will be purchasing a new vehicle, specifically a SUV, as well as winterized tires during the upcoming fiscal year. The actual purchase amount is not yet known, but the costs will not exceed \$55,000. General Fund resources will be transferred into the Automobile Fund to cover this purchase.

SPECIAL PROJECTS FUND

Summary of Revenue and Expenditures

The Special Projects Fund's purpose is to accumulate funds for special undertakings such as:

- Large scale studies or projects in support of legislation, litigation, or member cities;
- Providing resources, information, educational opportunities, or scholarships to member cities;
- Consultants; and/or
- Temporary and limited duration employees.

The target amount for the Special Projects Fund shall be reviewed by the LOC Budget Committee annually.

Operating Expenditures

39-6806 – Contract Services

\$175,000. Covers the costs of special contract services that are used to augment LOC services. The funds are intended as one-time or periodic expenses and are not intended to be considered as part of the LOC's ongoing organizational needs.

\$15,000	Hathaway Larson Law Firm – Real estate negotiations related to local government center
\$30,000	Contract with law firm/attorney to complete LOC Municipal Handbook
\$10,000	Contract with law firm/attorney to answer tax questions related to LOC Foundation
\$50,000	Contracts for consultation and research on property tax reform
\$20,000	Contract lobbyist, if needed
\$50,000	Contract for consultant to develop a member focused communication strategy

CONSOLIDATED BUDGET

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Income				
22 4000 Revenue				
22 4050 Dues Member Cities	1,948,366	2,104,000	2,104,122	2,251,579
22 4053 Dues Associate Members	32,000	30,000	30,000	30,000
22 4054 Dues Business Partners	59,400	40,000	48,200	45,000
22 4102 Affiliates OCCMA	32,978	35,500	23,908	32,000
22 4105 Affiliates OMA	25,952	25,850	23,551	26,000
22 4108 Affiliates OCAA	6,000	6,400	6,596	6,000
22 4111 Affiliates OCPDA	1,341	1,600	3,210	4,000
22 4114 Affiliates OMEU	4,528	4,000	3,186	2,000
22 4115 OEDA LOC Services	20,000			
22 4117 EBS Administration	22,850	24,400	24,397	24,400
22 4120 CIS Administration	1,129,506	1,206,000	1,205,974	1,774,615
22 4255 Rent/Lease Space	8,815	9,000	2,265	9,000
22 4258 Miscellaneous Income	12,659	1,000	8,389	1,000
22 4261 Web/LF Ads/Subscriptions	43,590	20,000	24,590	30,000
22 4264 Publications	160	500	40	
22 4267 American Legal Publishing	4,679	3,300	762	2,000
22 4290 Interest Income	28,114	30,000	97,288	30,000
Total 22 4000 Revenue	3,380,940	3,541,550	3,606,478	4,267,594
30 4400 Member Services				
30 4411 Purchasing Partners	307,034	320,000	173,061	320,000
30 4413 SGR Program	484	500		500
30 4416 CIS City Training/Grant	97,126	104,000	103,701	146,841
30 4419 Web Services Program		2,500	3,000	2,500
30 4510 Workshops, Seminars & Classes	45,996	45,000	7,152	35,000
Total 30 4400 Member Services	450,639	472,000	286,914	504,841
33 4700 Conferences				
33 4701 Registration Income		220,000	192,170	200,000
33 4702 Training Workshops		20,000	12,960	15,000
33 4705 Exhibitors		40,000	49,150	45,000
33 4708 Affiliate Workshops	6,000	15,500	14,630	15,500
33 4711 Conference Sponsors	11,000	100,000	189,000	175,000
33 4714 Spring Conference Registration Income	74,410	25,000	45,235	30,000
33 4712 SC- Exhibitors		7,500	12,500	20,000
33 4713 SC- Affiliate Workshops		5,000	5,850	5,000
33 4715 SC- Sponsors		27,000	28,500	30,000
Total 33 4714 Spring Conference Registration Income	0	64,500	92,085	85,000
33 4716 City Day at the Capital		10,000	8,760	
Total 33 4700 Conferences	91,410	470,000	558,755	535,500
70 4820 Program Revenue				
31 4901 Uniform Traffic Citations Revenue	77,769	50,000	54,182	50,000
50 4700 STP Appointment	187,033	185,000	256,305	185,000
Total 70 4820 Program Revenue	264,802	235,000	310,487	235,000
Sales			2,217	
Uncategorized Income			300,000	
40 4701 Transfers In		147,920		
Total Uncategorized Income	0		300,000	0
Total Income	4,187,791	4,866,470	5,064,852	5,542,935
Gross Profit	4,187,791	4,866,470	5,064,852	5,542,935

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
23 5000 Personnel and Benefits				
23 5001 Administration		232,800	210,000	232,373
23 5002 Member/Administration Services	904,655	480,500	410,500	529,570
23 5003 Finance		192,800	197,000	95,297
23 5004 Communications and Marketing	221,421	223,500	223,500	230,229
23 5006 Intergovernmental Relations	812,794	858,600	858,600	839,739
23 5008 Legal/Research	224,128	299,500	299,500	372,374
23 5010 Payroll Taxes	151,316	185,000	160,000	185,000
23 5011 PERS	581,077	571,500	378,507	579,000
23 5020 Workers Compensation	329	11,000	11,000	11,000
23 5030 Employee Benefits	259,567	290,000	225,200	378,000
23 5040 Cell Phones	14,599	19,000	10,563	
24 6109 Temporary Services		10,000	16,064	
Total 23 5000 Personnel and Benefits	3,169,887	3,374,200	3,000,435	3,452,582
23 5009 Overtime Payroll				15,000
24 5001 Administration Payroll	8,437		23,312	
24 5510 Payroll Expense 24	10,707		468,150	
24 5512 Staff Training Development	695	10,000	8,543	15,000
24 5515 Staff Professional Development	4,036	2,500	1,500	3,000
24 5519 Internal Recruiting	11,071	6,000	3,000	2,000
24 6106 Contract Services	14,386	2,000	2,257	5,000
24 6301 Conferences & Workshops	10,313	37,000	37,000	45,000
24 6304 Staff Travel/ In-State	7,533	15,000	12,000	15,000
24 6405 Telephone	7,724	7,000	6,000	15,000
24 6406 NLC Membership	25,586	53,000	52,014	53,000
24 6409 Membership/Sponsorships of Other				
Organizations	41,250	15,000	10,000	12,000
24 6410 Uniform Traffic Citation	341	38,000	38,000	38,000
24 6411 Conference Calls	105,584	1,000	737	750
24 6516 Maintenance - Local Gov Center	1,024	112,000	75,020	112,000
24 6519 Repair & Maintenance - Auto	20,650	2,000	1,500	5,000
24 6635 Insurance	7,632	9,000	14,564	18,500
24 6700 Miscellaneous	669	3,000	2,000	3,000
24 6910 Office Expense			2,542	
24 6150 Bank/Credit Cards Fees	10,472	14,500	30,000	35,000
24 6211 Postage	4,480	5,000	3,000	4,000
24 6216 Supplies	7,249	10,000	8,500	7,500
24 6219 Books/Publications	24	250	0	250
24 6225 Printing	5,752	8,000	6,000	7,000
Total 24 6910 Office Expense	27,976	37,750	50,042	53,750
Total 24 5000 Administration	305,614	350,250	805,639	411,000
24 6800 Finance				
24 6803 Staff Professional Membership		670	370	3,000
24 6806 Conferences/Workshops		2,000	0	4,000
24 6809 Contract Services		40,000	28,617	40,000
24 6812 Subscription Services		5,400	6,000	9,000
Total 24 6800 Finance		48,070	34,987	56,000
25 5000 Board				
25 5620 Board Travel	8,414	15,000	9,716	30,000
25 5623 Board Meetings	22,414	40,000	30,006	65,000
25 5910 Conferences/Workshops	10,521	36,000	24,000	40,000
25 5950 Board Scholarships		20,000	18,000	24,000
25 5951 Board of Director Headshots				3,000
25 6700 Miscellaneous	897	1,000	2,265	2,500
Total 25 5000 Board	42,246	112,000	83,988	164,500

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
26 5000 Technology, Equipment & Furniture				
26 6106 Contract Services	98,030	95,000	85,000	85,000
26 6808 Building Technology	32	5,000	2,000	5,000
26 8105 Computer Hardware	7,321	20,000	20,000	20,000
26 8108 Furniture Equipment	1,623	2,500	945	10,000
26 8115 Computer Software	23,785	20,000	21,000	27,500
Total 26 5000 Technology, Equipment & Furniture	130,791	142,500	128,945	147,500
30 4510 Member Services			-18,601	
30 5000 Members Service				
30 5001 Member Service Payroll			12,629	
Total 30 5000 Members Service			12,629	
32 5600 Training				
32 5623 Meeting Rooms & Catering	24	3,000	1,000	3,000
32 5626 Training Contracts	9,058	15,000	20,644	40,000
32 5632 Elected Essentials Municipal				
Fundamentals		35,000	34,260	10,000
32 5634 Small City Program		7,500	3,728	7,500
32 5636 Regional Meetings		7,500	3,838	12,000
32 5638 Housing Workshop		30,000	13,358	
32 6910 Office Expense				
32 6150 Bank Fees		500		
32 6211 Postage		500		
32 6222 Printing		500		
32 6408 Cell Phones	960	1,000	971	
Total 32 6910 Office Expense	960	2,500	971	
Total 32 5600 Training	10,042	100,500	77,799	72,500
33 4701			50	
33 5000 Conference				
33 5620 Annual Travel		10,000	13,362	10,000
33 5629 Annual Affiliate Workshop		15,500	14,725	15,500
33 5920 Annual Hotel-Banquet Services	-5,989	200,000	142,090	200,000
33 5923 Annual Hotel-Lodging		20,000	11,452	20,000
33 5926 Annual Speakers	-2,172	25,000	40,593	35,000
33 5929 Annual Decorator-Pipe & Drape		8,500	8,286	8,500
33 5932 Annual Special Printing		4,000		4,000
33 5935 Annual Signage		3,000	3,030	3,000
33 5938 Annual Awards		750	1,344	1,200
33 5946 Annual AV Equipment	8,565	40,000	41,418	50,000
33 5948 Annual AV Equipment-Hotel		9,000	8,829	12,000
33 6106 Annual Contract Services	6,840	17,500	24,539	28,000
33 6150 Bank Fees 33			-20	
33 6222 Annual Printing		500		500
33 6714 Spring Conference 33	36,206	20,000		
33 6224 Annual Recording Sessions		20,000	9,283	12,000
33 6226 Annual Conference Scholarships			5,685	20,000
33 6300 Spring Conference				
33 6320 SC - Travel		3,000	138	3,000
33 6322 SC - Banquet Services		20,000	1,150	40,000
33 6324 SC - Hotel Lodging		4,000	500	4,000
33 6326 SC - Speakers		4,000		4,000
33 6328 SC - Venue, A/V Equip - Other		2,000	166	2,000
33 6330 SC- Scholarships		8,000	3,503	6,000
Total 33 6300 Spring Conference		41,000	5,457	59,000
33 6716 City Day at the Capital Expense				
33 6718 CDC - Travel		3,000	6,885	
33 6720 CDC - Banquet Services		16,000	19,580	
33 6722 CDC - Venue, A/V Equip - Other		8,000	5,848	
33 6724 CDC - Printing		2,000	485	
33 6726 CDC - Scholarships		1,200	1,043	
Total 33 6716 City Day at the Capital Expense		30,200	33,841	

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
33 6730 NLC Congressional Cities Conference		7,500	14,857	12,000
33 6732 CCC - Scholarships		9,000	7,816	9,000
33 6920 NLC City Summit Reception				12,000
Total 33 6732 CCC - Scholarships		16,500		21,000
Total 33 6730 NLC Congressional Cities Conference			22,672	33,000
33 6910 Office Expense				
33 6211 Postage		1,000	44	1,000
33 6216 Supplies		2,500	3,611	2,500
33 6700 Miscellaneous		1,000		1,000
Total 33 6910 Office Expense		4,500	3,655	4,500
Total 33 5000 Conference	43,450	485,950	390,242	516,200
34 5000 Communication & Marketing				
34 5515 Staff Professional Memberships		500		500
34 5910 Conferences & Workshops	795	2,000	2,000	8,000
34 6106 Contract Services	43,259	28,000	19,866	28,000
34 6211 Postage	1,159	2,500	1,418	2,000
34 6219 Books/Publications	3,003	1,500	3,004	3,500
34 6222 Printing	6,445	10,000	9,243	13,000
34 6412 Marketing	9,503	10,000	22,857	15,000
34 6700 Miscellaneous		1,500		1,500
Total 34 5000 Communication & Marketing	64,164	56,000	58,389	71,500
37 5000 Intergovernmental				
37 5515 Membership/Dues	4,445	5,000	5,904	7,500
37 5623 Policy Committee Meeting	1,113	1,000		5,000
37 5910 Conferences/Workshops	10,834	35,000	35,000	50,000
37 6106 Contract Services	1,800	5,000	2,250	5,000
37 6166 Grass Roots Program		5,000	5,000	5,000
37 6910 Office Expense				
37 6162 Congressional Cities Conference	2,950			
37 6219 Books/Publications		500	360	500
37 6222 Printing		500		500
37 6700 Miscellaneous		1,000	252	1,000
Total 37 6910 Office Expense		2,000		2,000
Total 37 5000 Intergovernmental	21,142	53,000	48,765	74,500
38 5000 Legal & Research				
38 5515 Staff Professional Memberships	2,546	2,500	2,000	2,600
38 5910 Conferences & Workshops	4,671	8,000	6,865	11,000
38 6106 Contract Services	69,704	125,000	80,888	105,000
38 6218 Subscription Services	6,781	8,000	6,453	10,000
38 6219 Books/Publications 38	189	500	360	500
Total 38 5000 Legal & Research	83,891	144,000	96,566	129,100
39 5000 Special Project Expense				
31 6901 Uniform Traffic Citation Expense	74,479		47,292	
39 6100 Contract Services - Limited Duration	26,992			
39 6105 TC contract services			13,885	
39 6107 AGC Contract Services			71,671	
39 6108 NLC Membership Small Cities <\$25K	25,586			
39 6806 Contract Services	177,531			
Total 39 6100 Contract Services - Limited Duration	304,588		85,556	
39 6806 Contract Services			131,541	175,000
Total 39 5000 Special Project Expense			264,389	175,000

	FY21-2022	Budget FY23	Estimated Year End FY23	Budget FY24 Proposed
Expenses				
60 7000 Building & Equipment				
60 7001 Remodel & Improvements				200,000
60 7004 Technology Capital Projects			4,066	15,000
60 7005 Automobile Purchase				55,000
Total 60 7000 Building & Equipment				270,000
Due to OCCMA iMIS			-169	
Due to OMA iMIS			277	
Total Expenses	4,175,815	4,866,470	4,988,396	5,540,382
Net Income	11,976	0	76,456	2,553
99 4000 Beginning General Fund Balance	2,934,879	2,946,855	2,958,831	3,035,287
**Net Income for current year	11,976	0	76,456	2,553
Transfers Out	0	11,976	0	
99 9900 Ending Fund Balance	2,946,855	2,958,831	3,035,287	3,037,840
**Emergency Fund (40% of Operating Expenses)	1,670,326	1,946,588	1,995,358	2,216,153
**Contingency	1,276,529	1,012,243	1,039,929	821,687