

Small Cities President's Regional Meeting 2023

Region: 4 – South Willamette Valley

Meeting Date: 5/12/2023

Meeting Time: 11:00 AM - 1:00 PM

Address: Cottage Grove Armory – 625 East Washington Ave, Cottage Grove, OR

Meeting Agenda:

- **Welcome** - President Steve Callaway
- **President's Remarks and Introduction of New LOC Director-** President Callaway
- **LOC Update** – New LOC Executive Director
- **LOC 2023-2028 Strategic Plan** - President Callaway
- **Identify Host City and Topics for 2023 Meetings** – LOC Executive Director
- **Lunch/Roundtable** - President Callaway
- **Adjourn** - President Callaway

2023 Meetings

Meeting Date: 8/11/2023

Location: Depoe Bay

Contact Person: Kimberly Wollenburg

Topic: Legislative Updates

Meeting Date: 11/8/2023

Location: Oakridge

Contact Person: James Cleavenger

Topic: TBD

League of Oregon Cities 2022-2027 Organizational Strategic Plan

| VISION | MISSION | VALUES |
|---|--|--|
| <p>That all Oregonians live in thriving communities that are equitable, healthy, and safe.</p> | <p>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.</p> | <ul style="list-style-type: none"> • Healthy Relationships. The LOC Board and staff know every interaction is an opportunity to demonstrate that someone is heard and respected, their issues matter, and they are valued, even when there is disagreement. • Teamwork. Together through collaboration, we are able to go further, nurture trust, bring more people along, and better demonstrate our helpfulness. • Calm, Consistent Follow-Through. Our ability to be nimble and support each other and Oregon's cities provides reassurance in a changing world. • High Bar. We show up whole-heartedly for each other and the service we provide throughout the state. We go the extra mile to ensure a job well-done and efficiently accomplished. • The Power of Knowledge. We provide accurate and accessible information to decision-makers. |
| IMPERATIVES | OBJECTIVES | INITIATIVES |
| <p>Enhance advocacy and education services to meet the evolving needs of members and communities</p> | <ul style="list-style-type: none"> • Increase in the LOC's core services effectiveness ratings based on the 2022 baseline. • Increase attendance at LOC events and trainings by 5% annually. • Year-over-year increase in the participation of members from underrepresented communities on LOC policy and conference committees. | <ul style="list-style-type: none"> • 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 • Provide training on self-advocacy and lobbying |
| <p>Optimize the LOC's reputation and impact through improved communication and storytelling</p> | <ul style="list-style-type: none"> • Increase member sentiment and satisfaction based on 2022 baseline. • Year-over-year increase in LOC owned media and communication channel engagement. | <ul style="list-style-type: none"> • Create an LOC ambassador program • Develop member-focused communication strategy • Develop other-government communications and engagement strategy |
| <p>Refine service delivery to address systemic gaps</p> | <ul style="list-style-type: none"> • Increase in member awareness and satisfaction of the LOC services and resources based on 2022 baseline • Increase in member engagement based on 2022 baseline • Increase in sentiment and engagement scores from women and BIPOC city leaders based on 2022 baseline | <ul style="list-style-type: none"> • 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 |
| <p>Implement new organizational practices and processes to enhance internal culture and improve alignment between board and staff</p> | <ul style="list-style-type: none"> • Increase staff and board Net Promoter Score based on 2022 baseline • Improve employee satisfaction as measured by the Gallup Q12 Employee Engage Survey; target an average annual score of 4 or higher (out of 5) for all facets of employee engagement | <ul style="list-style-type: none"> • Develop internal communication plan • Host an annual Board/staff retreat • Implement a Board member training program • Develop and implement a DEI training program |

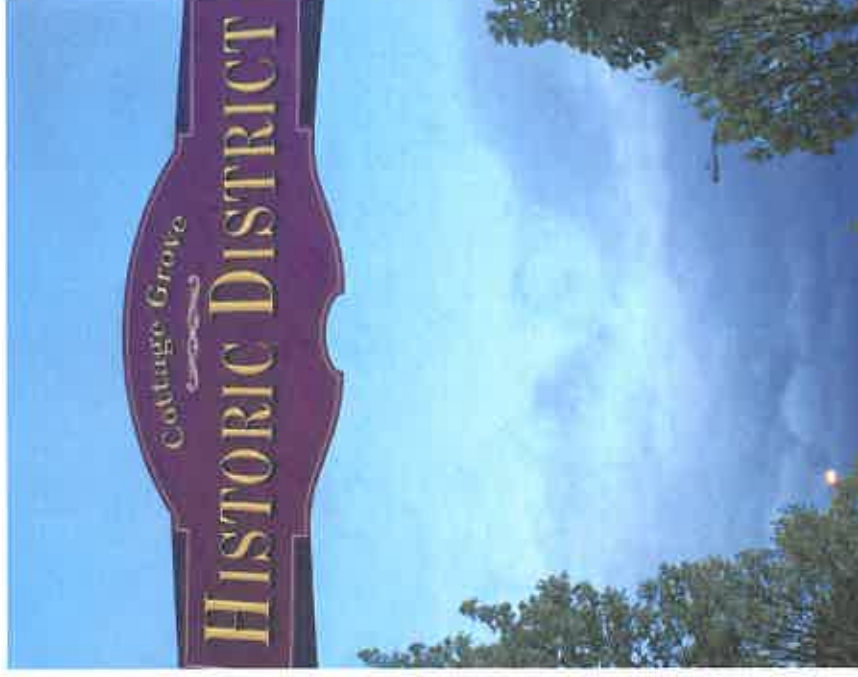


Insight Report

League of Oregon Cities

May 17, 2022

Coraggio Group
503.493.1452 | coraggiogroup.com



coraggiogroup.com

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This report is a summary of the data collection and stakeholder engagement effort conducted by Coraggio Group on behalf of the League of Oregon Cities (LOC). The purpose of this effort was to gather insights from key stakeholders in preparation for LOC's next Strategic Plan.

The engagement took place from March 2022 to April 2022. We received a total of 216 responses from stakeholders who shared their perspectives, priorities, and insights through a survey, focus groups and interviews. Coraggio Group conducted 23 one-on-one interviews and conducted 4 focus groups that garnered 28 participants. Coraggio Group also conducted an online survey that ran from March 1, 2022, to March 21, 2022. A total of 165 individuals responded to the survey.

This report highlights key themes identified through the stakeholder outreach. Each theme is supported by survey data, as well as complementary findings and relevant quotations from interviews and focus groups. These themes were developed using quantitative and qualitative methods. The data used in this report combine the ratings from groups with fewer respondents in order to prevent respondents from being identified.



Figure 1: Survey Demographics

For cross tabulation and to identify large differences in opinions, survey respondents were asked to self-identify their affiliation, caucus/committee membership, race/ethnicity, gender, and the region and city size they represent. Any significant differences are noted in the themes. Below is a breakdown of respondents by affiliation, city size, and region represented. Additional demographics can be found in the appendix.

N = 165

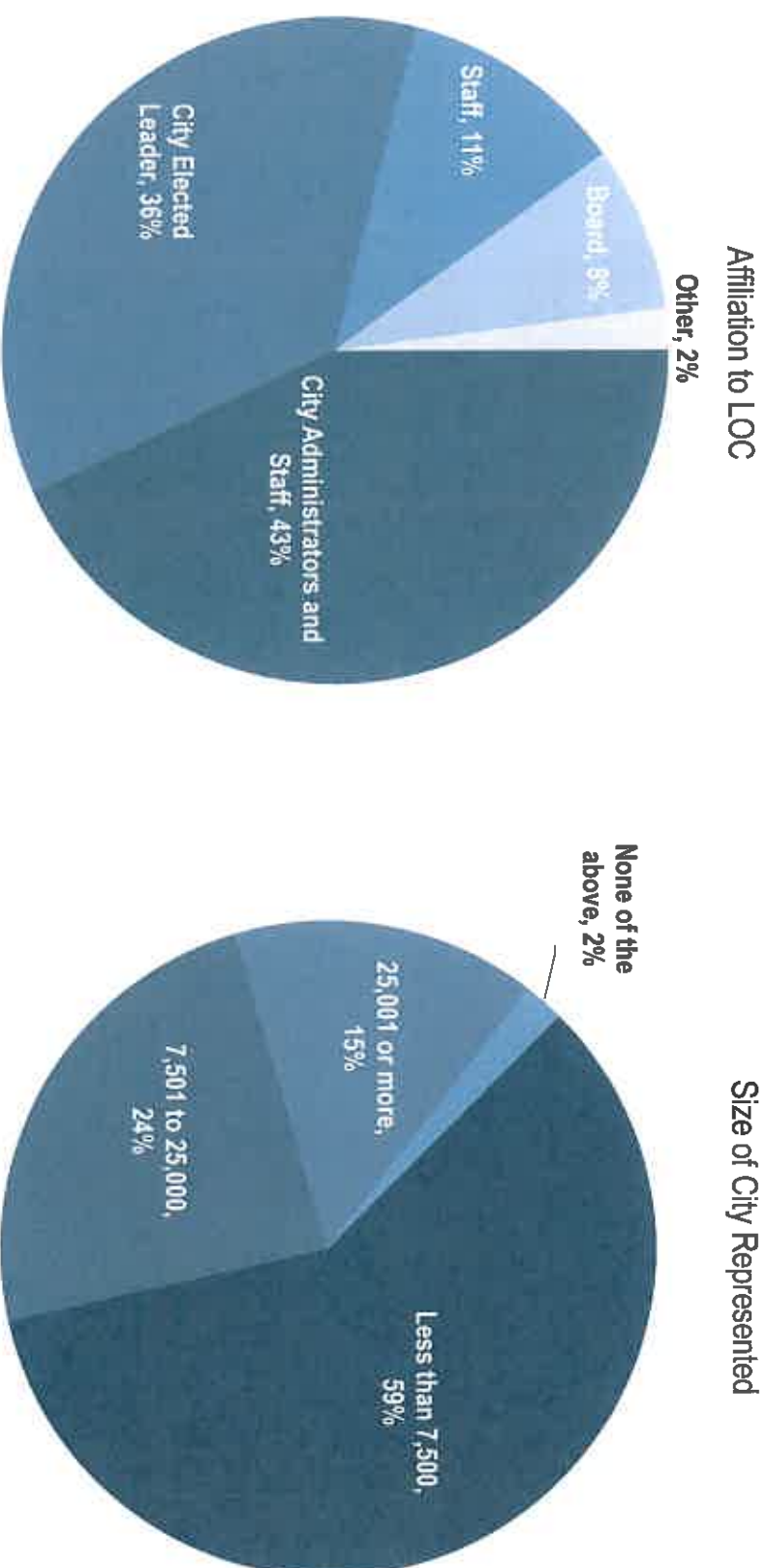
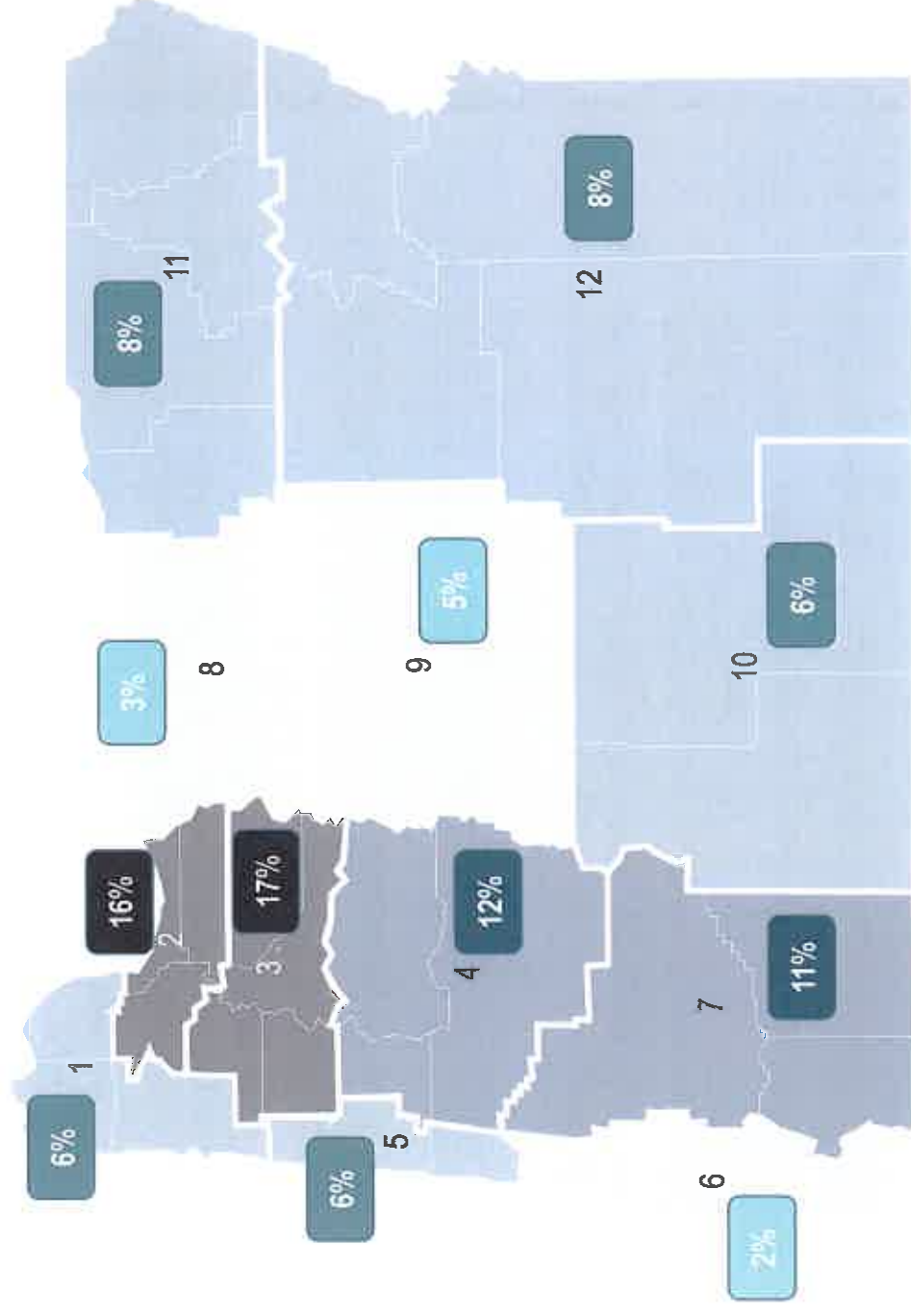
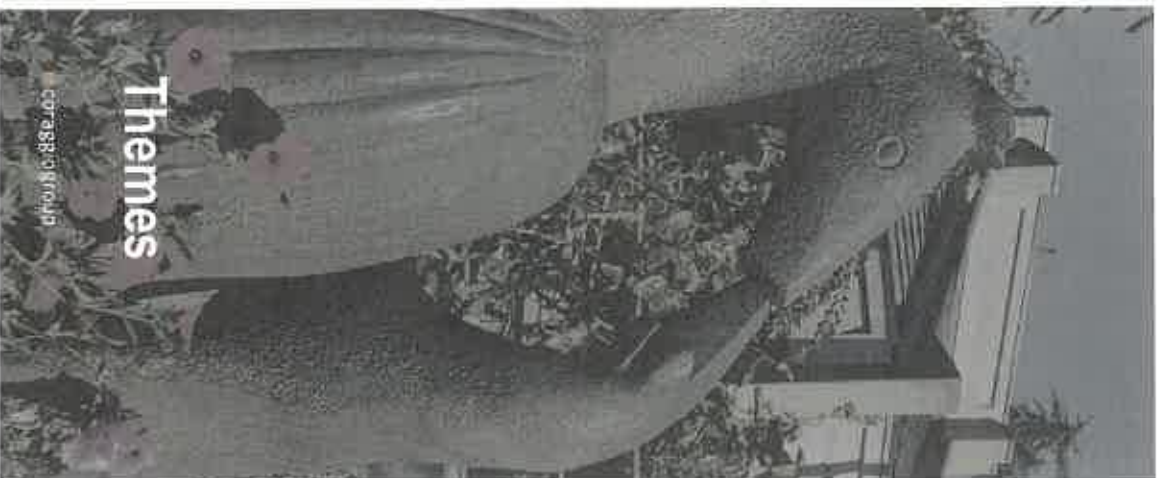


Figure 2: Regions Represented by Survey Respondents





1. The League of Oregon Cities has a solid reputation from which to launch into its second century of leadership and be even more influential and helpful.
2. While core services are deeply valued, minor adjustments to service delivery will increase accessibility, impact, and responsiveness to constituency needs.
3. While the League's Board and Staff are committed to leading the way on diversity, equity, and inclusion in the state, more needs to be done to create broader buy-in, understanding, and application of DEI, both internal to the organization and externally across the state among its members.
4. While progress has been made to bring diverse populations into leadership, more can be done to ensure Oregon's public sector leadership is reflective of the state's increasingly diverse population.
5. To continue to provide high service-delivery to constituents, the League needs to focus on: prioritization, talent retention, ensuring it is properly resourced, and hiring the right new Executive Director to meet the challenges of the day.
6. Communication and clarification of roles, responsibilities, and decision-making frameworks within the organization are needed to enhance the League's service delivery.
7. Focus and prioritization – in light of funding and staffing constraints – are needed to ensure high bar service delivery and role clarity for staff, and to guard against burnout.
8. Innovative service delivery will be needed to ensure the League remains relevant to its constituents.
9. An opportunity exists to better align Board and Staff as it relates to priorities and the direction of LOC.

1

The League of Oregon Cities has a solid reputation from which to launch into its second century of leadership and be even more influential and helpful.

Insights

- The League has been recognized as a leader for nearly one century and its membership believes it can be a leader for the next century.
- Focus group respondents believe the League sets the tone for discourse and is an example throughout the state; it seeks to lead with diversity and inclusion, and without dividing.
- While the League has a great story, many interviewees and focus group participants indicated that it could do a better job of communicating its impact.
- Survey respondents see LOC's mission as clear, easy to understand, and relevant (see [Figure 3](#)). Regions 8 and 10 have lower scores than other regions.
- Interviewees highlighted the importance of LOC's services, and how pivots during the pandemic were highly valued and helped manage uncertainty. This includes: ongoing lobbying; training, with digital/virtual options made available; regional meetings; and communications such as the Weekly Bulletin or the weekly calls. This is also substantiated by survey respondents, who believe LOC's various roles and services to be both important and effective (see [Figure 4](#)).

- While there is interest in having the League provide additional services, many survey respondents didn't see the need for more services, or recommend being very intentional in taking on new roles due to limited capacity (see [Figure 5](#)).

Implications

- The League should look strategically at communicating its impact to enhance its reputation and advocacy strength on behalf of Oregon's cities.
- Knowing that the Legislature will have significant near-term turnover, LOC has an opportunity to get in on the ground floor to train and educate new leaders.
- Because the League is effective in its service delivery, there is demand to grow its service offerings; however, it will be important that they make trade off decisions to balance new services with limited resources.

Figure 3 – Mission Rating by Region

Respondents rated the Mission on a scale of 1-5 across four criteria – clarity, purpose, relevance, and importance

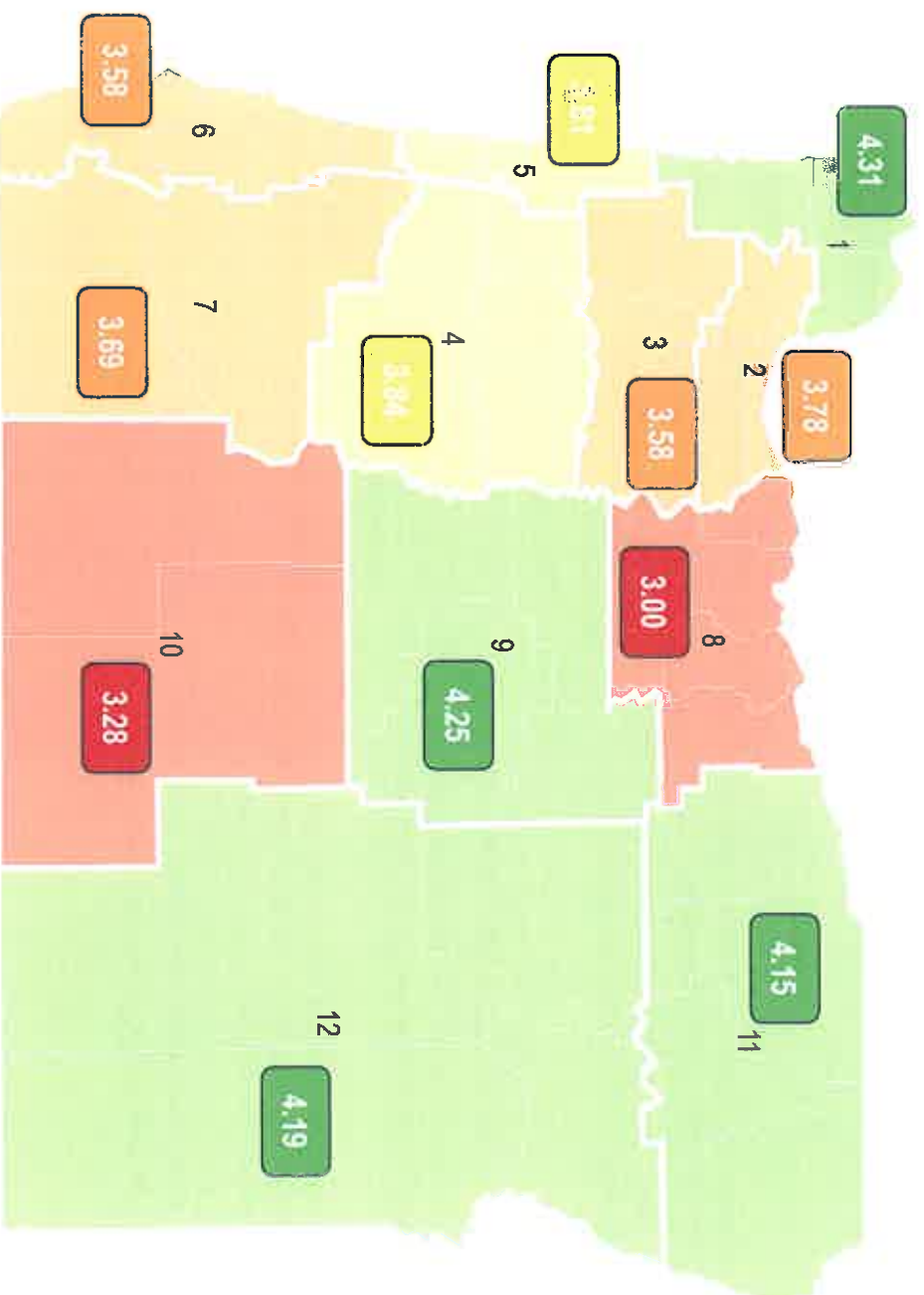


Figure 4 – Roles and Services

Please rate how important the following programs/roles/services are to you and how effective LOC is at providing these programs/roles/services.

N = 153

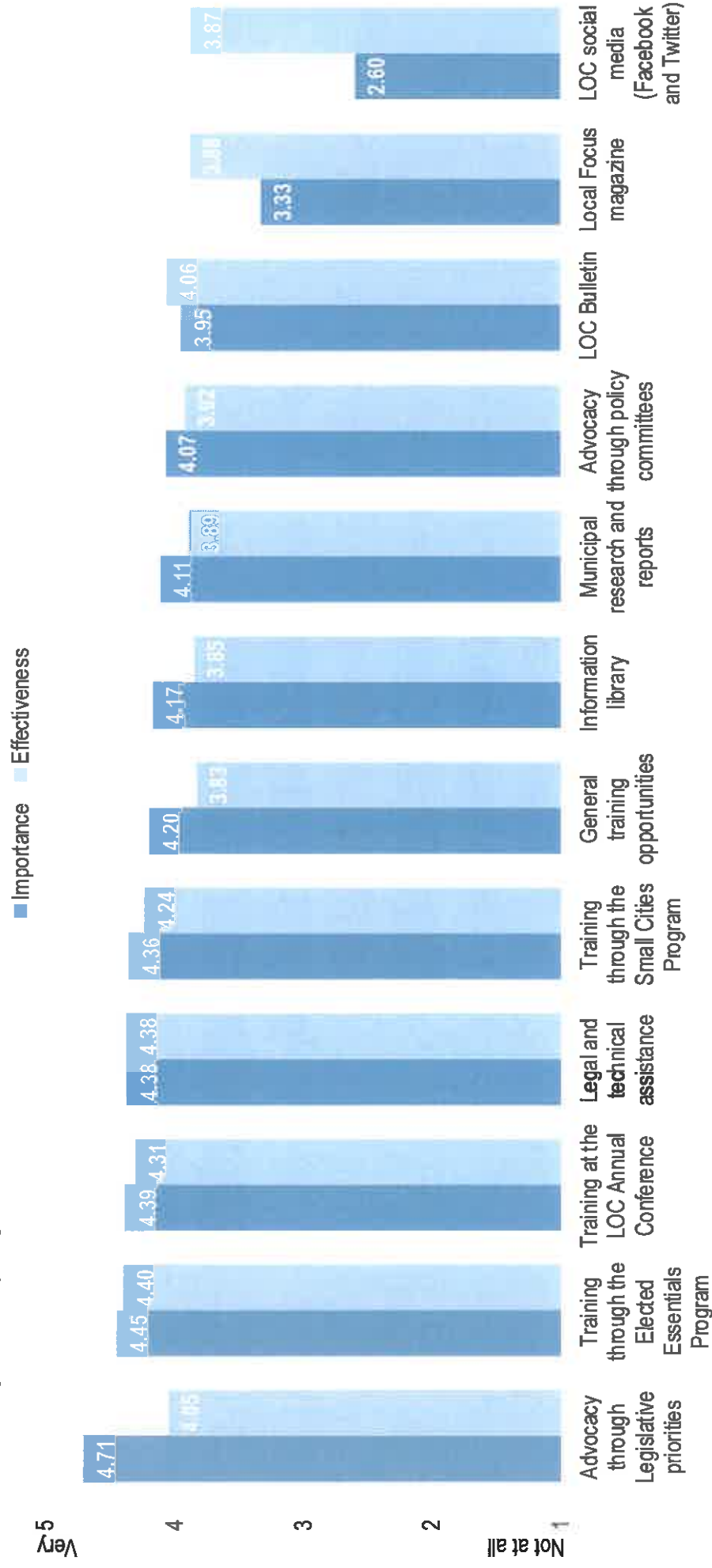
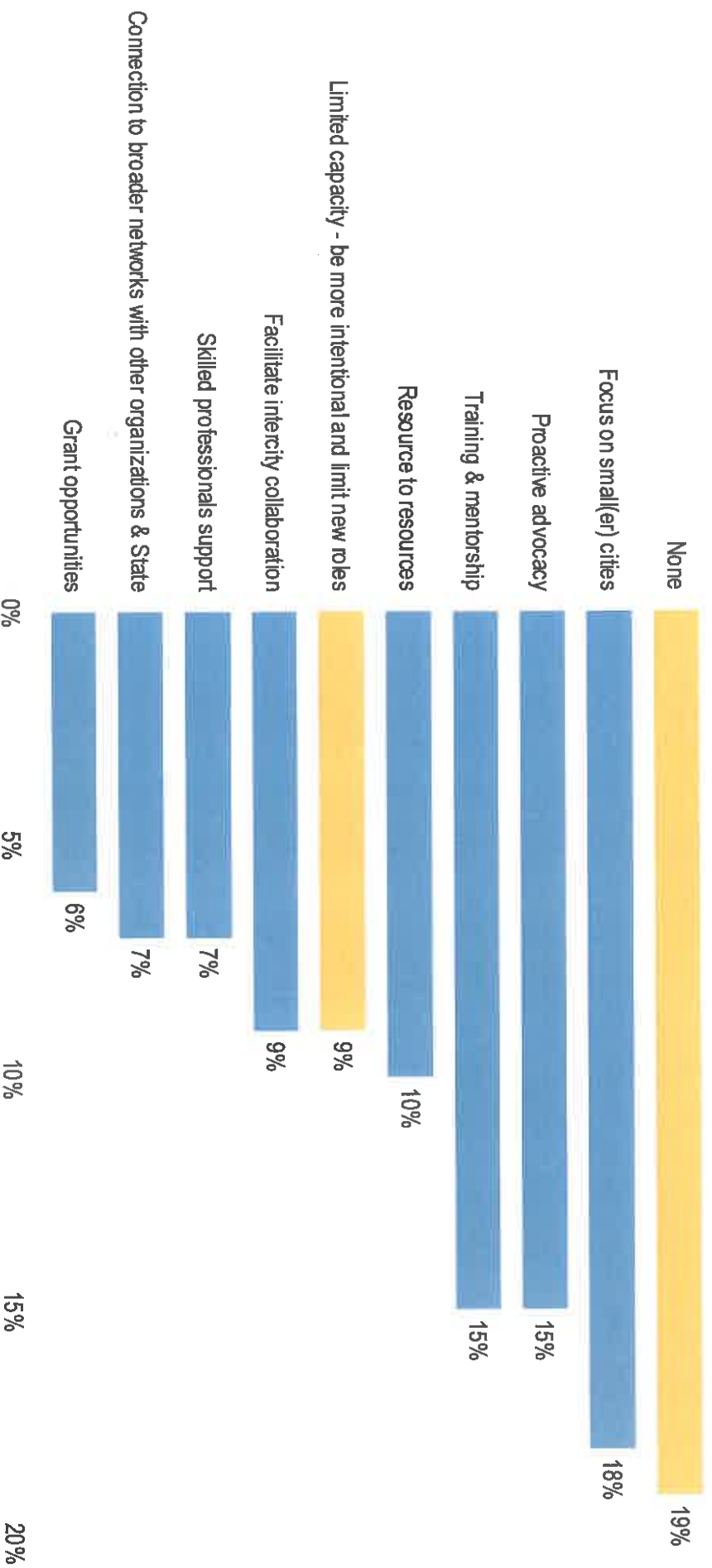


Figure 5 – Other Roles and Services

Are there other roles you would like to see LOC take on in service to local governments?

N = 67



"LOC has been a great resource for training and legal advice. I hope to see the League continue to advocate and advocate strongly with executive and legislative decision makers. They look out for our interests."

"The League is an example for smaller- and medium-sized cities. If the League is not setting the forward-thinking example, it sets everyone else back."

"As a frontier community and the only person who works for the city, having the LOC as a resource is irreplaceable. Their mission is community based and not corporately sponsored!"

"Let's celebrate the good work we do and acknowledge our successes. We don't give ourselves the kudos we deserve."

"We've been a solid resource for nearly 100 years. Let's look ahead to our 100-year conference and be set for the next century of service."

"About one-third of Legislators will be new in the next session, and we'll have a new governor. The League must start early to get them up to speed on issues we care about and to cultivate new relationships."

"My only advice to the strategic planning team: Be creative and courageous and think big! Our communities are facing enormous challenges AND opportunities. We need fresh, bold thinking to meet them."

"I think the LOC has done a credible job in meeting the needs of cities across Oregon. Especially during this period of political and cultural division across the nation, it is critically important that LOC understands the value of bringing all of us together from all corners of the state to collaborate on how best to meet the expectations of our citizens to govern our cities wisely."

"LOC has been a vital partner in the success of local governance for years. It empowers city officials and is critical to serving Oregon."

"Advocacy: That is why we are here. Our advocacy and membership services are critical. Advocacy needs to be fast, nimble, and responsive."

"The legal work and amicus briefings we do are important. This is part of what our membership expects."

"This small city cannot afford our own lobbyist and our only access is via LOC."

2

While core services are deeply valued, minor adjustments to service delivery will increase accessibility, impact, and responsiveness to constituency needs.

Insights

- Many interviewees highlighted that the League is a great hub for information and its resources and services are terrific, *if you know where to look for them*. For example, the League offers initial training for elected officials, but not everyone who was interviewed realized it was available.
- Survey respondents and interviewees are positive about the effectiveness of the League's communications during the pandemic. However, many expressed interest in more 'bite size' communications so that recipients can better access information in the course of a workday. Further, many expressed interest in leveraging technology to enhance communications.
- Survey respondents rated two of LOC's communications channels—the Local Focus magazine and social media—as having less importance (see [Figure 6](#)).
- Training and Legislative Leadership are seen as the most important strategic opportunities for LOC (see [Figure 7](#)). That said, some interviewees expressed confusion around how LOC composes its position on various issues.
- Different segments of LOC's membership express interest in different services. For example, representatives from smaller cities and respondents identifying as female expressed stronger interest in training than those who identify as male; rural areas expressed interest in LOC services that help supplement local staff, and bigger cities expressed interest in topic-specific supports (see [Figure 7](#) and [Figure 8](#)).

- Many interviewees and focus groups also talked about the value of face-to-face engagements such as the Small Cities Groups. Representatives of smaller cities highlighted the value of this more than representatives of larger cities.

Implications

- While the League is a leader for the state, many cities will not know all it has to offer without some enhanced communications. LOC may wish to consider offering information sessions for newly elected leaders and reviewing its webpage for ease of information access.
- While the pandemic forced some service delivery to occur virtually, the League should consider how to continue this in a deliberate fashion to meet evolving needs.
- The League may consider how to build more transparency into its advocacy efforts so more cities have better line-of-sight on process and how their position is addressed.
- Greater understanding of service needs from specific segments of the League's membership—especially as the context of city work evolves in increasingly complex ways—will help the League tailor service delivery and strengthen impact across stakeholders.

Figure 6 – Roles and Services

Please rate how important the following programs/roles/services are to you and how effective LOC is at providing these programs/roles/services.

N = 153

■ Importance ■ Effectiveness

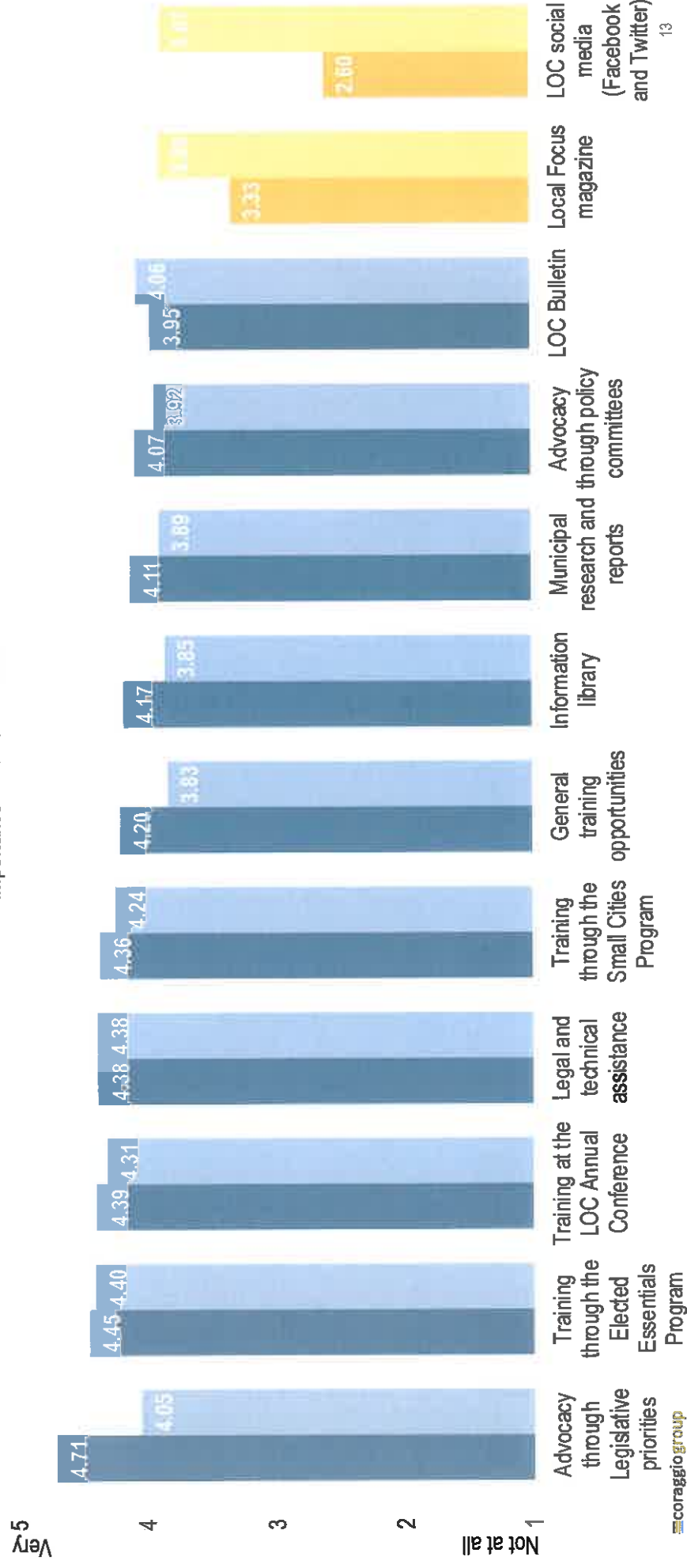


Figure 7 – Opportunities in the Community for LOC to Lead by City Size

N = 120

What is the single most important strategic opportunity for your community where LOC can provide leadership?

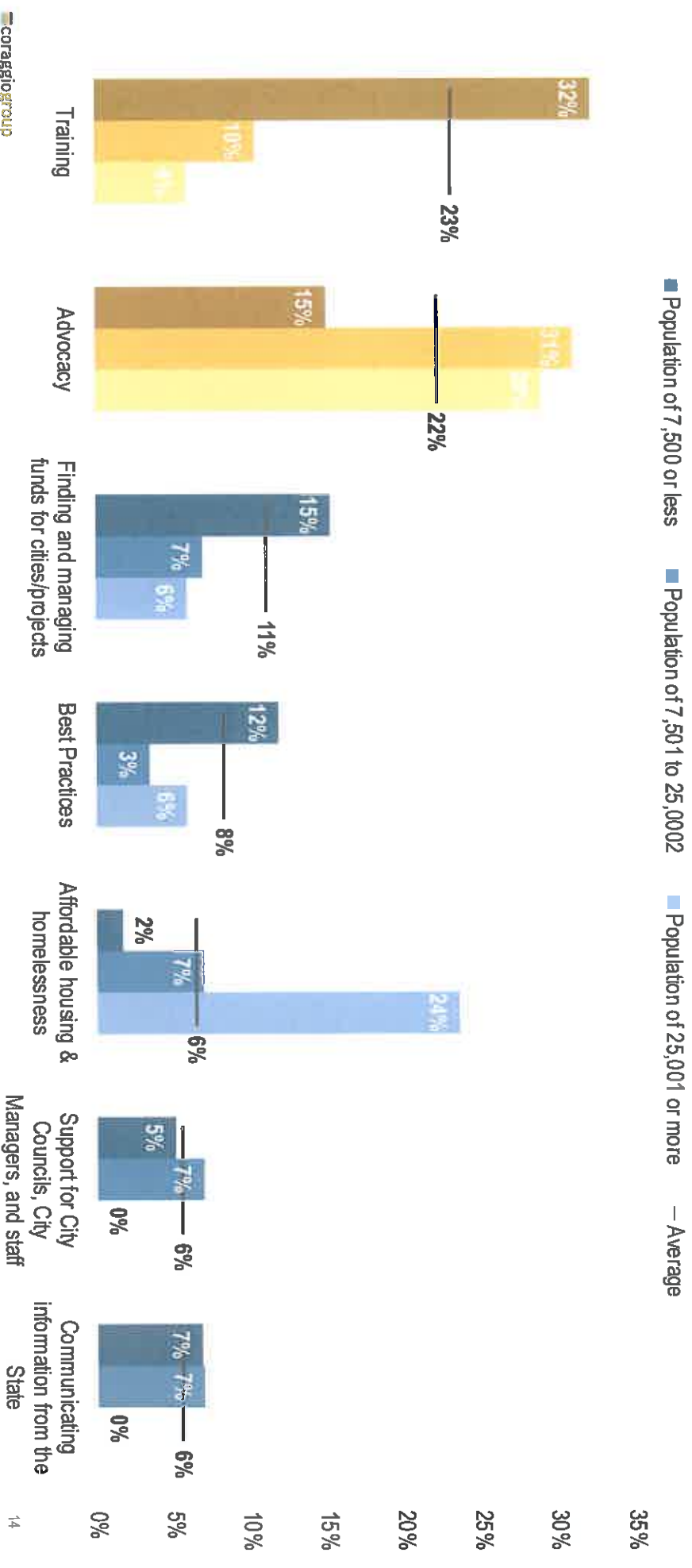
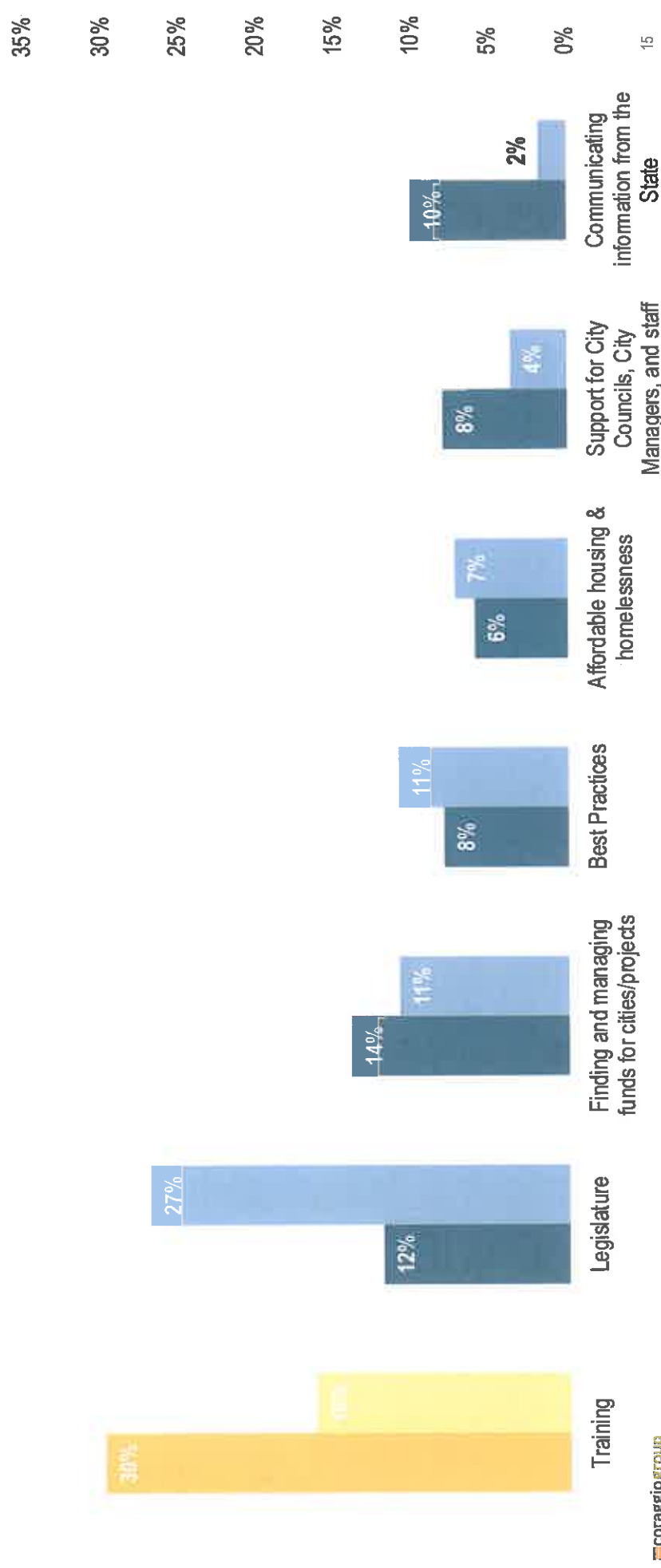


Figure 8 – Opportunities in the Community for LOC to Lead by Gender

What is the single most important strategic opportunity for your community where LOC can provide leadership?

N = 105

■ Female, n = 50 ■ Male, n = 55



"LOC proved itself to be nimble during COVID-19. It was an opportunity to embrace new ways of doing things and offering services. Some of its best work was done related to things that did not exist when the last Strategic Plan was written, like the Coronavirus Relief Fund, the American Rescue Plan Act, and now the Infrastructure Investment and Jobs Act."

"COVID-19 also showed the importance of virtual options. Building on technology and making tools and trainings available electronically will enhance inclusion and help us do our jobs well. The trick will be having hybrid options."

"LOC does a pretty good job on representing all cities, but rural areas don't always feel included when legislation is brought forward for large population centers and then those same rules are applied to all areas of Oregon. How does LOC do 'one voice' when Oregon's communities have different needs?"

"The Board positions are all volunteer. I have 2 other jobs, my day job and my elected official role. I would love to see the LOC put out a quick communication such as '5 Things to Know this Week.'"

"Let's focus on building the skills of communities and community leaders. We need to train the leaders who are responsible for creating new systems, so should focus on leadership development and enhanced problem solving."

"I love the resources of the LOC. The training and information are amazing. But I'd love to see some of this in Spanish. I'd like some training in grant writing. I'd like to see the webpage be better organized. I'd like to have more templates available, especially for small cities."

"Frontier communities like ours have the same rules, standards, and operating procedures as every other city/town, but with way less staff and money. Providing more basic and small-town resources is such a help!"

"When I started as an elected official, no one shared with me a road map of how to get to success. I heard a lot more about what I could not do. I would like to see more information for new elected officials on how to chart a road to success."

"I'm not sure everyone knows the value they can get from LOC. While everyone knows CIS, they may not know about other services. There is a lack of understanding on the purpose of LOC."

"We need to deliver information better. Right now, we are stagnant. We need to ensure that members understand our services, and enhance our communication and recruitment."

"A priority for the next three years is to provide training on how to keep public meetings and processes civil; how to empower and equip councils to handle these meetings and the media."

Thema 2: While core services are deeply valued, minor adjustments to service delivery will increase accessibility, impact, and responsiveness to constituency needs.

3

While the League's Board and Staff are committed to leading the way on diversity, equity, and inclusion in the state, more needs to be done to create broader buy-in, understanding, and application of DEI, both internally to the organization and externally across the state among its members.

Insights

- Overall, survey respondents do not see LOC as effective in addressing the needs of diverse populations (see [Figure 9](#)).
- When survey respondents shared words while envisioning the ideal future state they want LOC to help create in Oregon, they mentioned Equitable and Inclusive (see [Appendix 1.7](#)).
- Focus groups with internal staff highlighted that many do not know about the Equity Lens or how it works.
- Staff members who identify as non-white, non-male express lower job satisfaction and engagement, and express a stronger desire for organizational change (see [Figure 10](#)).
- Findings from the interviews and survey indicate an uneven acceptance of DEI. Not all stakeholders see a need for the focus and feel it detracts from the critical work of the League. Others however, predominantly those from larger cities or those respondents who identify as non-white and non-male, express a stronger acceptance and desire for the DEI focus.
- Many interviewees highlighted the value of the Women's and People of Color (POC) Caucuses and the need for them to be sufficiently resourced and appropriately utilized.

Implications

- Training on the Equity Lens will help the organization better utilize the resource and hold itself accountable to DEI.
- An opportunity exists for the League to better define its role in promoting DEI to ensure impact while still honoring constituent relationships. A specific study could be done by constituents' gender, race, and size of city they represent.
- The League will want to take care to appropriately utilize and resource the Women's and POC Caucuses to leverage their expertise and avoid tokenizing the Caucuses or the people who participate.

Figure 9 – Diversity, Equity, and Inclusion

Please select your level of agreement with each statement:

N = 154

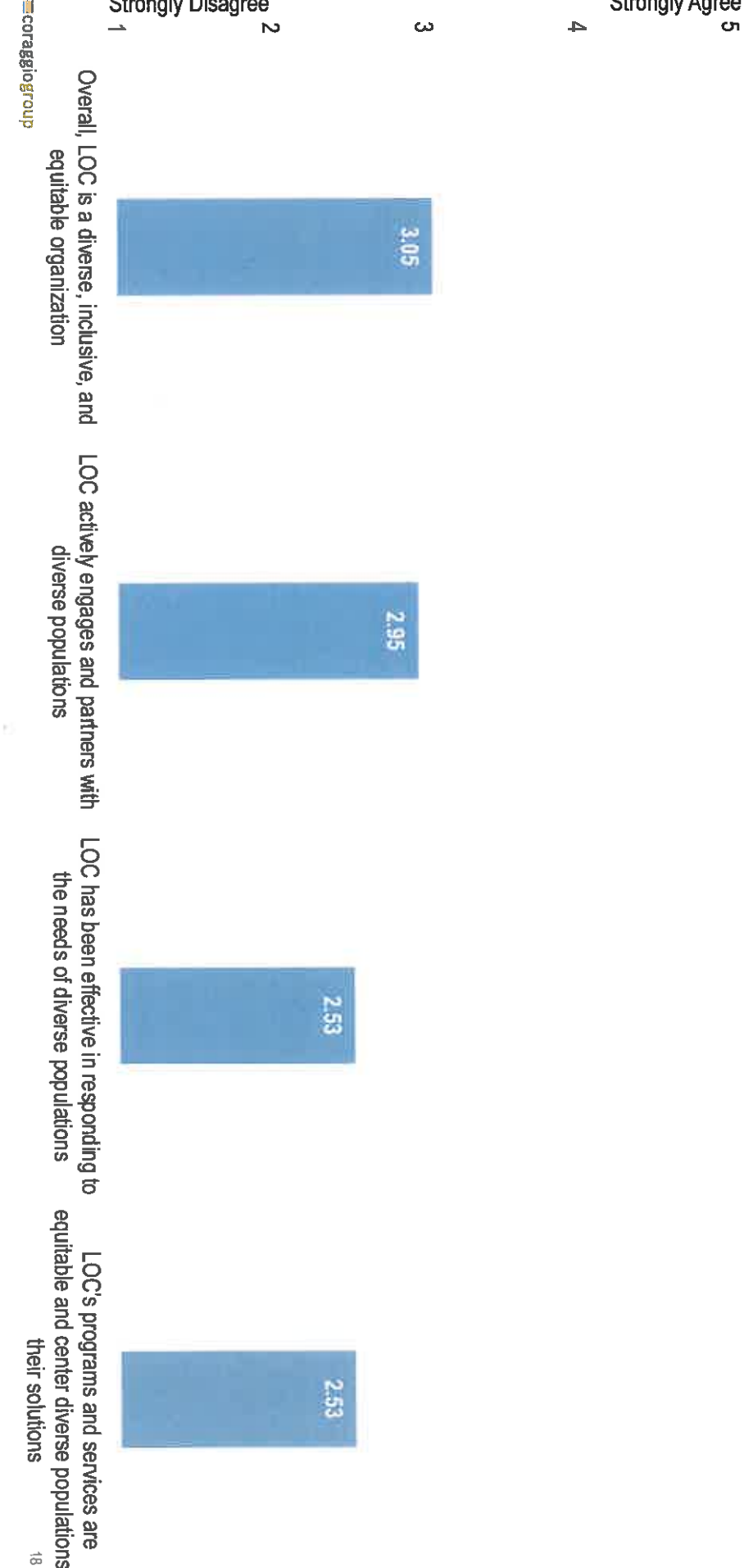
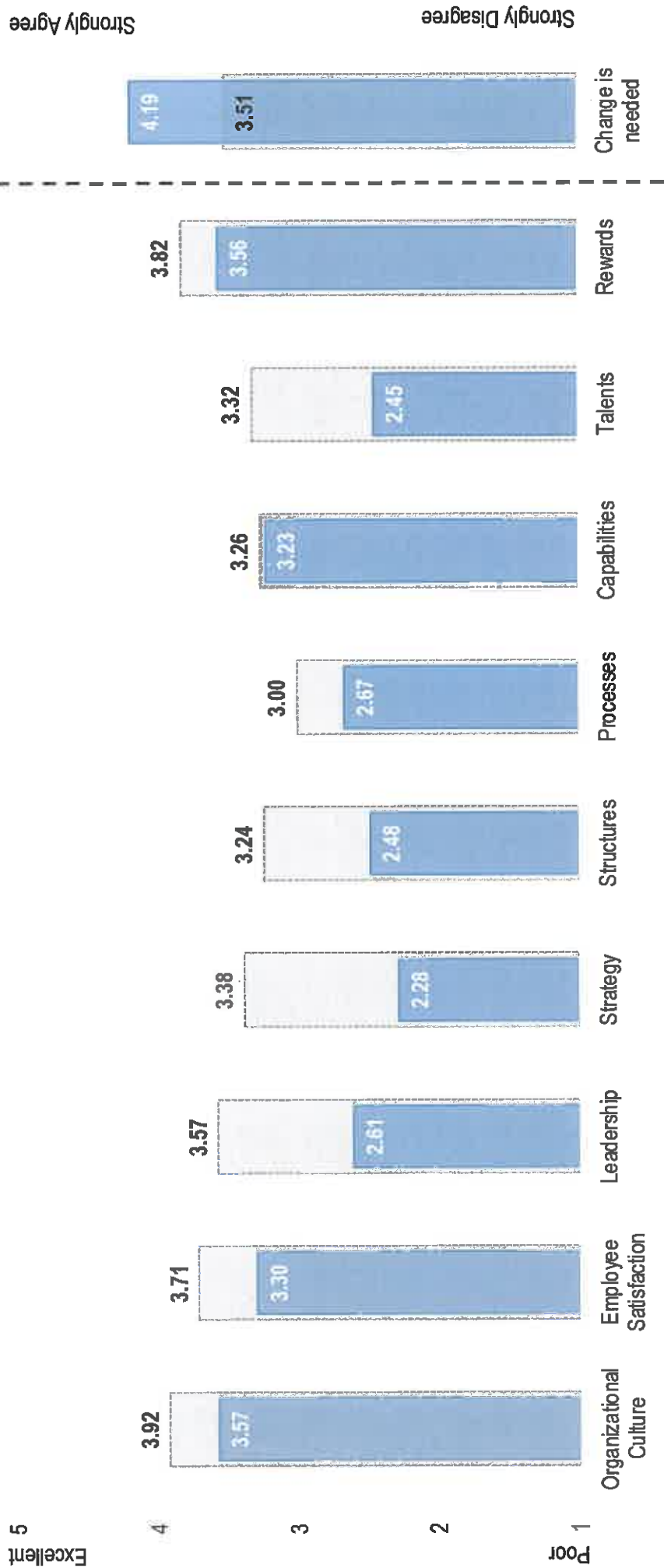


Figure 10 – Internal Whole Systems Assessment

In each of the following areas, respondents were shown 2-3 statements and rated their agreement with those statements on a scale of 1-5. These are the average scores that each group gave for each area.

N = 17

White/Caucasian AND Male, N = 7 Non-White/Caucasian OR Non-Male, N = 10



"LOC needs to figure out what its role is in the DEI space. How should it impact how we do business? There is a bit of a strained relationship with the caucuses and I'm not sure if it's due to a lack of internal readiness or something else."

"It would be good to have a deeper relationship with the caucuses and be supportive of them all."

"While we have an equity lens at LOC, there has been no training or process to hold ourselves accountable. I want to see training on how to integrate it into our work and be part of our decision-making processes."

"Diversity on LOC staff and Board is important. It has shifted over time from older, male, and white to something more diverse in terms of age, gender, race, and ethnicity."

"LOC can work to become more accessible to different members and enhance its reach to members who have been historically left out."

"I know this isn't a popular position, but I feel the focus on the caucuses and DEI is taking away from our core ability to serve everybody. But if you talk to small cities one-on-one and have trust, they will say DEI is a consideration and we do what we can with what we have, but it is a different consideration in a small city as compared to a larger city."

"I don't think we do a good job addressing diversity. I think we do things that are more for show."

"A lot of time from several employees each month went into creating and standing up the caucuses. And it shows how much our team cares to get this moving. We know this is good for our membership. We want to continue it."

"I want to develop a class designed specifically for newly elected people of color. I believe in equity and want our training to be accessible. We should have surveys in all languages. We need to know that City Hall cares about everyone and language is part of that."

4

While progress has been made to bring diverse populations into leadership, more can be done to ensure Oregon's public sector leadership is reflective of the state's increasingly diverse population.

Insights

- Interviewees—especially those that identified as non-white and non-male—highlighted both the barriers marginalized populations encounter as it relates to civic engagement and the need to level the playing field to broaden representation.
- Interviewees also highlighted different needs for leaders from diverse populations, with non-white non-male interviewees expressing more desire for training than their non-white non-male counterparts.
- Interviewees highlighted that the volunteer nature of public service is a barrier for marginalized populations to participate, as most are reliant on their jobs for income, have a family, and are unable to afford trainings and/or take time off from work.
- Interviewees and focus groups highlighted that the LOC Board has increasingly become more representative of state demographics, but felt more can be done.
- When asked about opportunities for LOC as an organization or where LOC can provide leadership, responses were different from respondents identifying as white male and those identifying as non-white non-male. (see [Figure 11](#) and [Figure 12](#)).

Implications

- Without intervention, barriers will remain to having Oregon's municipal leadership be representative of the population it serves.

Figure 11 – Opportunities for LOC as an Organization

What do you believe is the single most important strategic opportunity for LOC as an organization?

N = 126

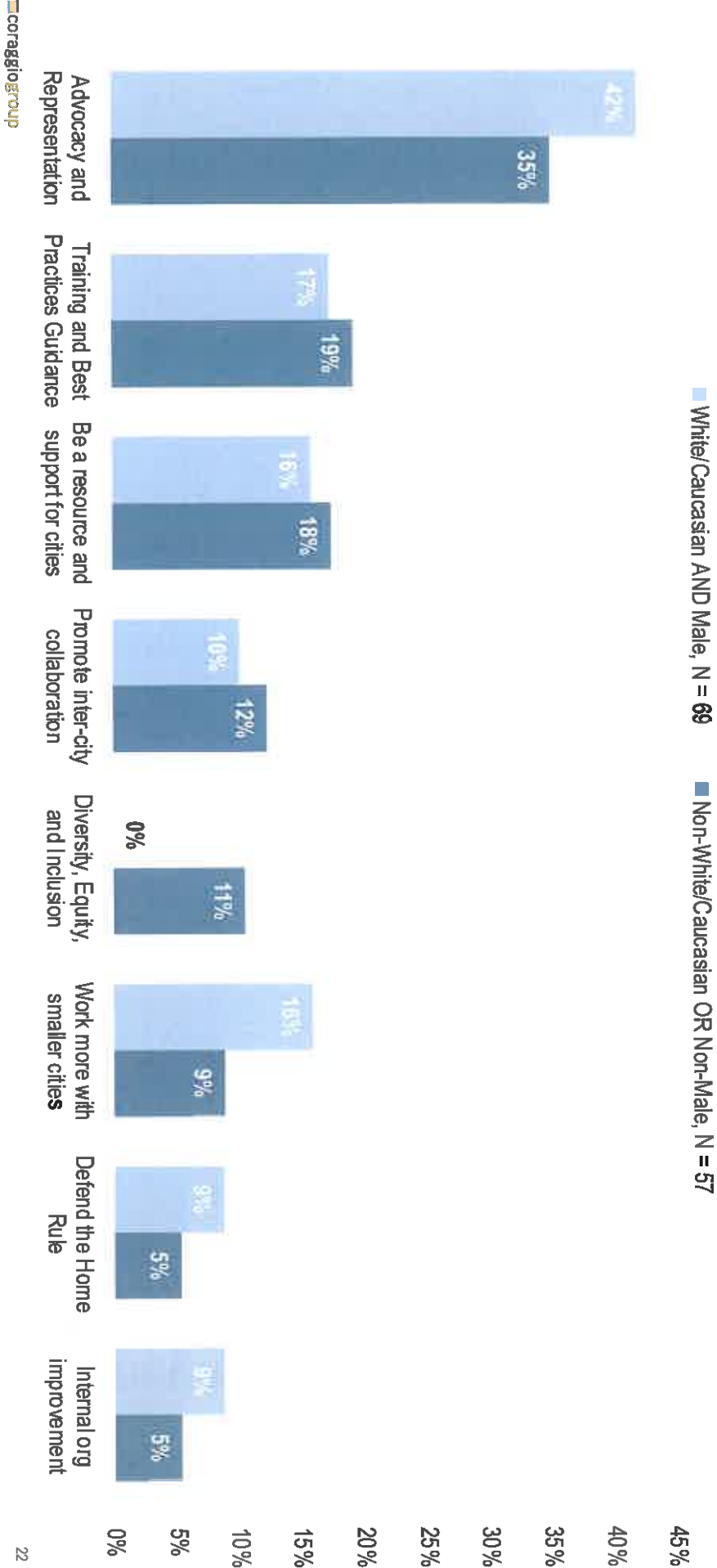
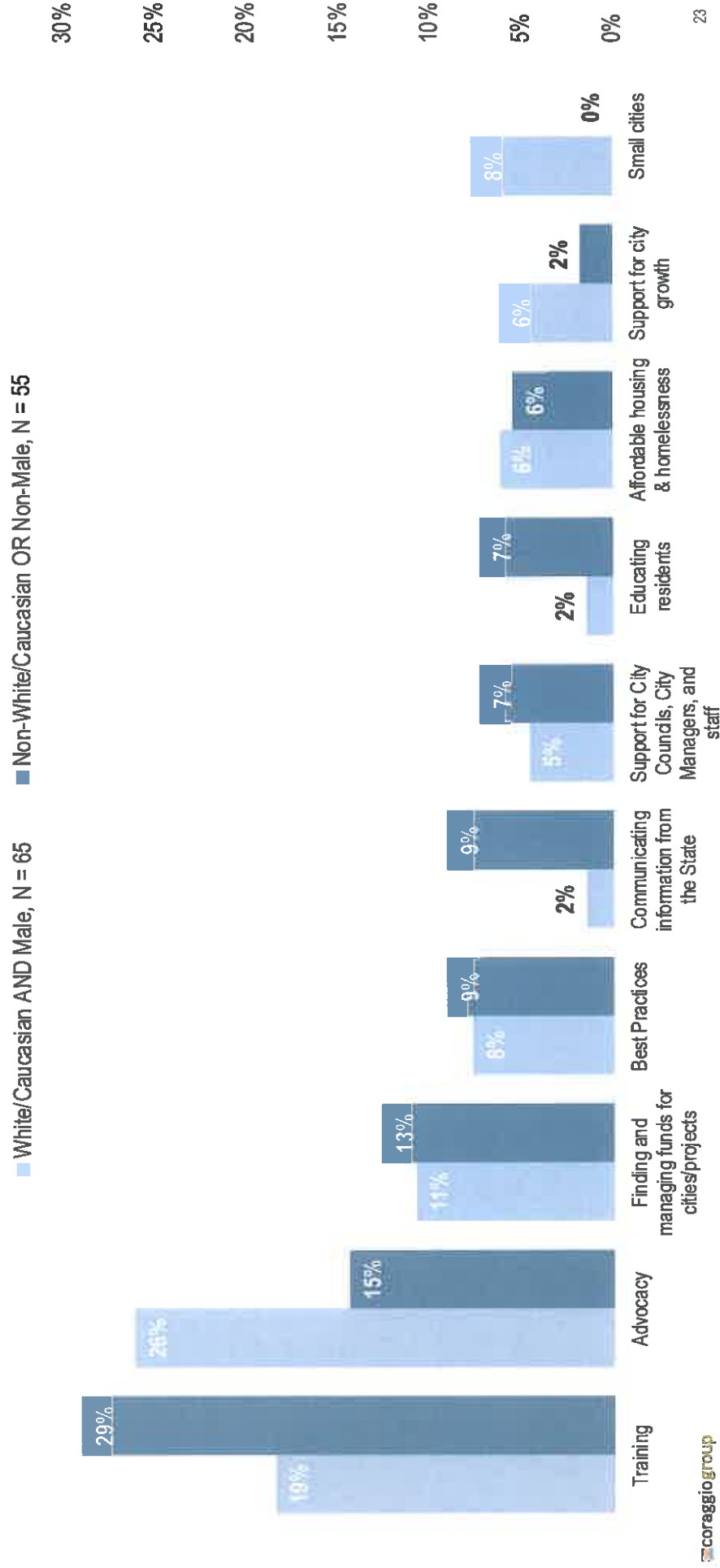


Figure 12 – Opportunities in the Community for LOC to Lead

What is the single most important strategic opportunity for your community where LOC can provide leadership?

N = 120



"There is an opportunity for LOC to advocate for and mentor the ethnic minority groups to become members of council. There are so many barriers: social-economic status, attending meetings takes away from work and home, it is voluntary and there is no compensation. I find it difficult, almost insurmountable, to advocate for my minority friends, but they do not have capacity to have a voice at the table because of these barriers."

"We need to do a better job of uplifting younger councillors. What can LOC do to help encourage the next generation?"

"Oregon is diversifying. I want to help those behind me have a smoother path. It is important to have unique voices—demonstrating political diversity, educational diversity, expertise/life experience, social experience—at the table."

"Even though there is a large presence of Tribes in Oregon, they are not represented in the League."

"Let's break down barriers for participation so those who want to participate can. We don't want to force it, but if the reasons people cannot or will not participate is because of a barrier, let's figure that out."

"There is some covert racism in how people of color in leadership are approached."

"A program of 'speed dating' for new and diverse leaders to establish mentorship opportunities would be beneficial. It would help introduce people, as well as facilitate networking and a sense of belonging."

"Public servants have long thought to have been volunteers. The last two years have shown that they are not volunteers. They are doing such a tough job. It is a different job than it was two years ago. It is more involved and with more responsibility. How can they have some kind of reward for their service?"

Theme 4: While progress has been made to bring diverse populations into leadership, more can be done to ensure Oregon's public sector leadership is reflective of the state's increasingly diverse population.

5

To continue to provide high service delivery to constituents, the League needs to focus on prioritization, talent retention, ensuring it is properly resourced, and hiring the right new Executive Director to meet the challenges of the day.

Insights

- Internal focus groups and survey responses demonstrate a high level of staff are experiencing burnout and are overburdened with 'other duties as assigned.'
- The Net Promoter Score (NPS) for the League varies by affiliation, with staff giving the organization an NPS of -35, a poor rating (see [Appendix 1.11](#)).
- Focus groups and interviewees highlighted the many staffing gaps, including the need for a permanent Executive Director and the impacts not having an ED has on the efficacy of the organization.
- Interviewees and focus group participants frequently mentioned the importance of relationships in the work of the League—both internally and externally—and how this gets compromised when staff is stretched thin.
- When examining components of a Whole Systems Assessment, staff express concern with leadership, strategy, capabilities, rewards, talent retention, organizational structure, and processes. (see [Figure 10](#)). These concerns are more pronounced for staff who identify as non-male. Further, responses to the Gallup Q12 indicate opportunities to enhance employee recognition (see [Figure 13](#)).

- Overall, the organization sees the need for change to be more successful, individually feels ready to take on change, but that they do not have a strong ability to take on new change (see [Appendix 2.8](#)).
- Staff describe their current organizational culture as mixed, with key top descriptors being collaborative, chaotic, siloed, and committed (see [Appendix 2.1](#)).
- Survey respondents see staffing challenges and lack of resources as a significant challenge for LOC (see [Figure 14](#)).

Implications

- Staff burnout is a real and looming threat to the organization; without addressing the causes of it, the League risks losing dedicated staff and the relationships that depend on them.
- Further, without addressing burnout, the League will be hamstrung in effectively implementing the change that may emerge from the Strategic Planning work.

Figure 13 – Gallup Q12: Employee Engagement

Please select your level of agreement with the following statements:

N = 17

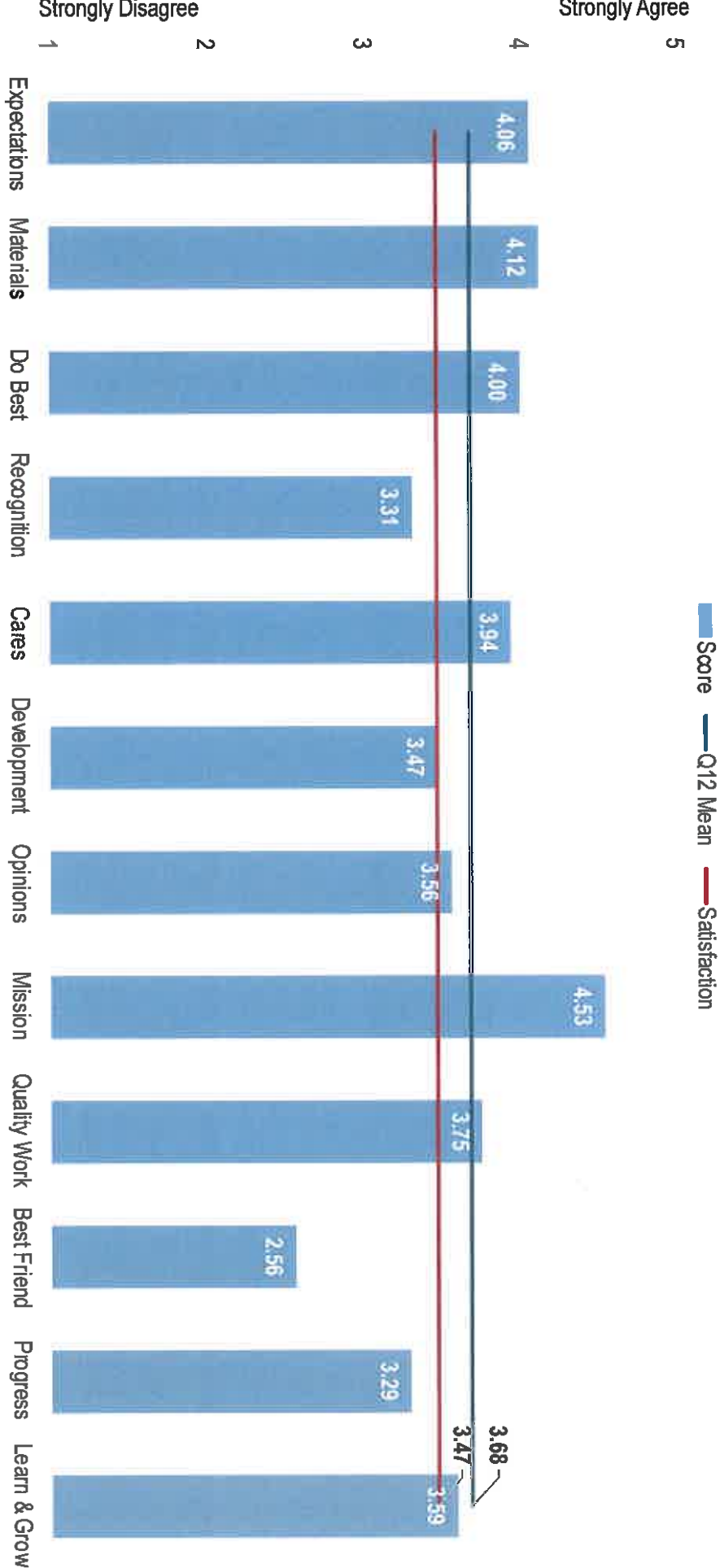
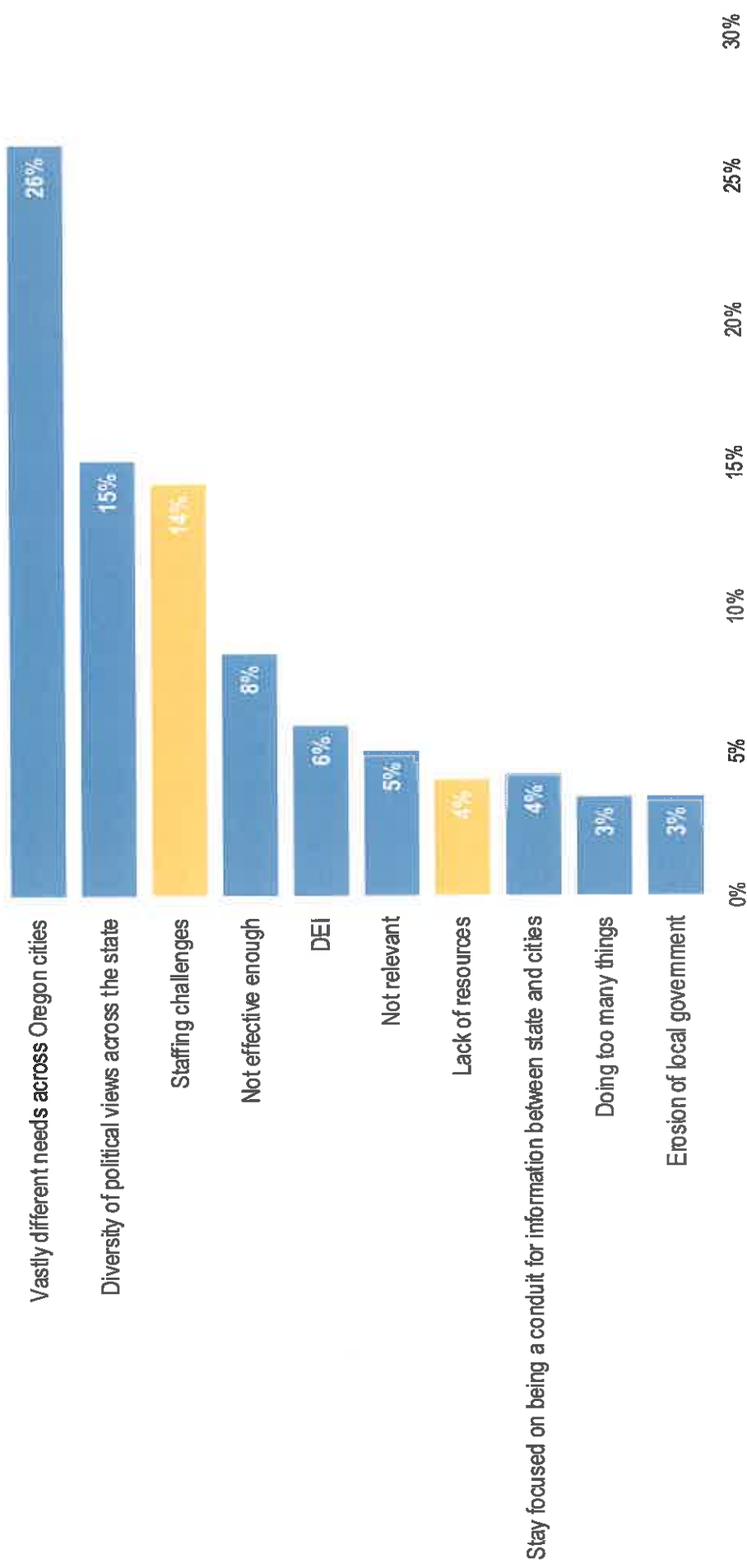


Figure 14 – Challenges to LOC as an Organization

What do you believe is the most significant strategic challenge impacting LOC as an organization?

N = 119



"I look forward to an Executive Director that has high ethical values as well as a vision of offering the best for Oregon. It needs to be a person who can restore and boost morale among staff, inspire their performance by showing them how much they are valued, slow attrition and overload, and galvanize the membership."

"We need an Executive Director who can encompass who we are and where we want to go... but we also need to know the latter to identify the right person."

"The organization is short staffed. None of us have had a chance to catch our breath and 'other duties as assigned' take over. When [staff] leave, their work gets divvied up until a new person is onboard. Until we are fully staffed, managing change will be more difficult."

"I think we are having change fatigue, but we are ready for the change required to have stability moving forward."

"We need more staff to stay longer. Relationships matter. We need people to stay. We need trust. All the big things in life are done by relationships."

"There is too much work and not enough direction for the culture to allow for any solid and consistent work to be provided."

"There are so many urgent issues we are facing: we need access to information, advocacy, education in a fast and nimble way. We need to be able to successfully pivot. But with staffing deficits, how ready and nimble can we actually be? We can't just add workload. Capacity puts a limit on what we can do."

"Recent changes have me hopeful that there will be stronger leadership and cohesion in the organization, but there has not been enough to assess that."

6

Communication and clarification of roles, responsibilities, and decision-making frameworks within the organization are needed to enhance the League's service delivery.

Insights

- Survey responses regarding organizational structure and processes demonstrate current dissatisfactions and opportunity areas. These scores are lower for people who identify as non-male / non-white (see [Figure 15](#)).
- Interviewees and focus group participants highlighted murkiness in roles and responsibilities throughout the organization and Board.
- Interviewees and focus group participants discussed the siloed nature of the League's work, unclear decision-making approaches, and shortcomings in communications.
- While staff identify the organizational culture as collaborative, they also consider it chaotic and siloed (see [Appendix 2.1](#)). Further, while the overall scores on Internal Organizational Culture appear to be healthy, scores are lower for individuals who are part of a marginalized population.
- Staff see internal organizational improvement as a strategic opportunity (see [Figure 16](#)).

Implications

- There is a significant opportunity for LOC to bring greater clarity to its systems, processes, roles & responsibilities, and decision-making methods, with greater clarity helping to address some of the looming staff burnout highlighted elsewhere in this Insight Report.

Figure 15 – Organizational Structure and Processes

Please select your level of agreement with the following statements regarding organizational structure and processes: N = 16

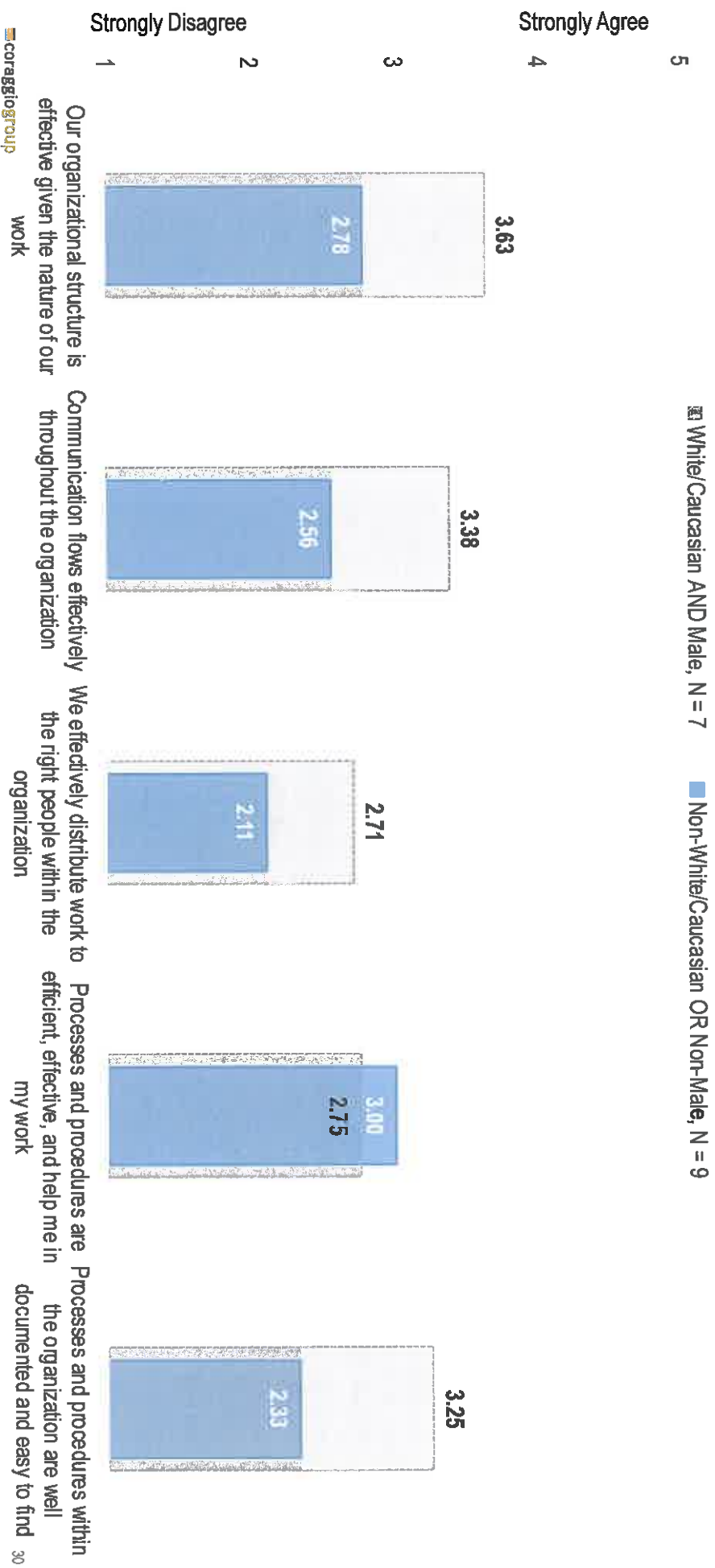
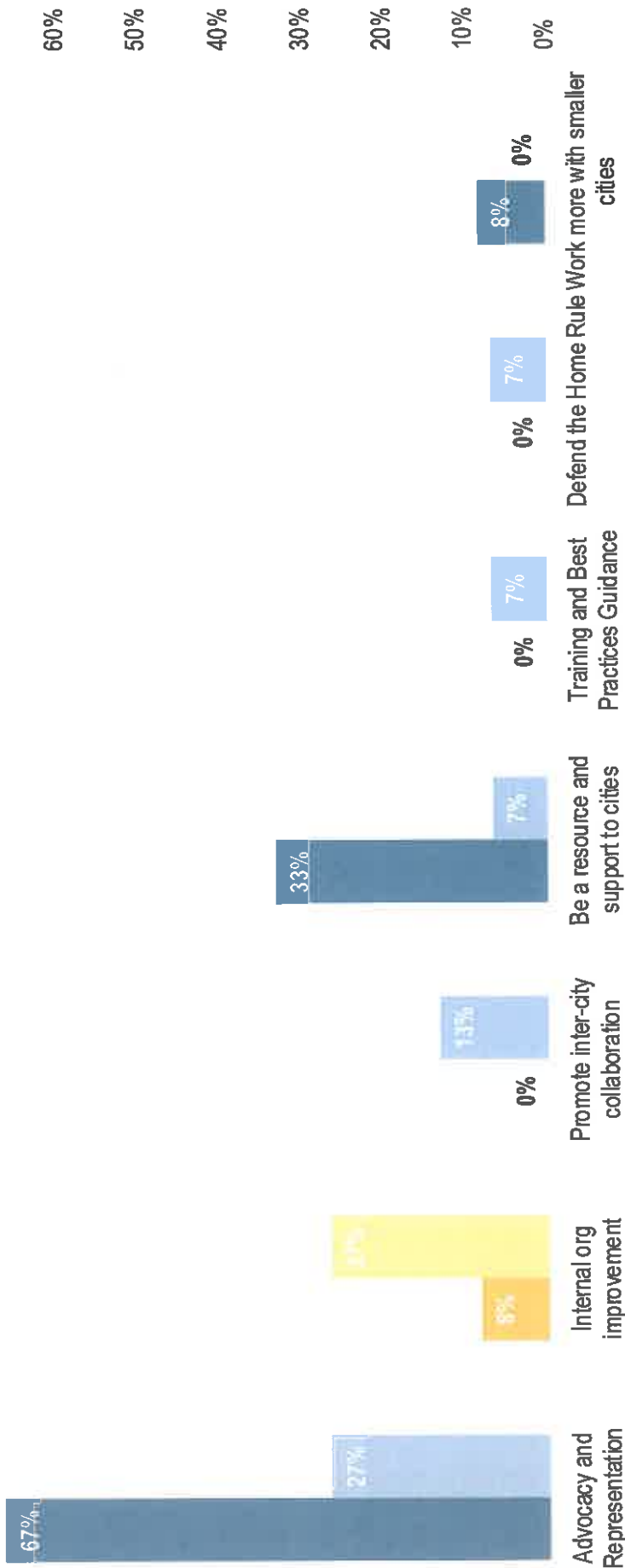


Figure 16 – Opportunities for LOC as an Organization

What do you believe is the single most important strategic opportunity for LOC as an organization?

N = 27

■ Board, N = 12 ■ Staff, N = 15



"While we still struggle with transparency and information flow, the commitment to transparency has been helpful and positive. We need to enforce the expectation that information needs to be shared by managers."

"We don't always think through how something affects all aspects of the organization. There are people who are not properly looped in. There needs to be more clarity and understanding of impacts of an action on all staff."

"We distribute the workload to who is left standing... We need to improve documenting processes and procedures and update them as we improve them."

"Departments are not intentionally siloing. Part is due to our virtual working. We all have our own tasks to do. But we do need to look to places to collaborate and how to matrix our work. It would improve our communication and productivity."

"I see inefficiencies and people scrambling at the moment, but also have seen a lot of compassion and reassurance from management. I think the organization has a great chance to rise from the dumps of a few months ago and rebuild not only a 30,000 ft vision, but more day-to-day efficiencies."

"The weekly updates from Patty have been helpful to know what is going on across the organization. Similar all staff check-ins and get togethers are good ideas."

"There is a lack of communication and a lack of recognition. There is little effort given to employee engagement or collaboration."

"Not every decision has to be made by every member of the staff – it can clog up our work. But we should make sure people feel valued and also know what is going on."

7

Focus and prioritization – in light of funding and staffing constraints – are needed to ensure high bar service delivery and role clarity for staff, and to guard against burnout.

Insights

- Interviewees and focus group participants highlighted the many competing priorities for the League and the need to prioritize them. There is not consensus among interviewees on what issues the League should focus on: some expressed interest in issues such as climate change, gun rights, and women's rights, while others did not.
- Interviewees and focus group participants also discussed funding limitations as a critical parameter in prioritization.
- Some interviewees and focus groups participants identified a fee-for-service model as a way to meet growing constituent needs.
- Some survey respondents do not see the need for the League to expand their service delivery to cities (see [Figure 17](#)).

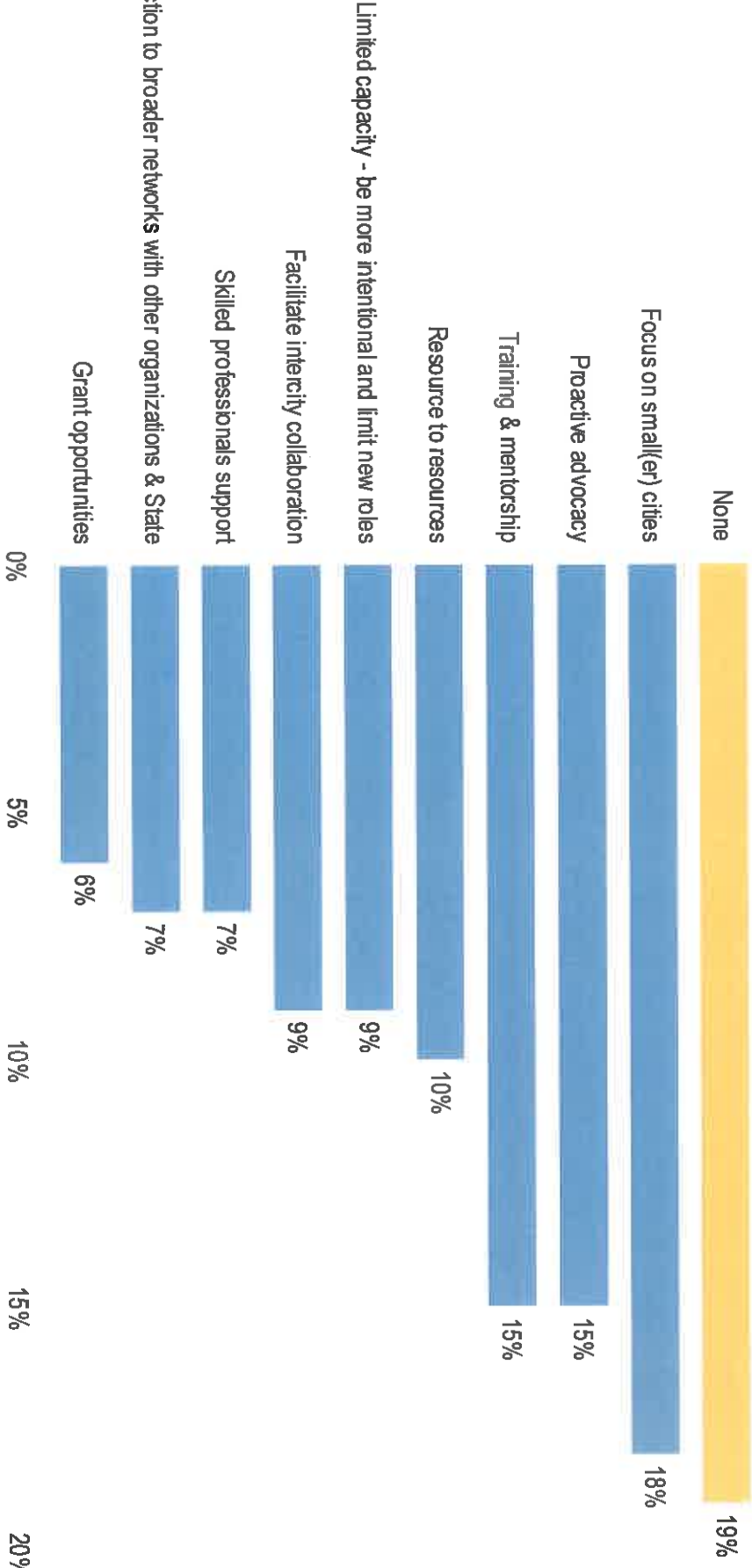
Implications

- The League is not in a position where it can be everything to every city. It will need to look at its service offerings and its funding, and commit to making tradeoff decisions.
- For those services that the League may determine are no longer essential, it will want to help align cities with other places in which to obtain those services.

Figure 17 – Other Roles and Services

Are there other roles you would like to see LOC take on in service to local governments?

N = 67



"Do a few things well, or do lots of things poorly."

"It sounds like there are some real fiscal considerations that will need to be taken into account with the LOC."

"We're in a spot to refocus and recalibrate some things. Budget-wise, we need to consider how to balance the immediate services with what they cost and the value they provide."

"Management wants to be able to take a breath – people are tired of doing so much."

"We can't be everything to everyone. We need focus. At some point, the work is too much and unreasonable and will result in people leaving."

"We need help to prioritize the items within the priorities."

"The Strategic Plan should also say or consider what we no longer do. We need to create systems with sideboards, but within the sideboards, the ability to be creative or flexible. Focus on where we can maximize our effectiveness."

"Now that I am in the LOC, I see struggles akin to other organizations in terms of distribution of work and recovering from staff turnover and loss. I am hopeful that the organization can regroup and refocus; I think we are just in a particularly chaotic time."

8

Innovative service delivery will be needed to ensure the League remains relevant to its constituents.

Insights

- The needs of Oregon's cities vary, most often based on the size of city. Larger cities do not rely on LOC as much as smaller ones do. For example, most large cities have robust in-house government affairs staff, whereas smaller cities rely on LOC to provide lobbying services.
- Similarly, the issues that are front-of-mind differ between cities, with larger cities more concerned about homelessness, climate change, and diversity. Larger cities are also more interested in supports for intercity collaboration (see [Figure 18](#)).
- Focus groups expressed support for innovative service delivery, such as the Range Riders program and the legal program being implemented in Eastern Oregon.
- Interviewees and focus group participants expressed concern on how the League will increase dues in the future: how it is calculated, how it is communicated, and if a fee adjustment would occur incrementally or all at once.
- In interviews and focus groups, many representatives of smaller cities expressed interest in having other city services—software leases, HR, legal support—be made available similar to how insurance is provided via CIS.

- One of the many roles and **services** survey respondents would like to see the League provide is skilled professionals support (see [Figure 19](#)).
- Interviewees expressed interest in new services and delivery models, such as grant writing support, guidance on how to maximize federal resources, ongoing training for newly elected officials, and a mentorship program.

Implications

- There is an opportunity for LOC to rethink the services it offers and to tailor them to cities' needs.
- The League can consider how it delivers services, with new models such as having basic services at a set fee and additional services at additional cost as an option.

Figure 18 – Opportunities for LOC as an Organization by City Size

What do you believe is the single most important strategic opportunity for LOC as an organization?

N = 126

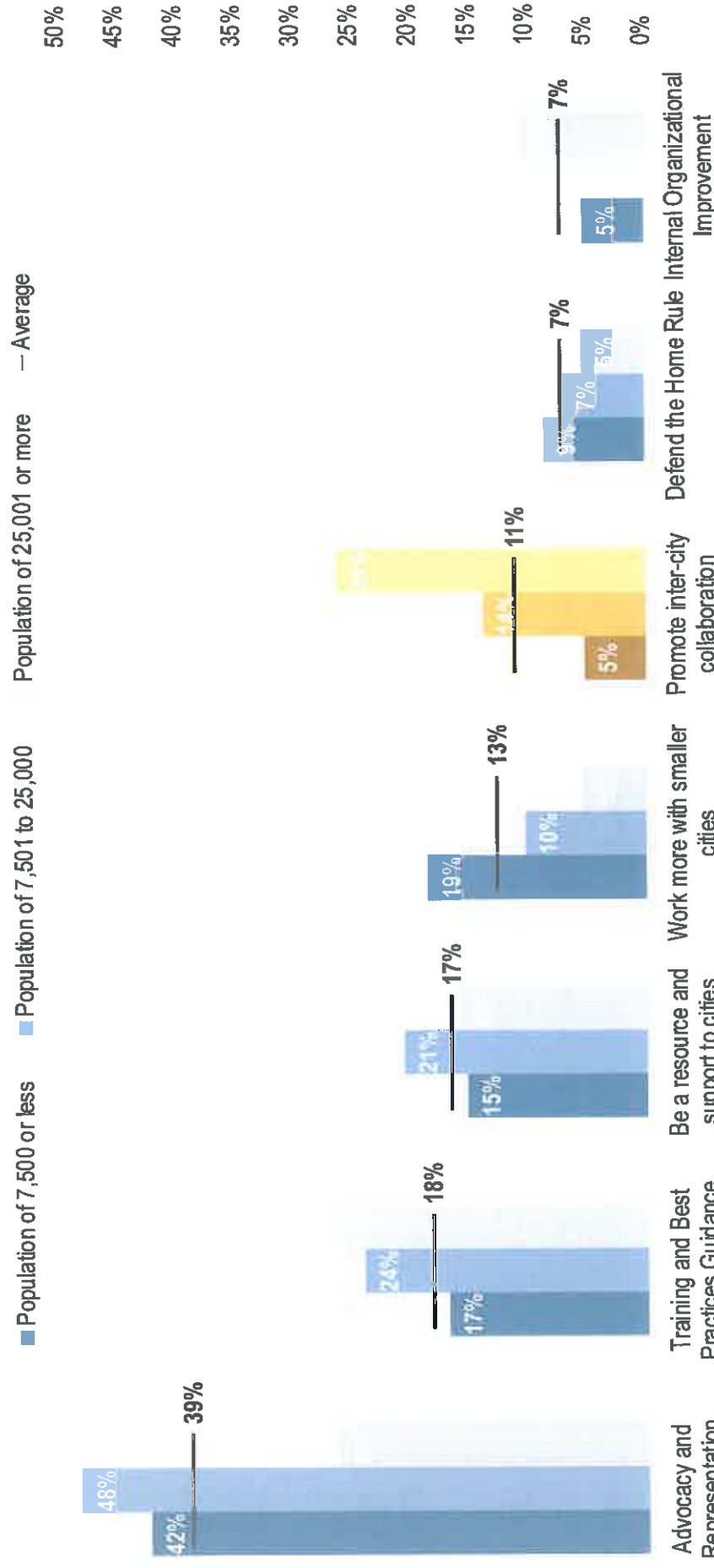
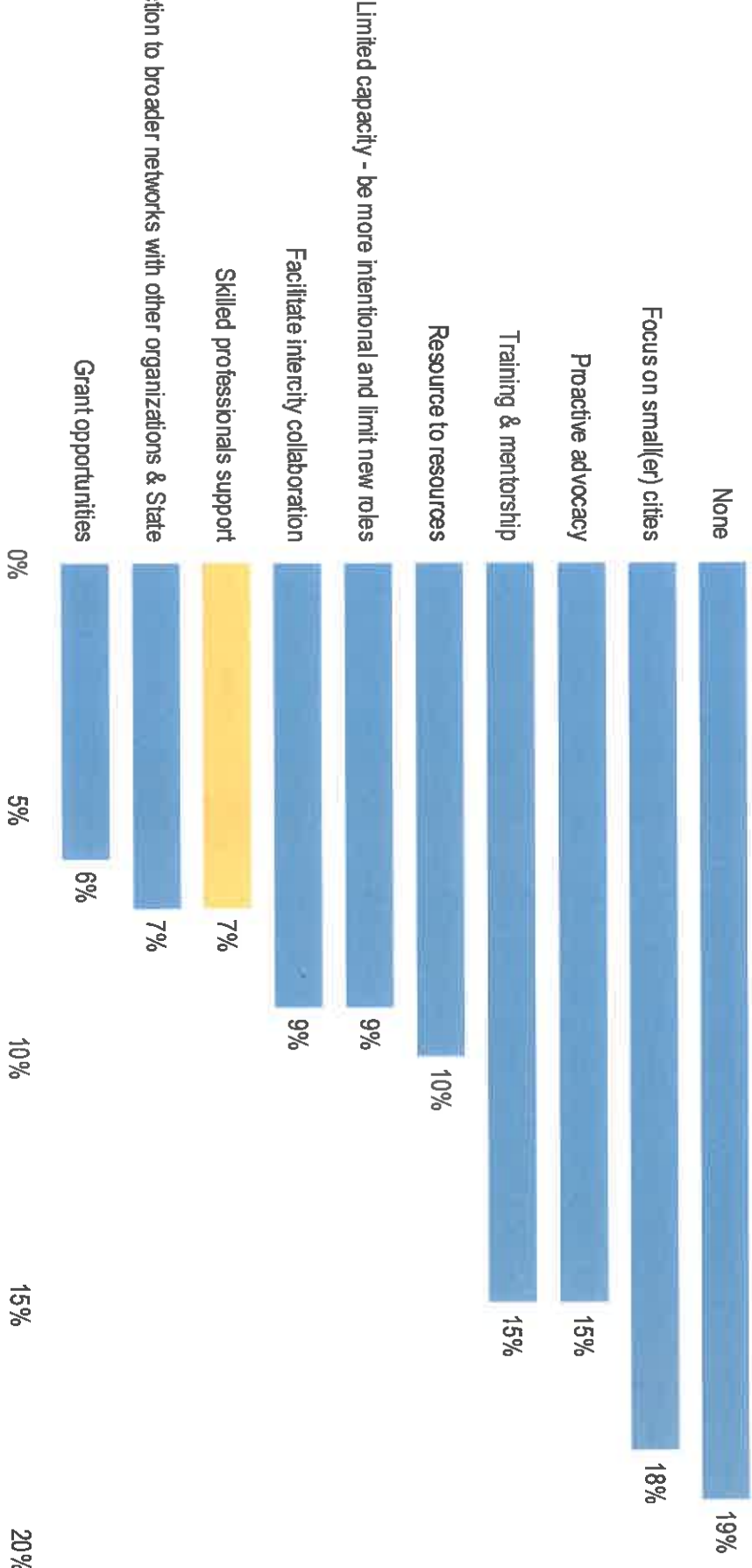


Figure 19 – Other Roles and Services

Are there other roles you would like to see LOC take on in service to local governments? N = 67



"One way small cities can be better served by LOC is by buying services from LOC on a sliding scale as it relates to lobbying and research."

"It would be helpful for LOC to have a team or person—an expert—who can travel to a city or group of cities that are dealing with a particular situation."

"Consider a fee-for-service approach for things like lobbying, research, and staffing. There is a big need for smaller cities."

"When adjusting membership dues, will the LOC look for a one-time adjustment or a longer-term adjustment approach? This will determine how we do our work."

"Our pilot legal program in eastern Oregon has been so helpful. We provide legal advice to smaller eastern Oregon communities. But we don't know how to bill for services."

"I would like to see the League provide smaller cities with software templates and licenses in an approach similar to CIS insurance."

"It would be good to provide smaller cities the opportunity to pay a little more to have a tool that then enables the city to operate at a higher level."

"Can LOC develop regional plans for the 12 regions to cultivate more discussion?"

"I would like to see LOC help the state and cities figure out how to use the funds coming in from ARPA and Measure 110."

9

An opportunity exists to better align Board and Staff as it relates to priorities and the direction of LOC.

Insights

- Board members are much more optimistic about LOC's clarity of mission and relevance than staff (see [Figure 20](#)).
- The NPS for the League is a -35 for staff and a 31 for the Board (see [Figure 21](#)).
- Perceptions of how LOC is doing regarding diversity, equity, and inclusion vary significantly between Board and staff (see [Figure 20](#)).
- With regards to strategic opportunities, the Board prioritizes external services such as advocacy and legislative leadership, whereas staff see internal organizational improvement as the most important opportunity (see [Figure 22](#)).
- Focus group feedback indicated that the Board sometimes provides guidance where it is not appropriate.

Implications

- Until the Board and staff are better synched, the League will suffer mis-starts and a mismatch of expectations that will hamstring its efficacy.

Figure 20 – Aligning Board and Staff

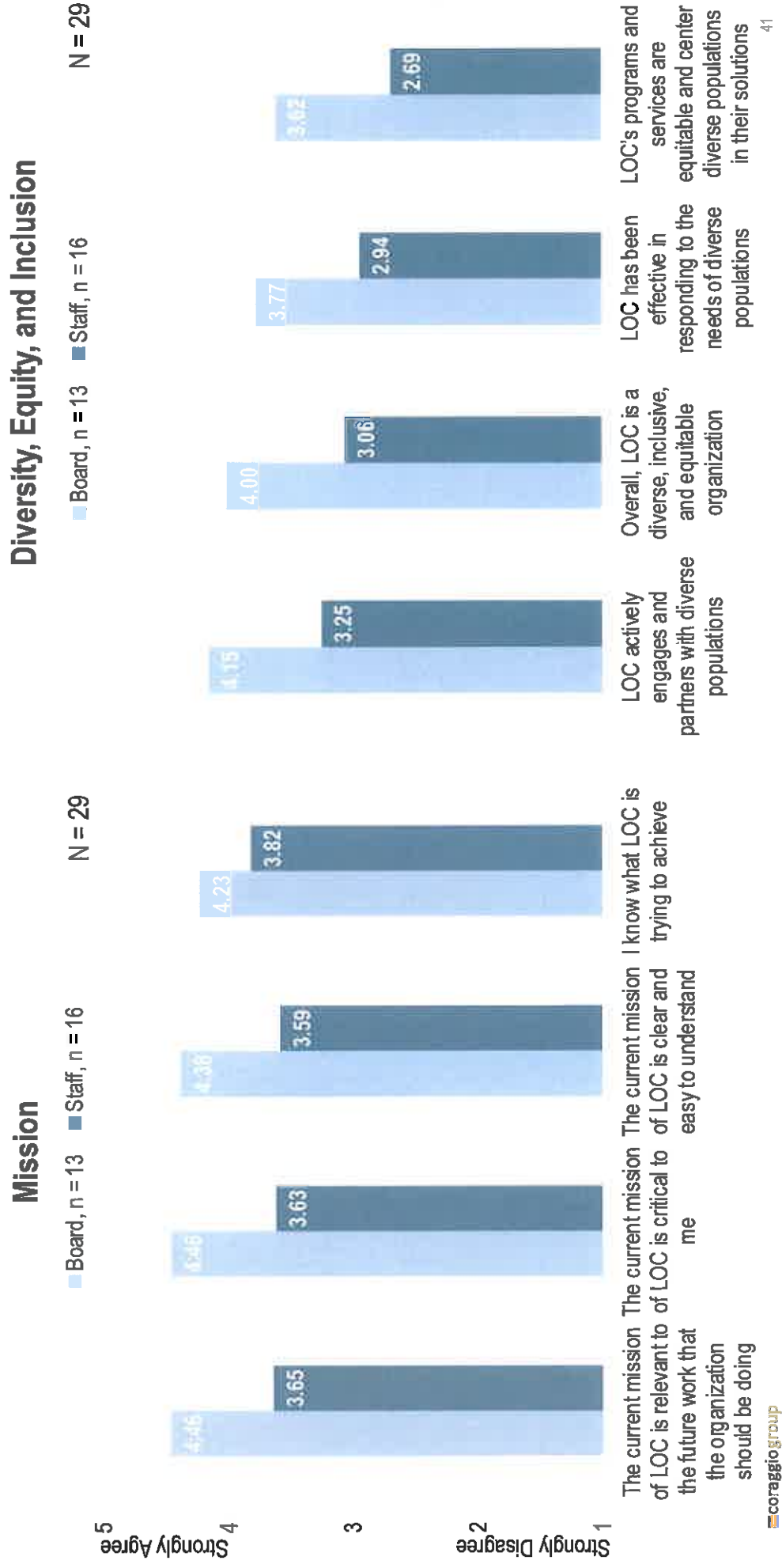


Figure 21 – NPS by Affiliation

N = 160

How likely is it that you would recommend working with or for LOC to a friend or colleague?
Score ranges from -100 to 100 with a score of 0 to 10 considered fair, 10 to 30 good, 30 to 50 excellent and 50+ world class.

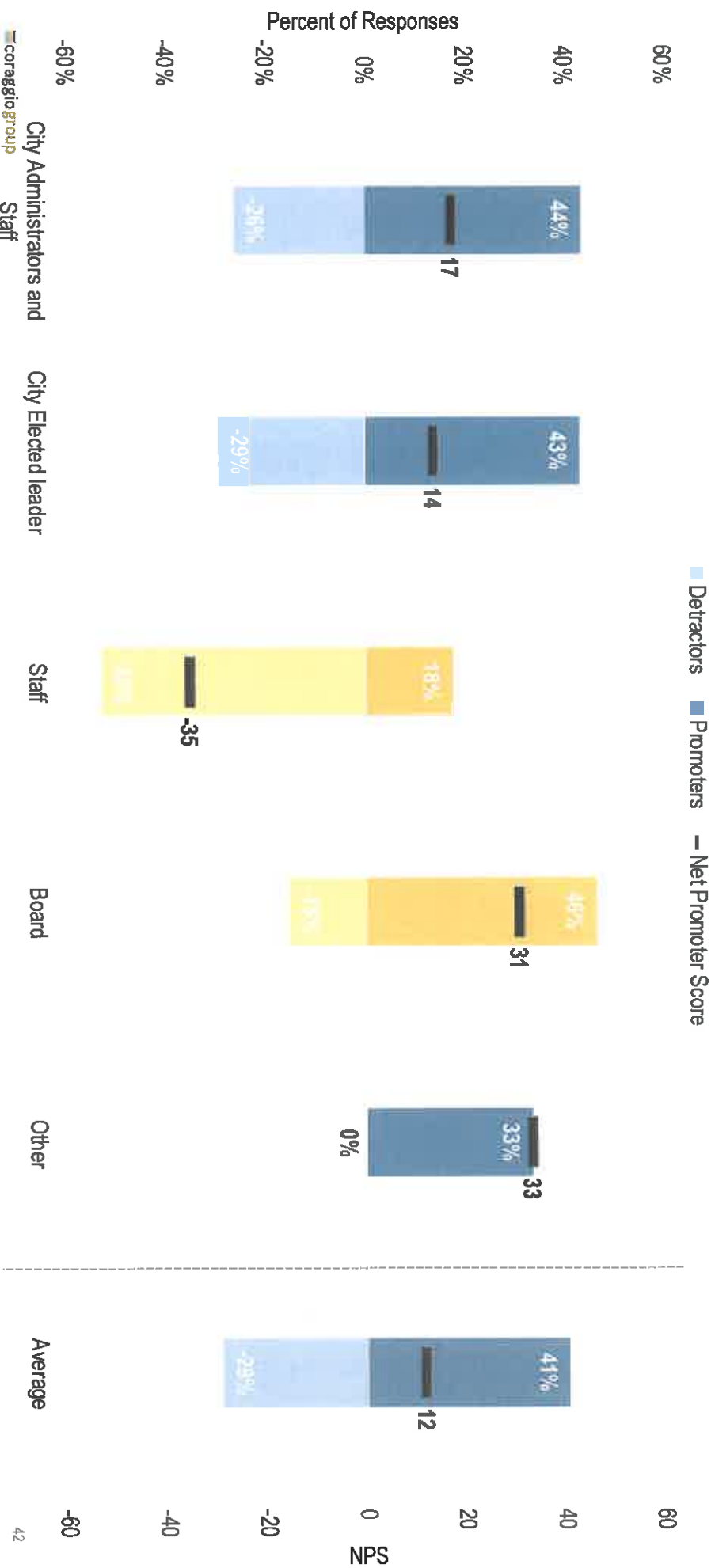
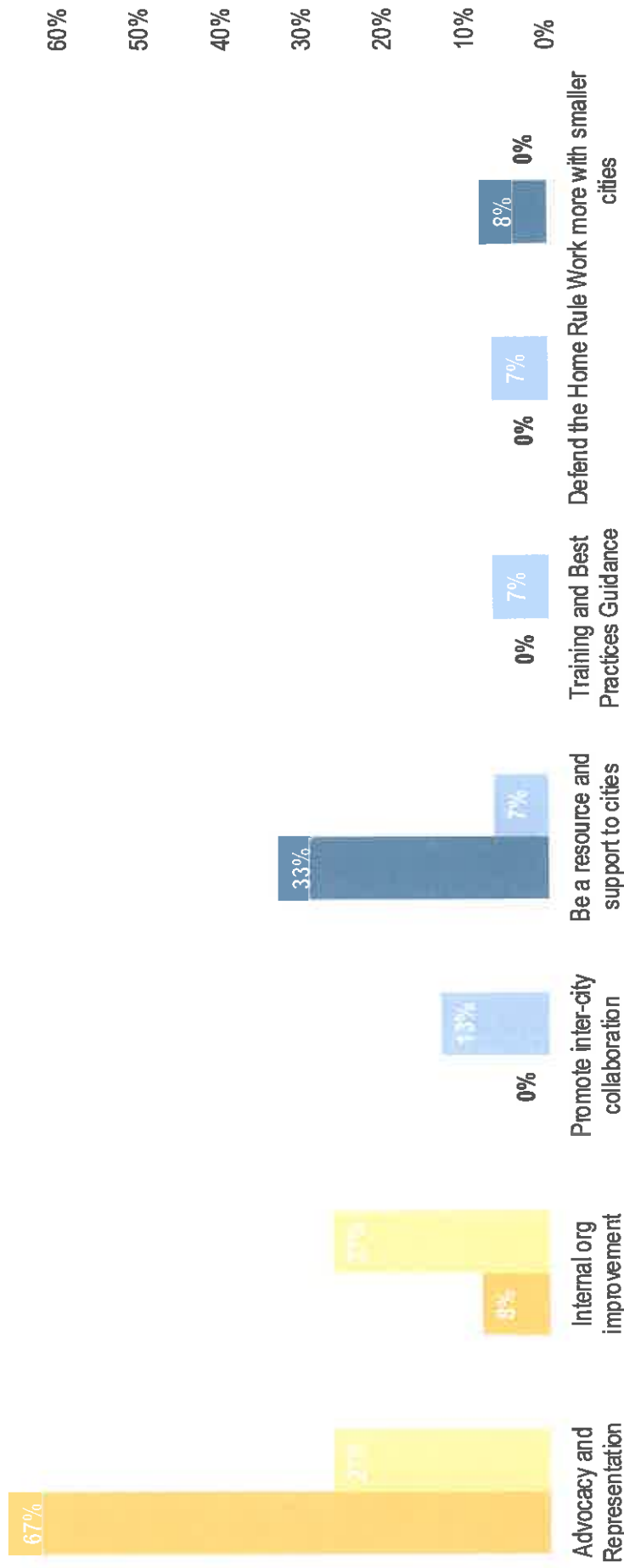


Figure 22 – Opportunities for LOC as an Organization

What do you believe is the single most important strategic opportunity for LOC as an organization?

N = 27

■ Board, N = 12 ■ Staff, N = 15



"The League's ability to manage change falls to its Board as well. I'm not sure the Board will be as accepting of change as staff."

"For [internal operations processes], we should be driven by [operational] standards, not Board standards."

"The Board is too fixated on finding an interim Executive Director and not on the rest of staff."

"I hope the Board looks at the Strategic Plan as an opportunity to showcase the League as a place of neutrality: as a resource, not an agenda."

"I've seen a shift in my time on the Board. It used to be older and whiter. It is now more diverse—more women, more Latino. I like that it has diversified."

"We have yet to make some hard decisions related to our service delivery. This is driven by the communication with the Board and some past inability to say no to some things where we should be saying no."

Appendix

| | |
|---|----|
| Appendix 1 (all survey respondents) | 46 |
| Appendix 2 (internal organizational survey) | 65 |

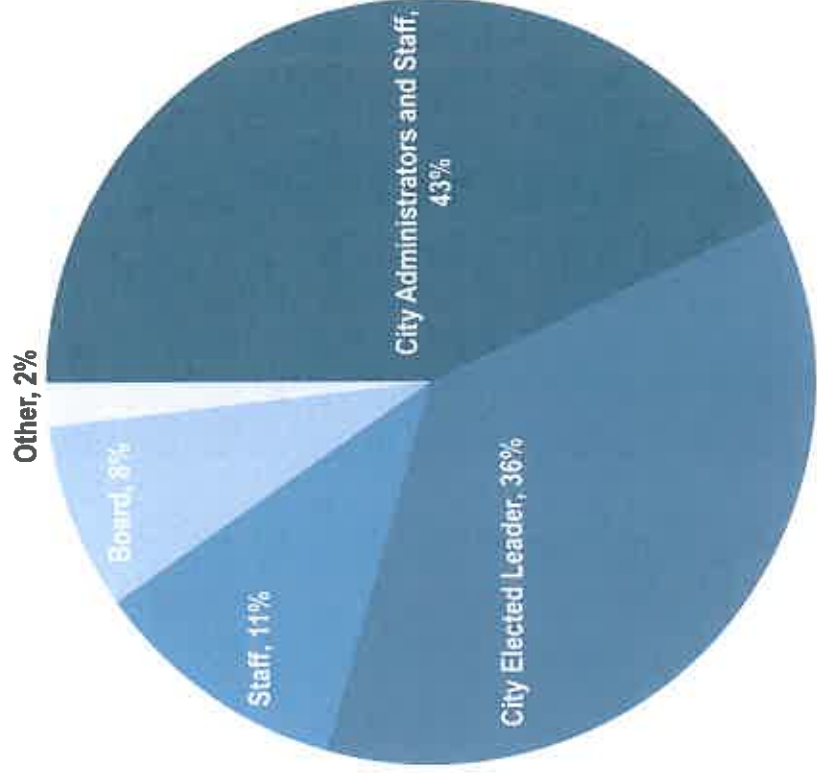
Appendix 1

All survey respondents

Appendix 1.1 – Survey Respondents’ Affiliation to LOC

What is your primary relationship to the League of Oregon Cities (LOC)?

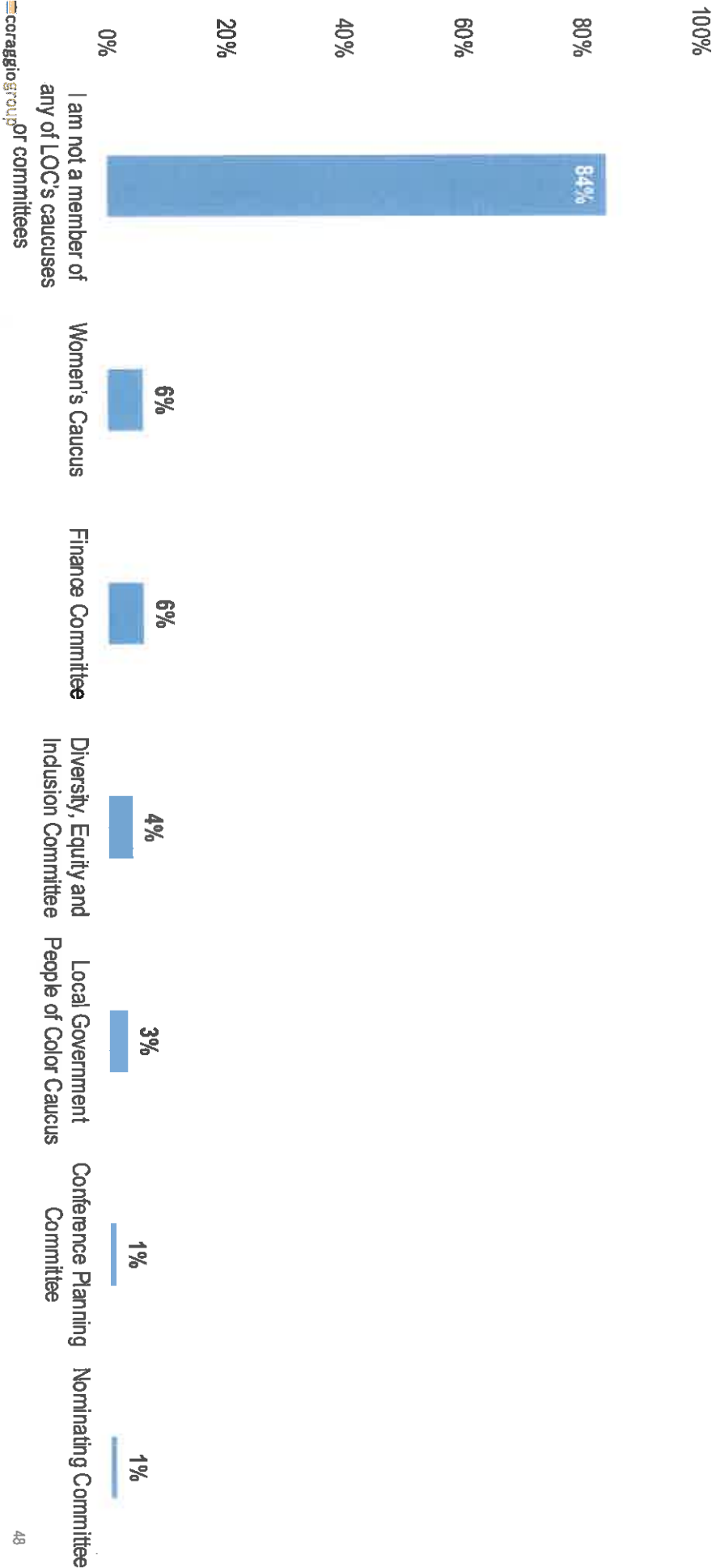
N = 165



Appendix 1.2 – Survey Respondents' Caucus/Committee Membership

Which of the following LOC caucuses or committees are you involved in?

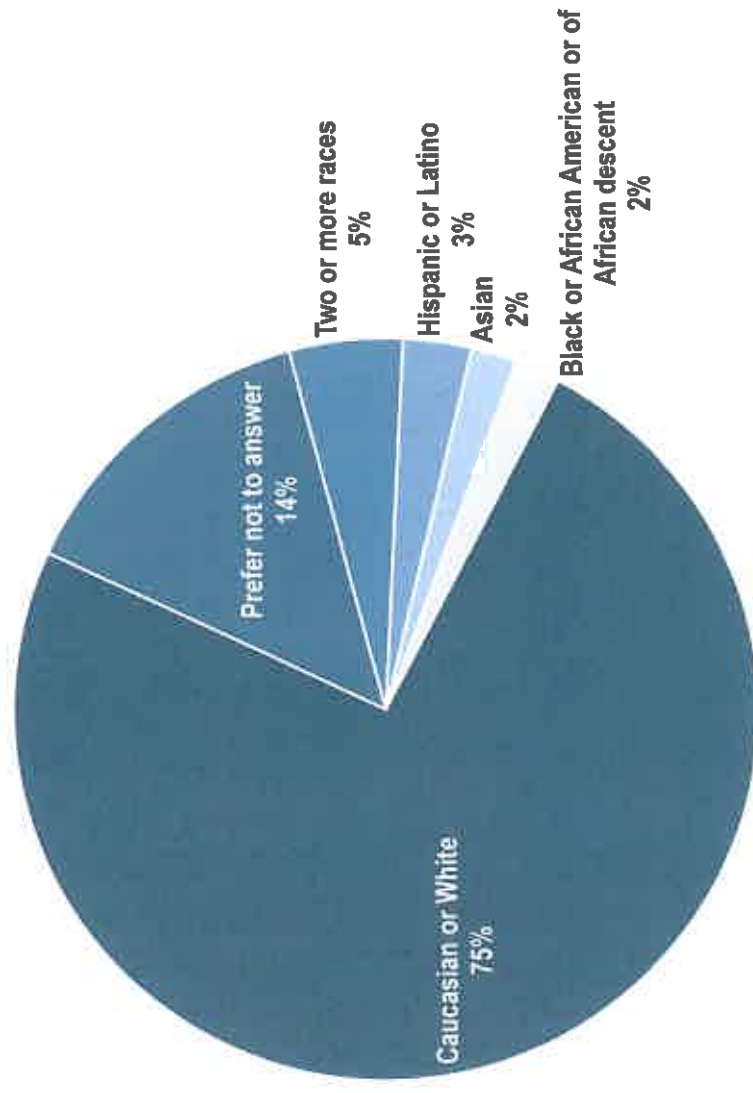
N = 158



Appendix 1.3 – Survey Respondents' Race and Ethnicity

What is your race/ethnicity?

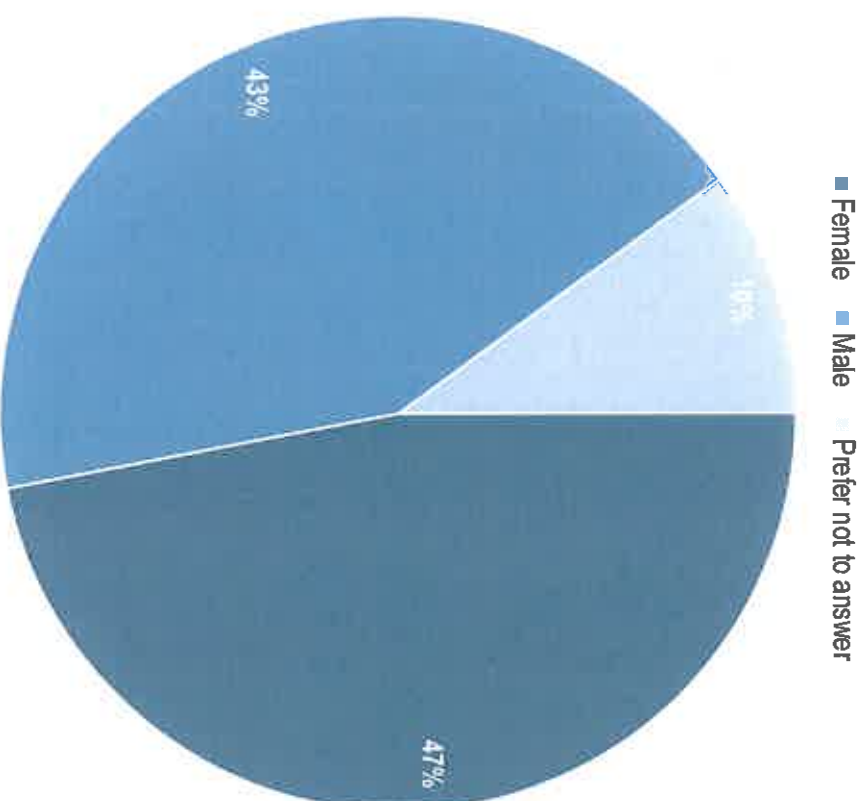
N = 165



Appendix 1.4 – Survey Respondents' Gender

What is your gender?

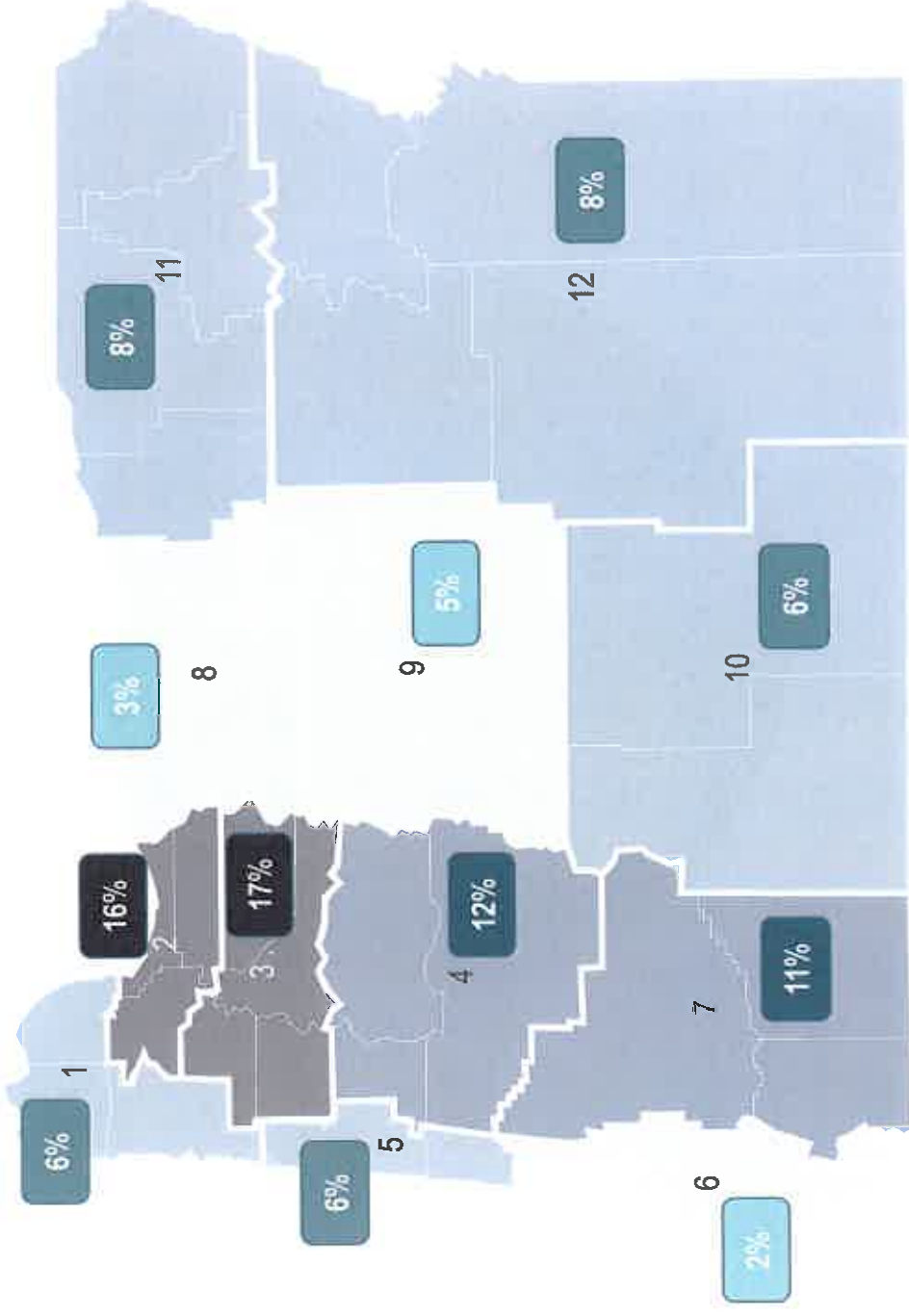
N = 164



Appendix 1.5 – Survey Respondents' Region

Please select the region of the state in which you work:

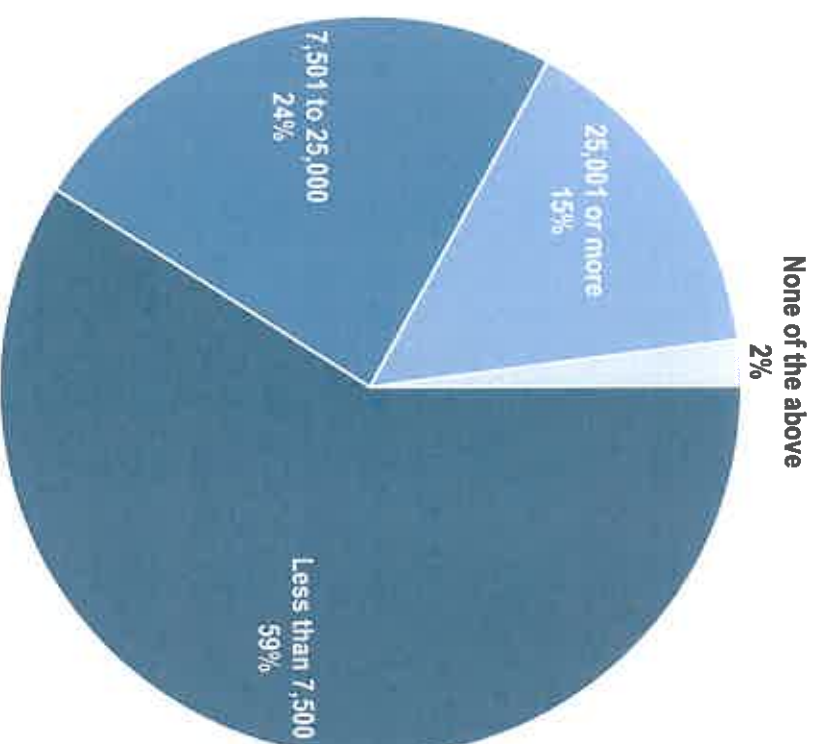
N = 164



Appendix 1.6 – Survey Respondents' City Size

What is the population size of the City that you represent?

N = 146



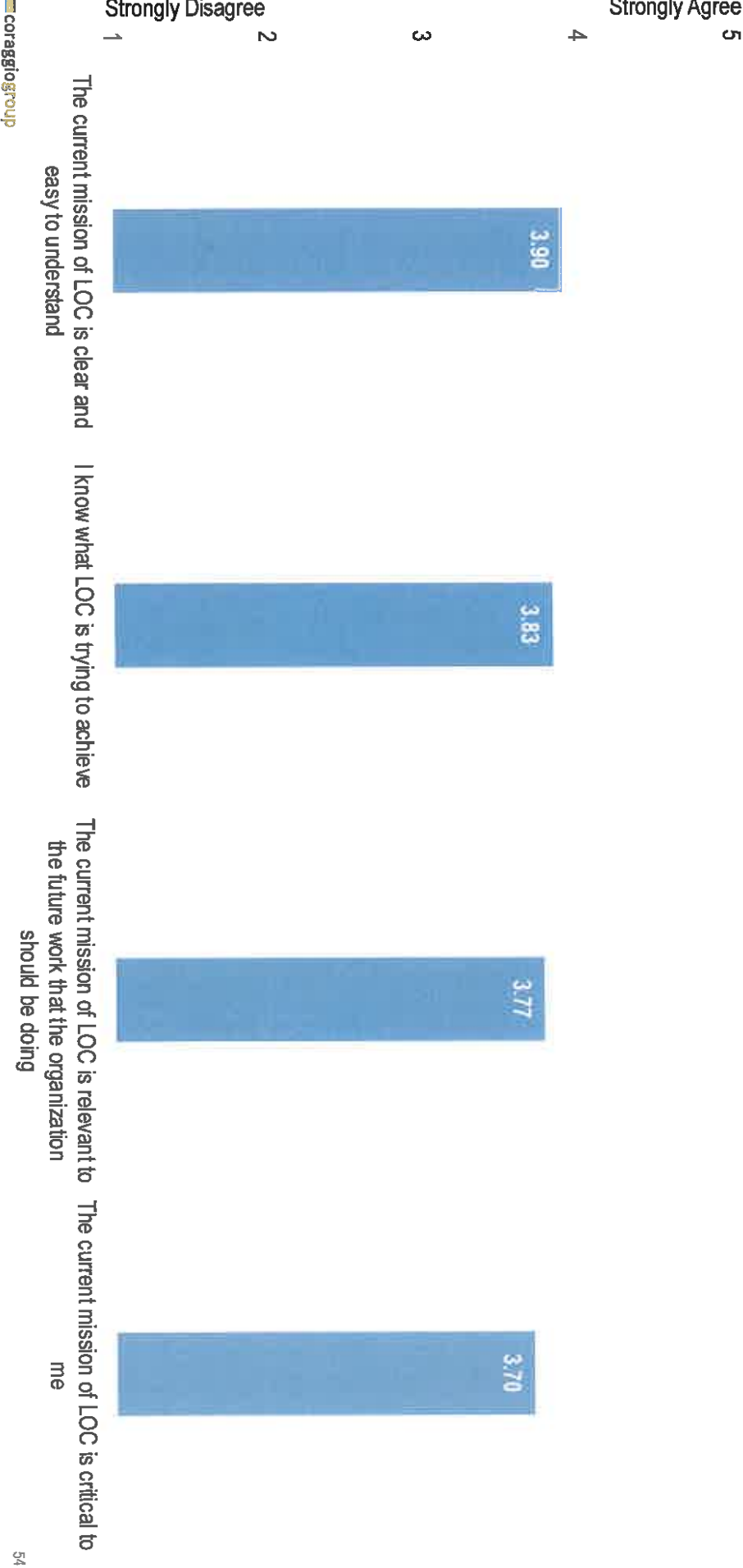
What three words come to mind when you envision the ideal future state you would want LOC to help create in Oregon:



Appendix 1.8 – Mission

Please select your level of agreement with each statement:

N = 164



Appendix 1.9 – Additional Words to Include in the Mission

Are there any other words you would like to suggest including in the future mission of LOC?

84
11
N

Appendix 1.10 – Net Promoter Score (NPS)

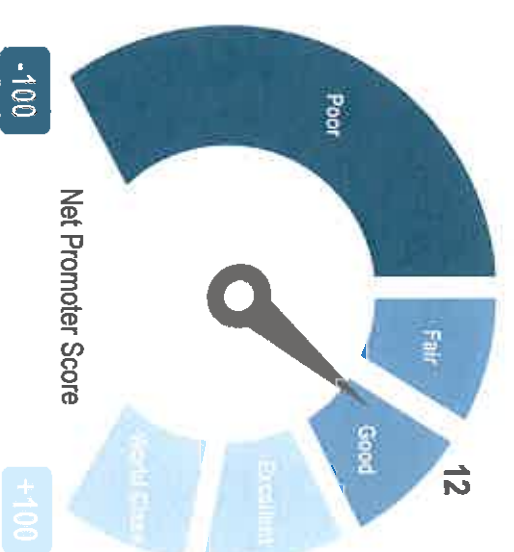
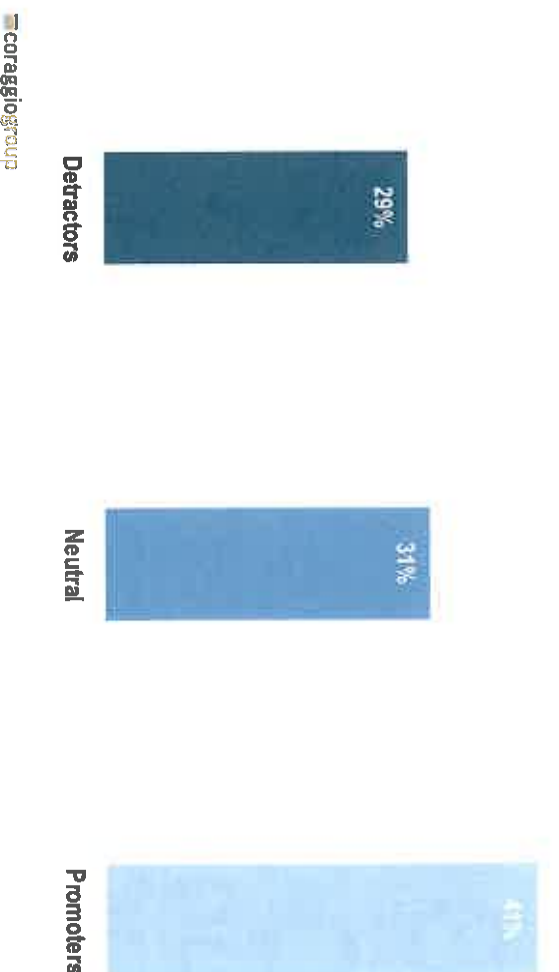
How likely is it that you would recommend working with/for LOC to a friend or colleague?

N = 160

| | | | | | | | | | |
|------------|---|---|---|---|---|---------|---|-----------|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Detractors | | | | | | Neutral | | Promoters | |

The NPS measures stakeholder perception of LOC. Score ranges from -100 to 100 with a score of 0 to 10 considered fair, 10 to 30 good, 30 to 50 excellent and 50+ world class.

NPS = % of Promoters - % of Detractors



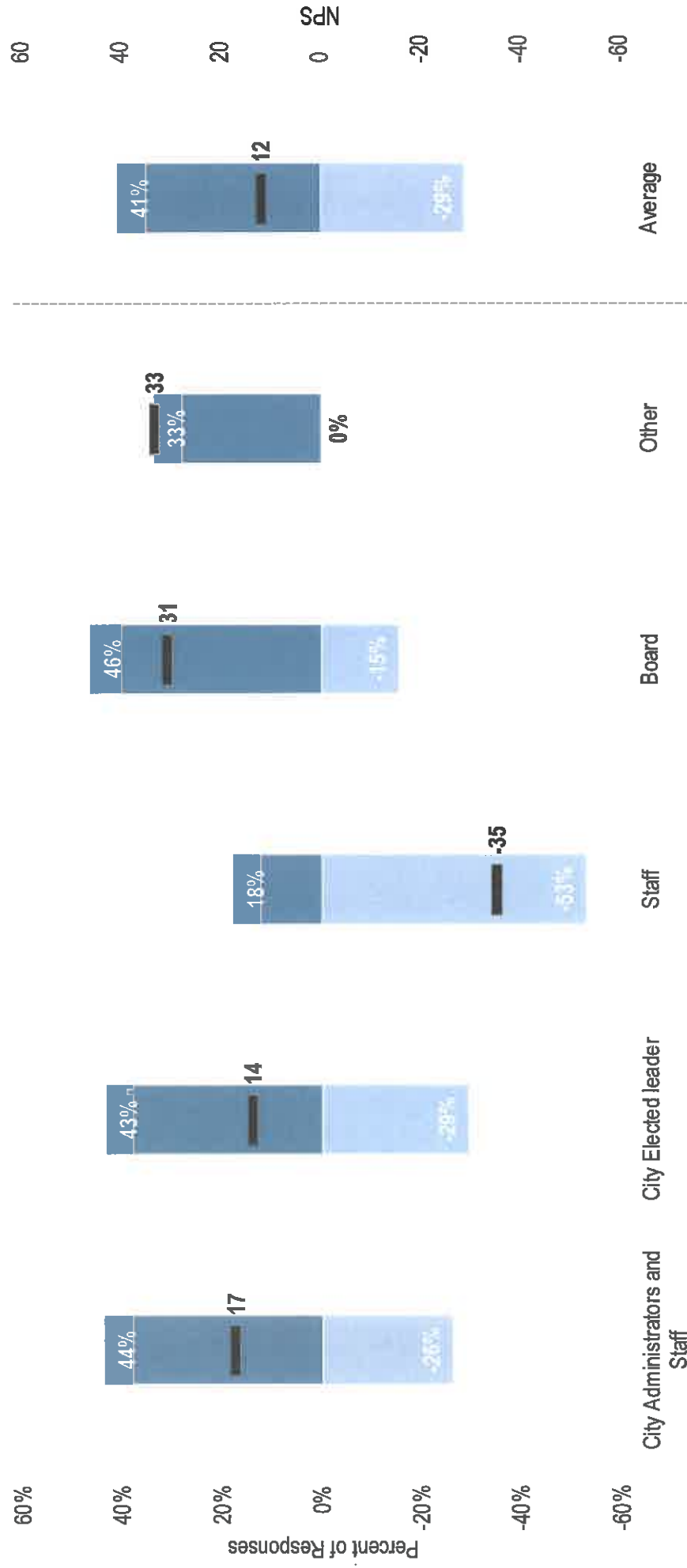
Appendix 1.11 – NPS by Affiliation

How likely is it that you would recommend working with or for LOC to a friend or colleague?

Score ranges from -100 to 100 with a score of 0 to 10 considered fair, 10 to 30 good, 30 to 50 excellent and 50+ world class.

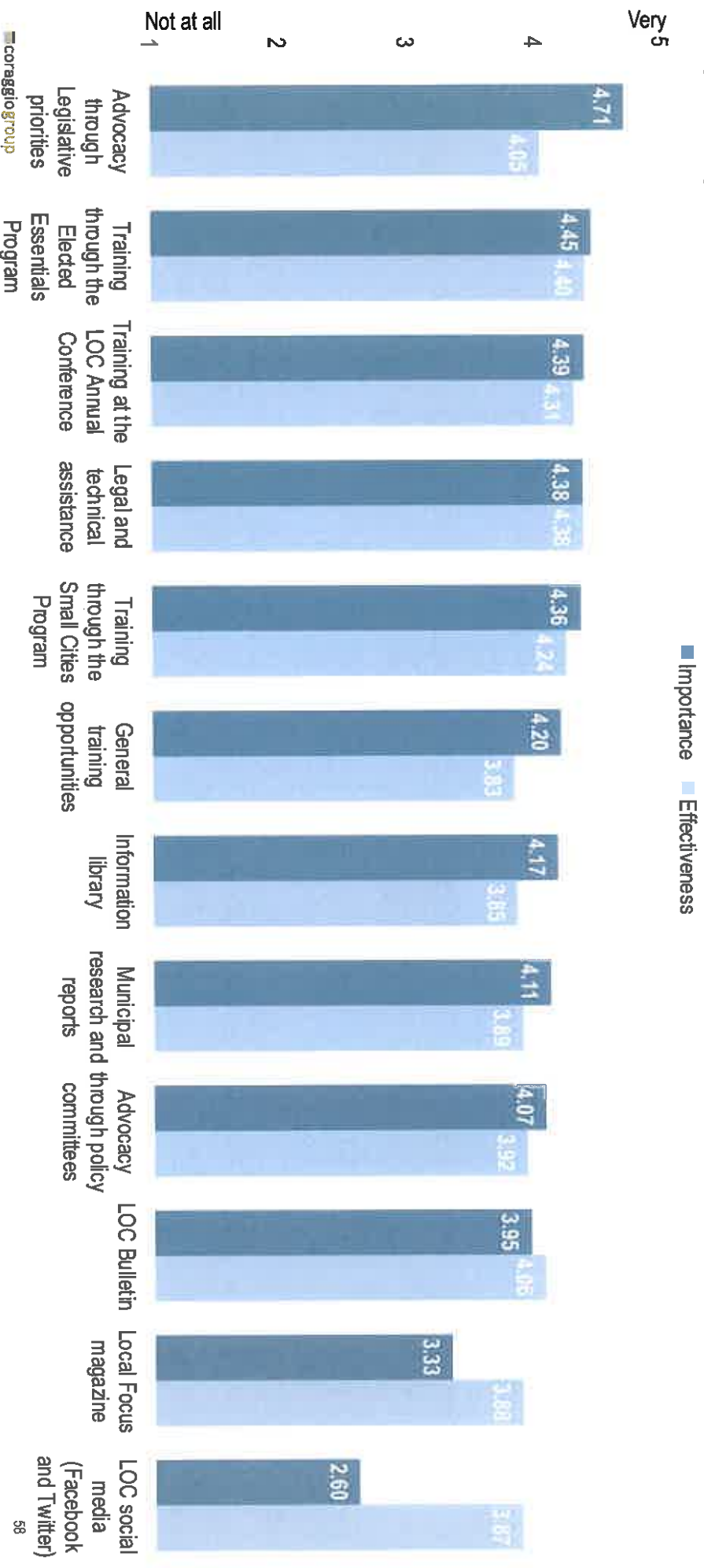
N = 160

■ Detractors ■ Promoters — Net Promoter Score



Appendix 1.12 – Roles and Services

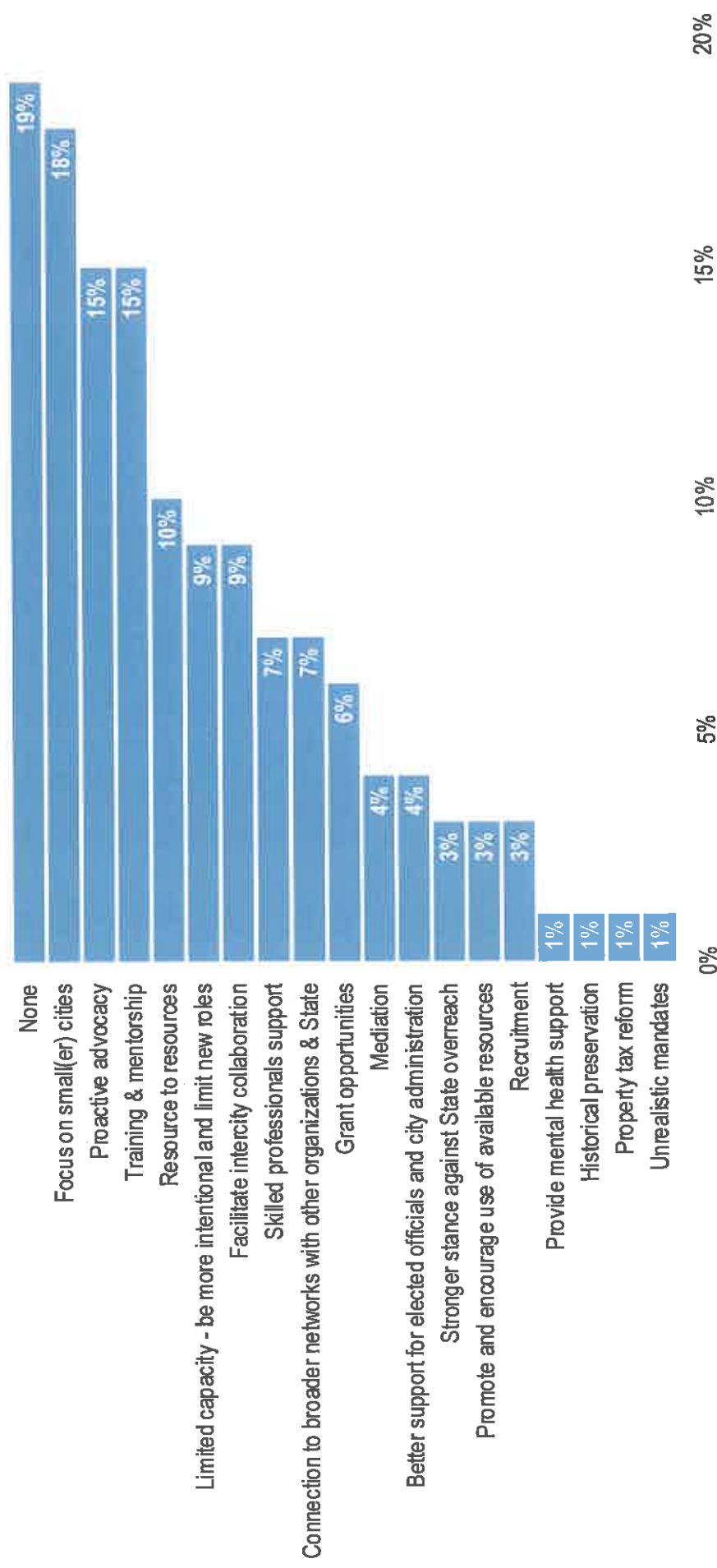
Please rate how important the following programs/roles/services are to you and how effective LOC is at providing these programs/roles/services. N = 153



Appendix 1.13 – Other Roles and Services

Are there other roles you would like to see LOC take on in service to local governments?

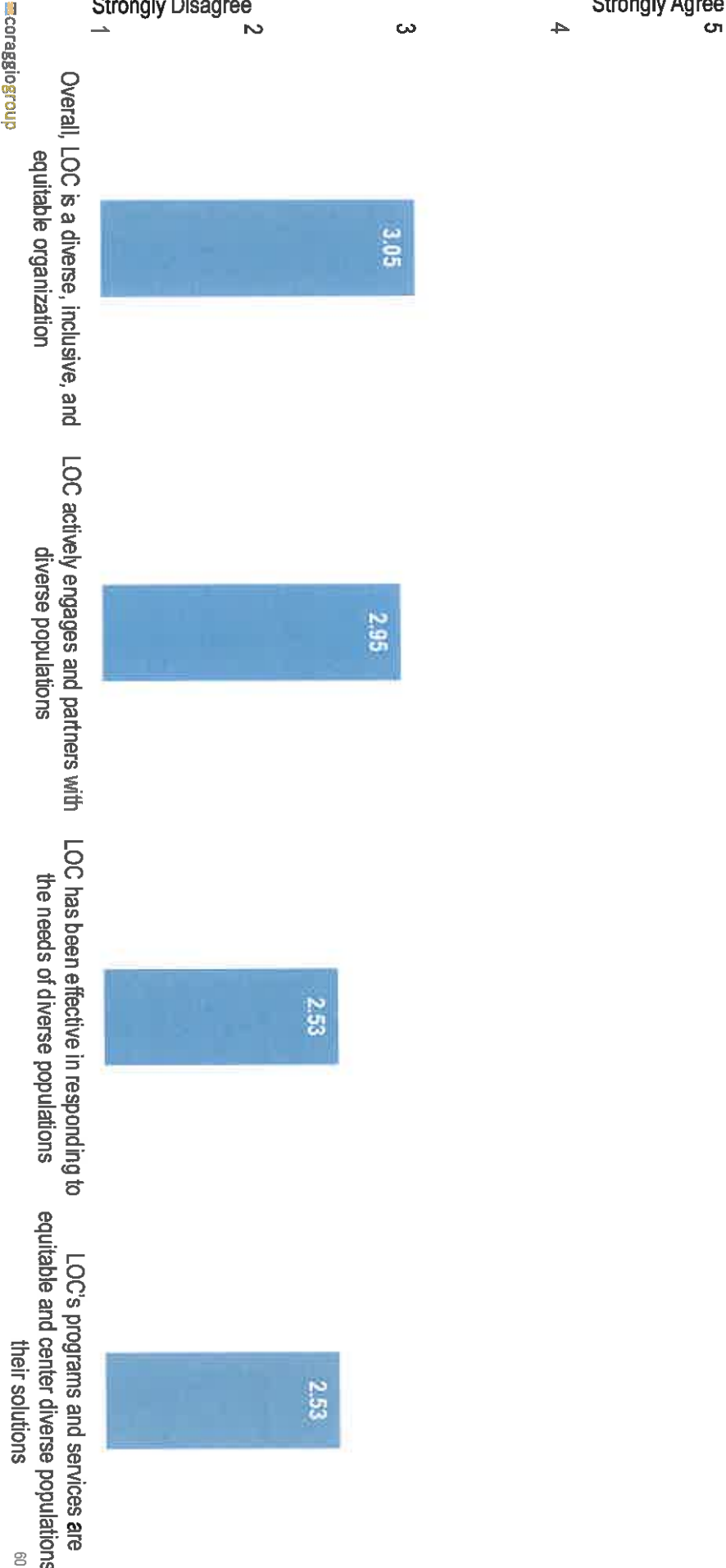
N = 67



Appendix 1.14 – Diversity, Equity, and Inclusion

Please select your level of agreement with each statement:

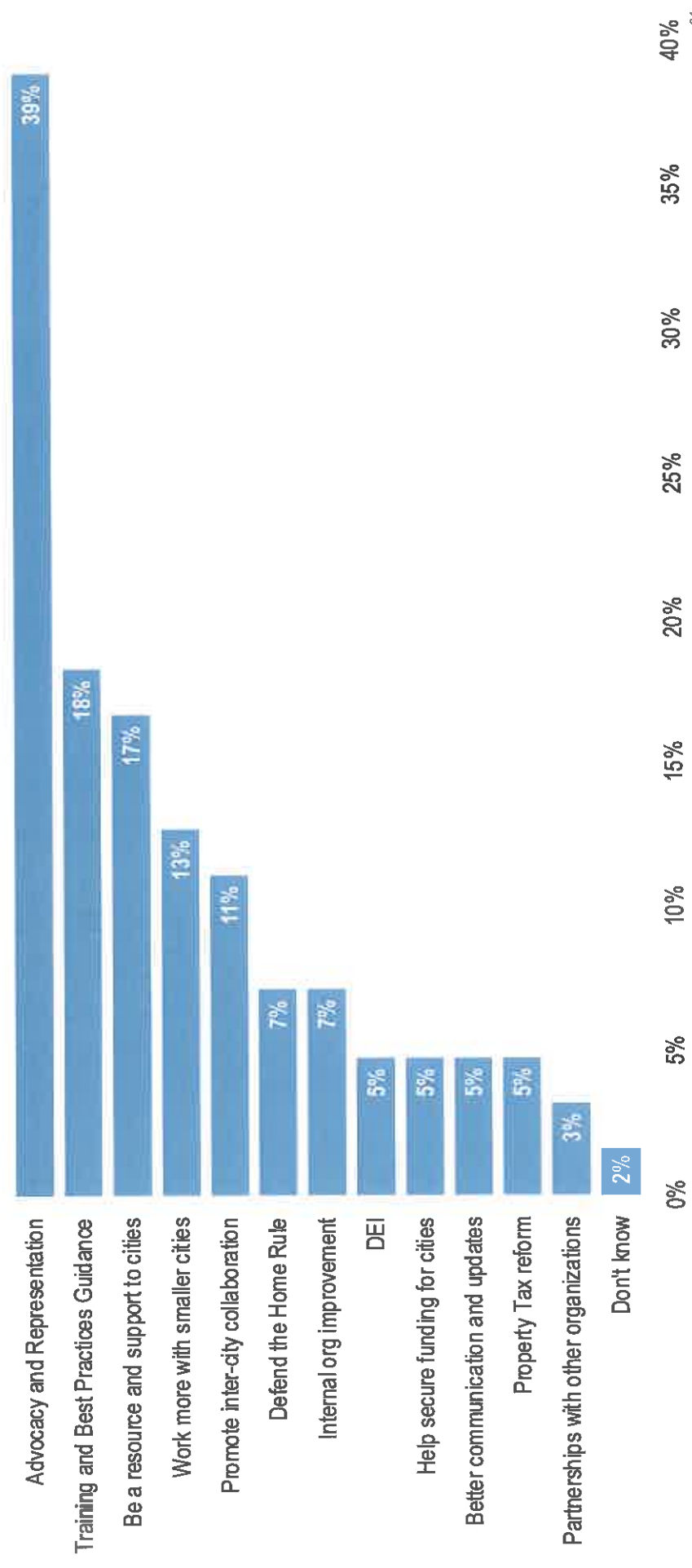
N = 154



Appendix 1.15 – Opportunities for LOC as an Organization

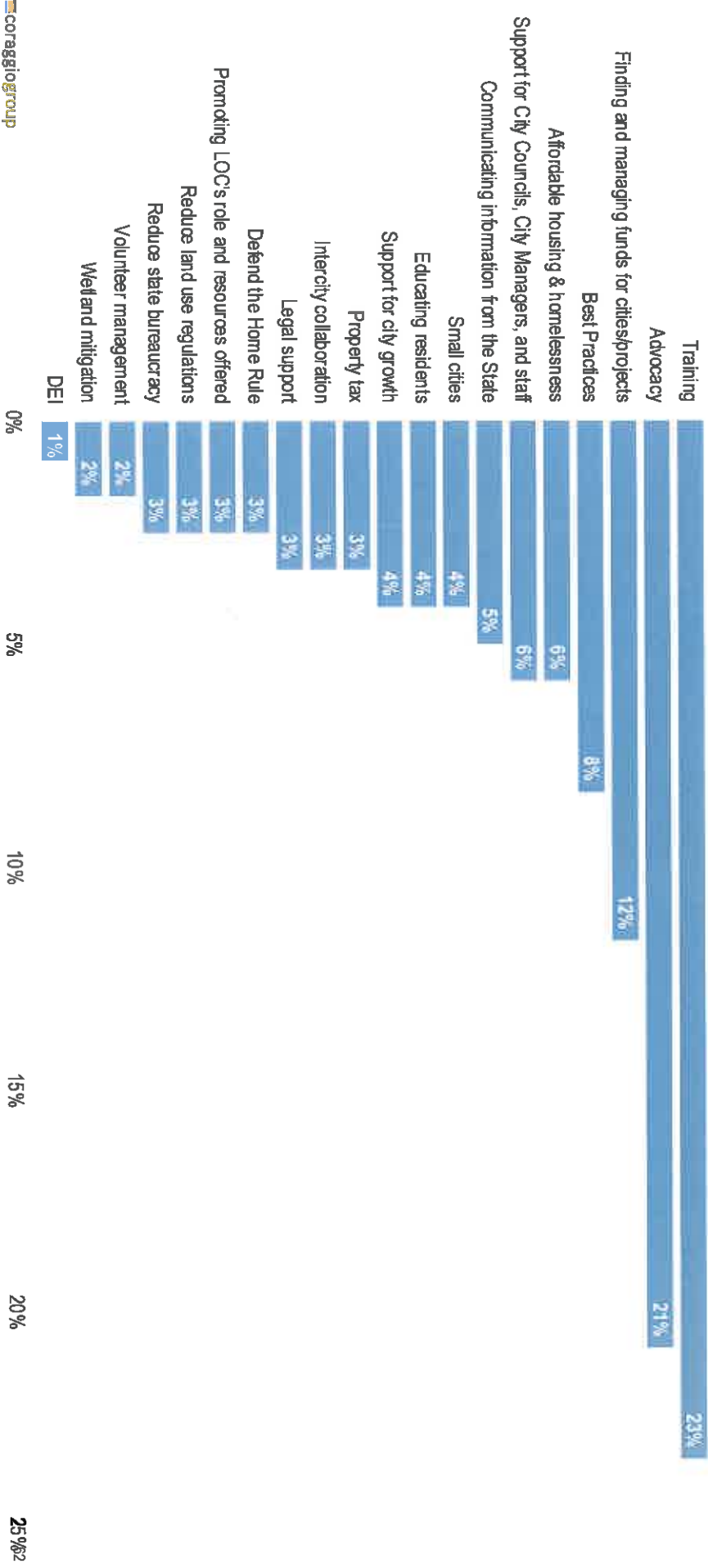
What do you believe is the single most important strategic opportunity for LOC as an organization?

N = 126



Appendix 1.16 – Opportunities in the Community for LOC to Lead

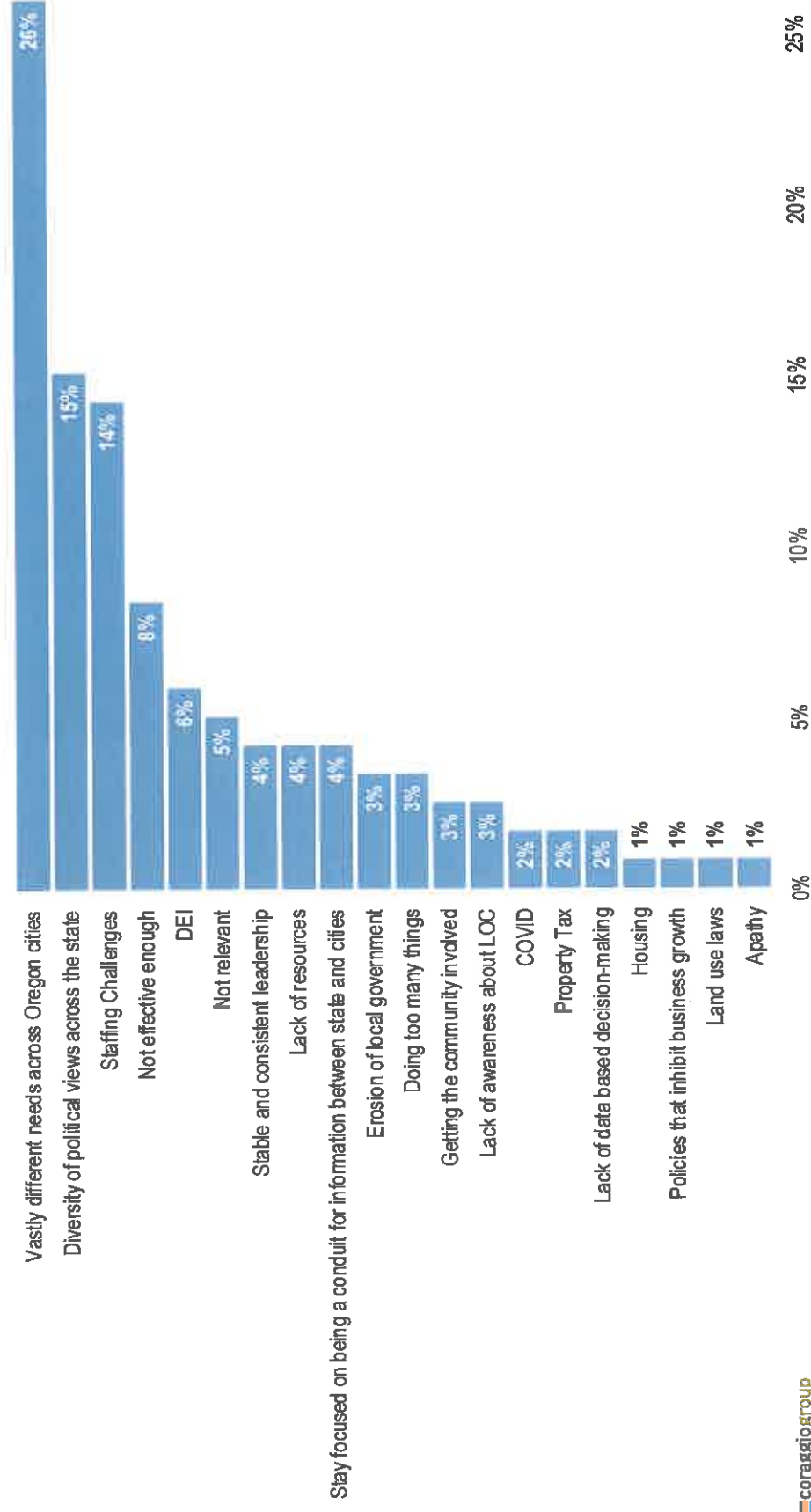
What is the single most important strategic opportunity for your community where LOC can provide leadership? N = 120



Appendix 1.17 – Challenges to LOC as an Organization

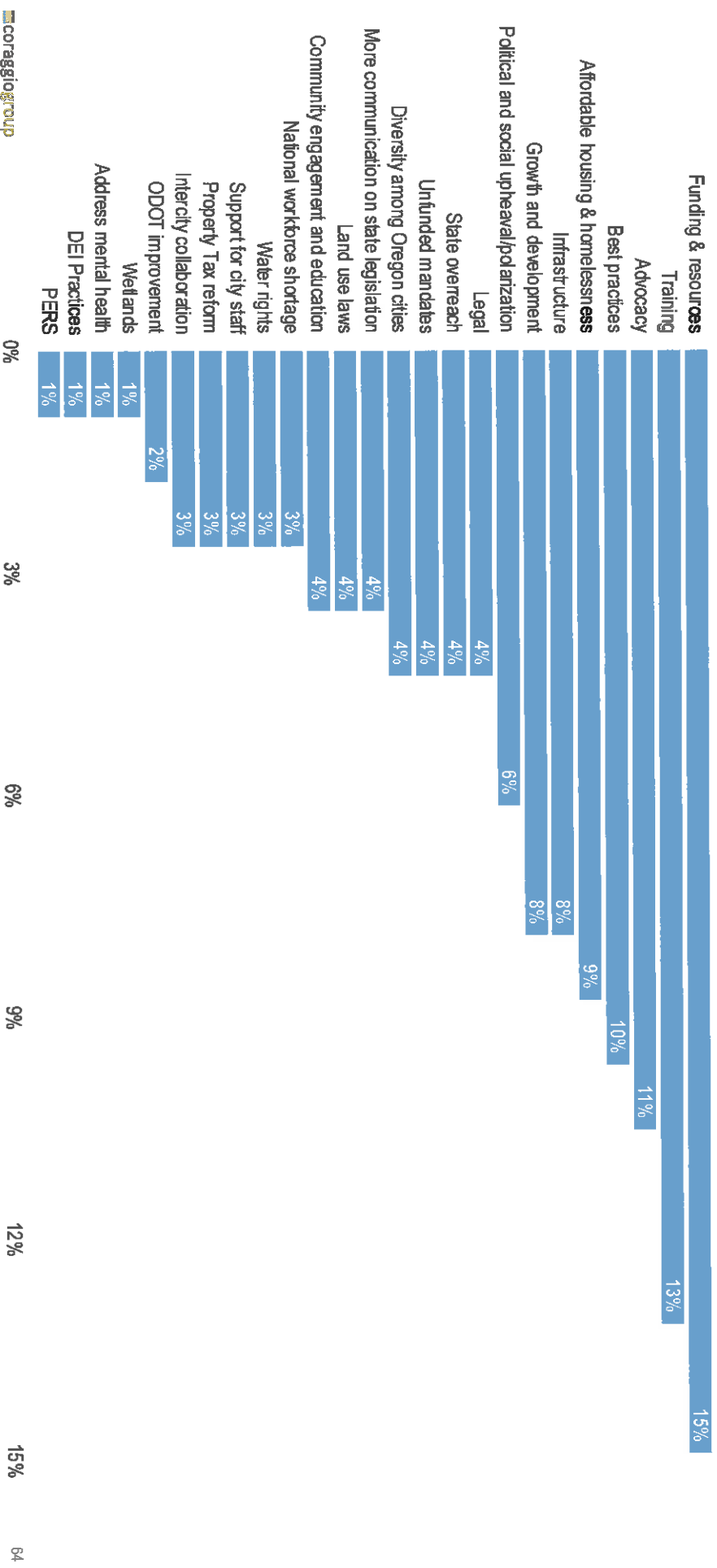
What do you believe is the most significant strategic challenge impacting LOC as an organization?

N = 119



Appendix 1.18 – Challenges Facing Communities that LOC can Lead

What is the single most important strategic challenge your community is facing where LOC can provide leadership? N = 114



Appendix 2

Internal Staff Survey

Appendix 2.1 – Culture and Atmosphere Descriptors

What three words best describe LOC's current organizational culture?

N = 17



Appendix 2.2 – Organizational Values Descriptors

What three words best describe the organizational values of LOC?

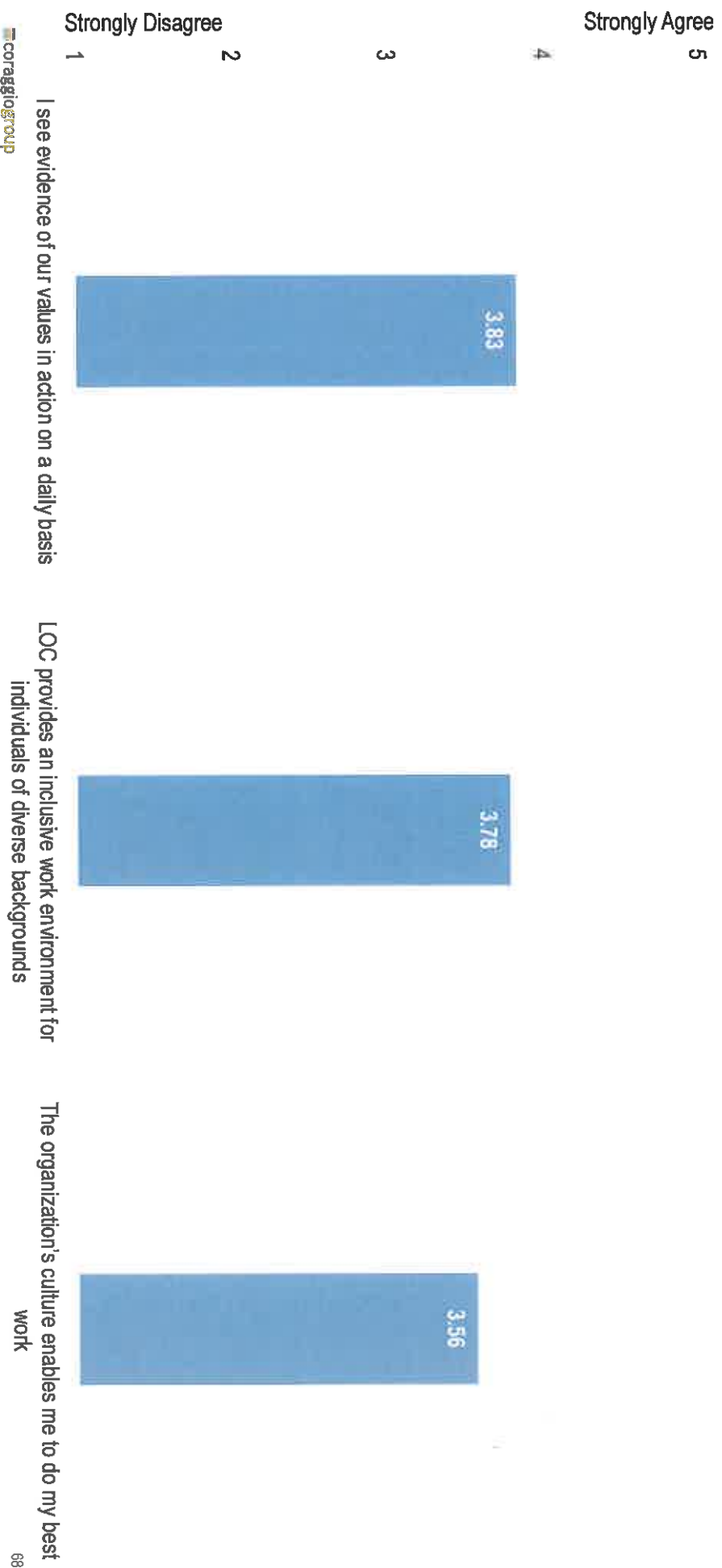
N = 17



Appendix 2.3 – Internal Organizational Culture

Please indicate your level of agreement with each statement:

N = 18

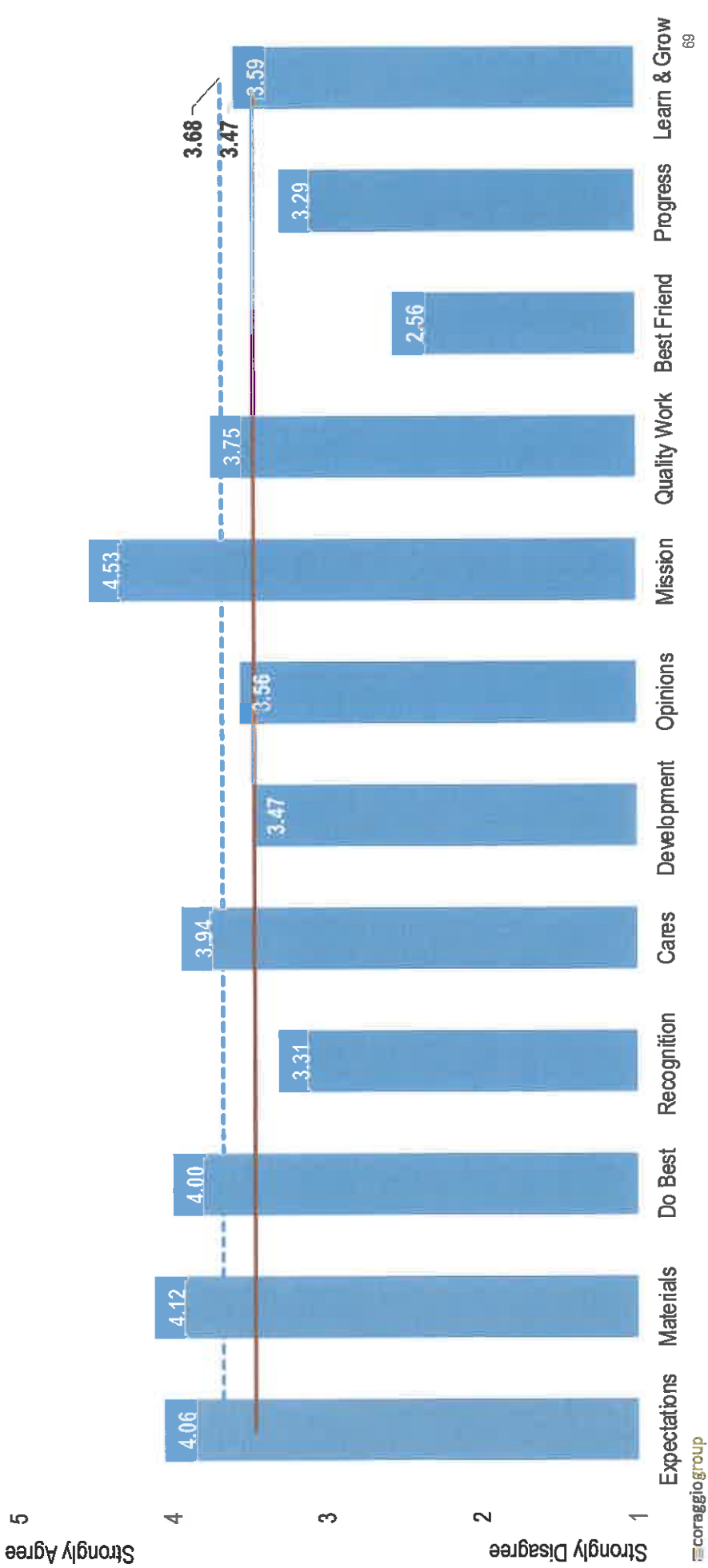


Appendix 2.4 – Gallup Q12: Employee Engagement

Please select your level of agreement with the following statements:

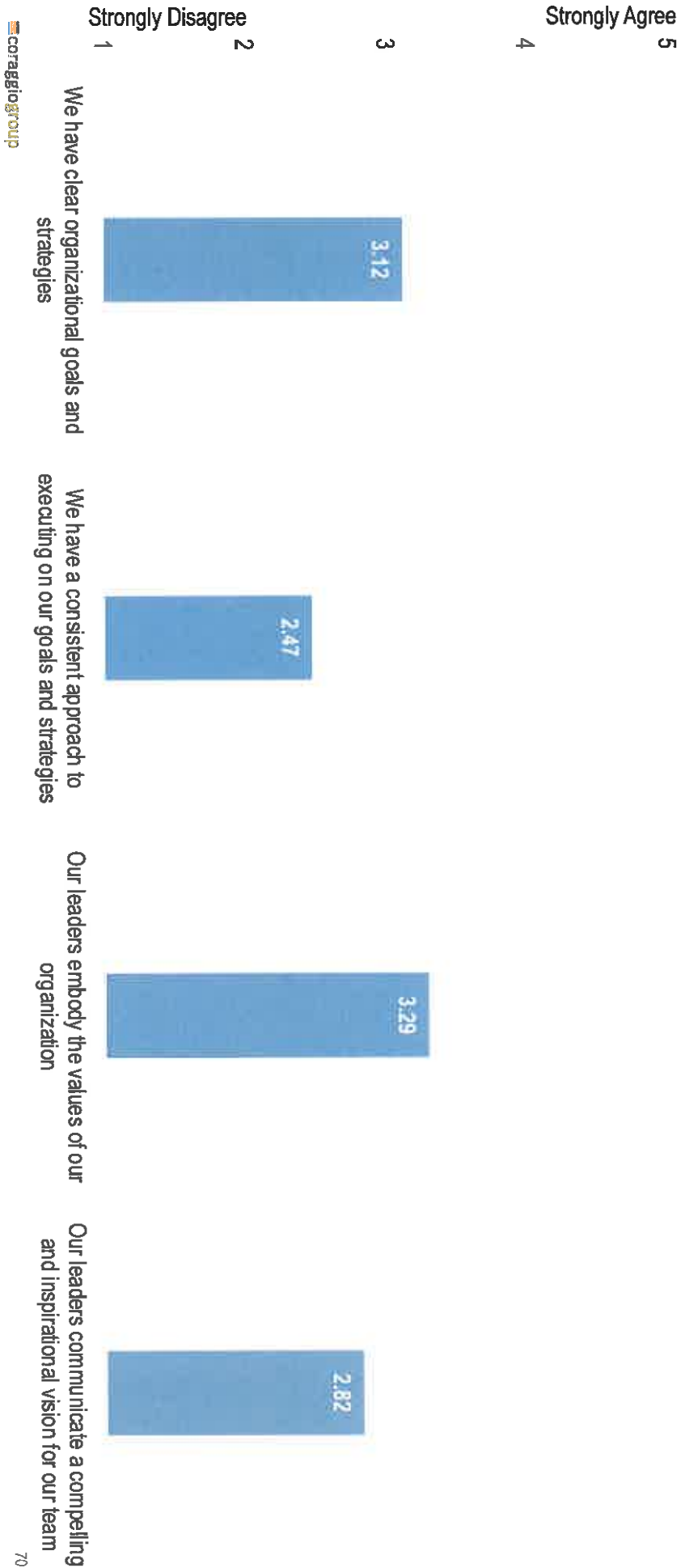
N = 17

Score Q12 Mean Satisfaction



Appendix 2.5 – Strategy and Leadership

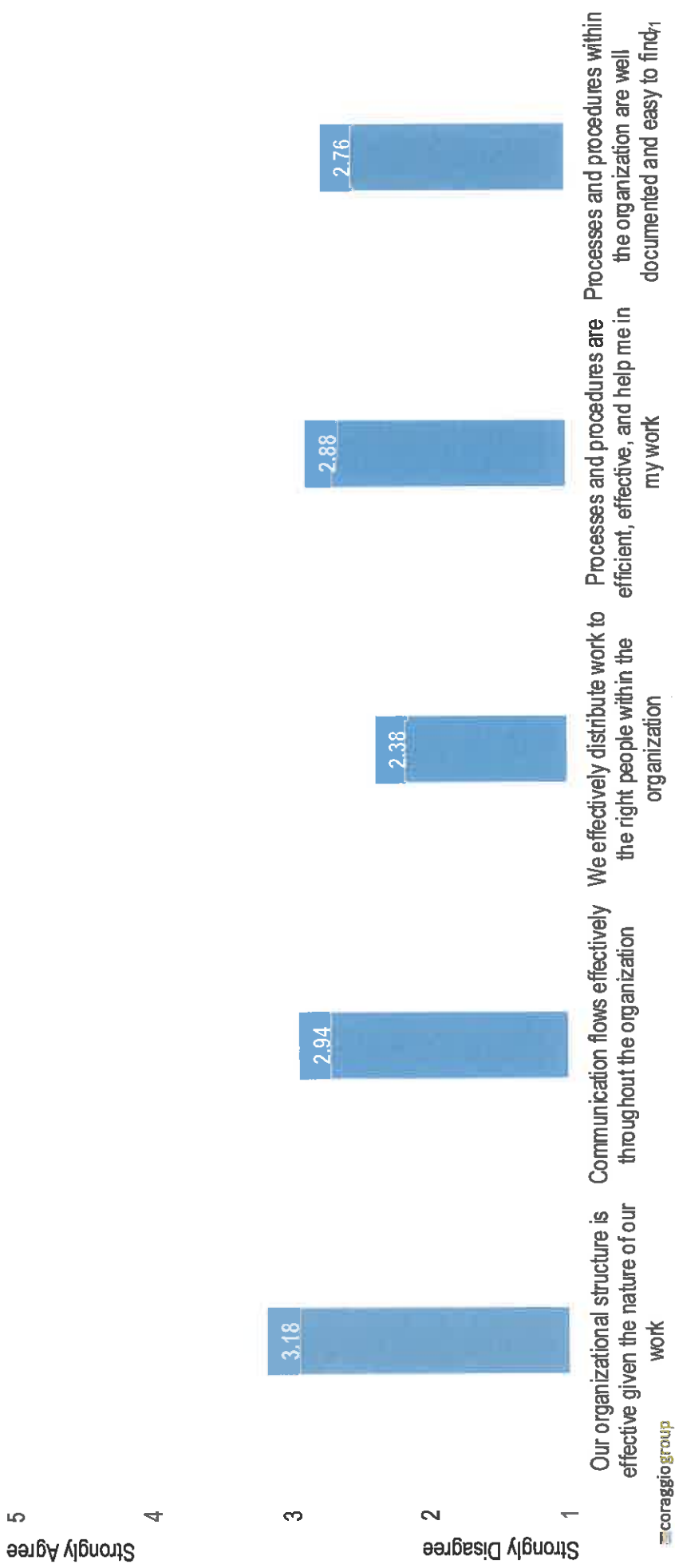
Please select your level of agreement with the following statements regarding strategy and leadership: N = 22



Appendix 2.6 – Organizational Structure and Processes

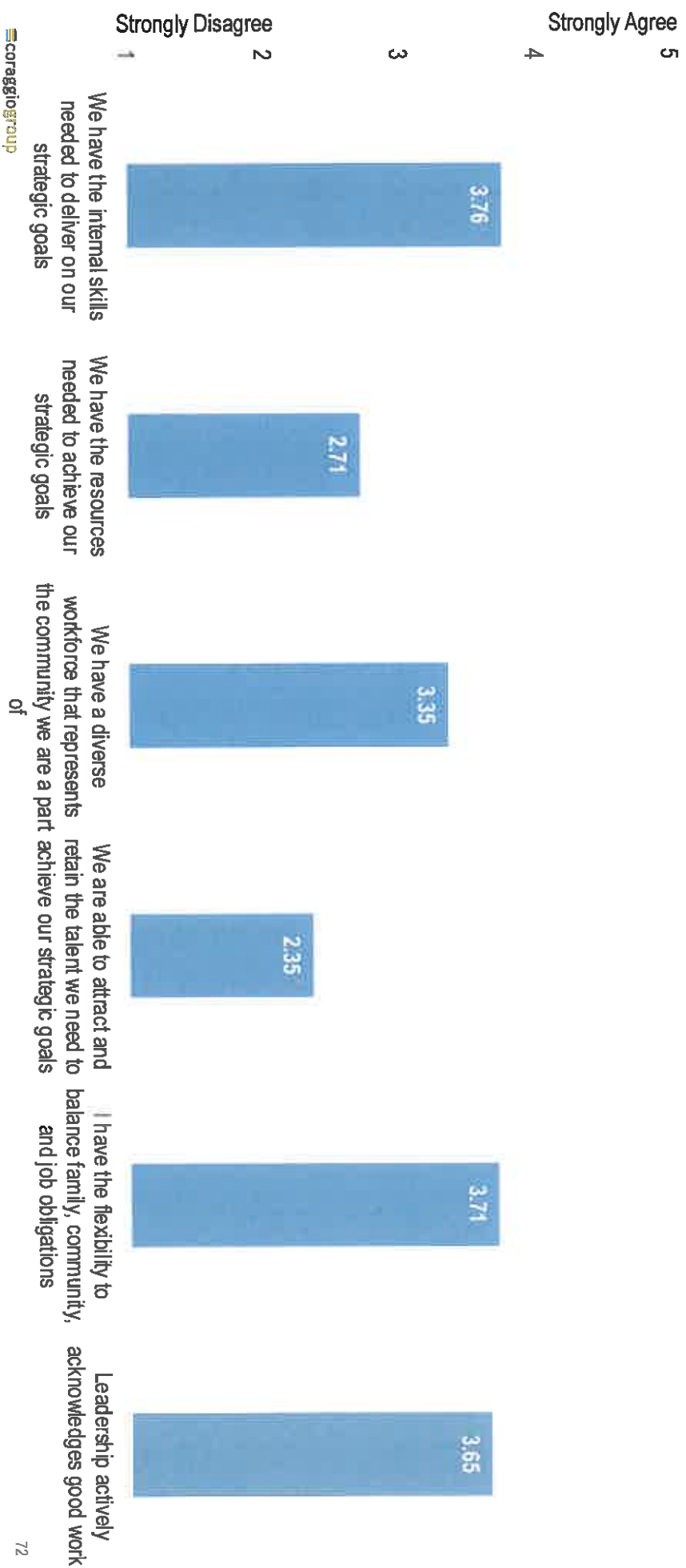
Please select your level of agreement with the following statements regarding organizational structure and processes:

N = 17



Appendix 2.7 – Capabilities, Talents, and Rewards

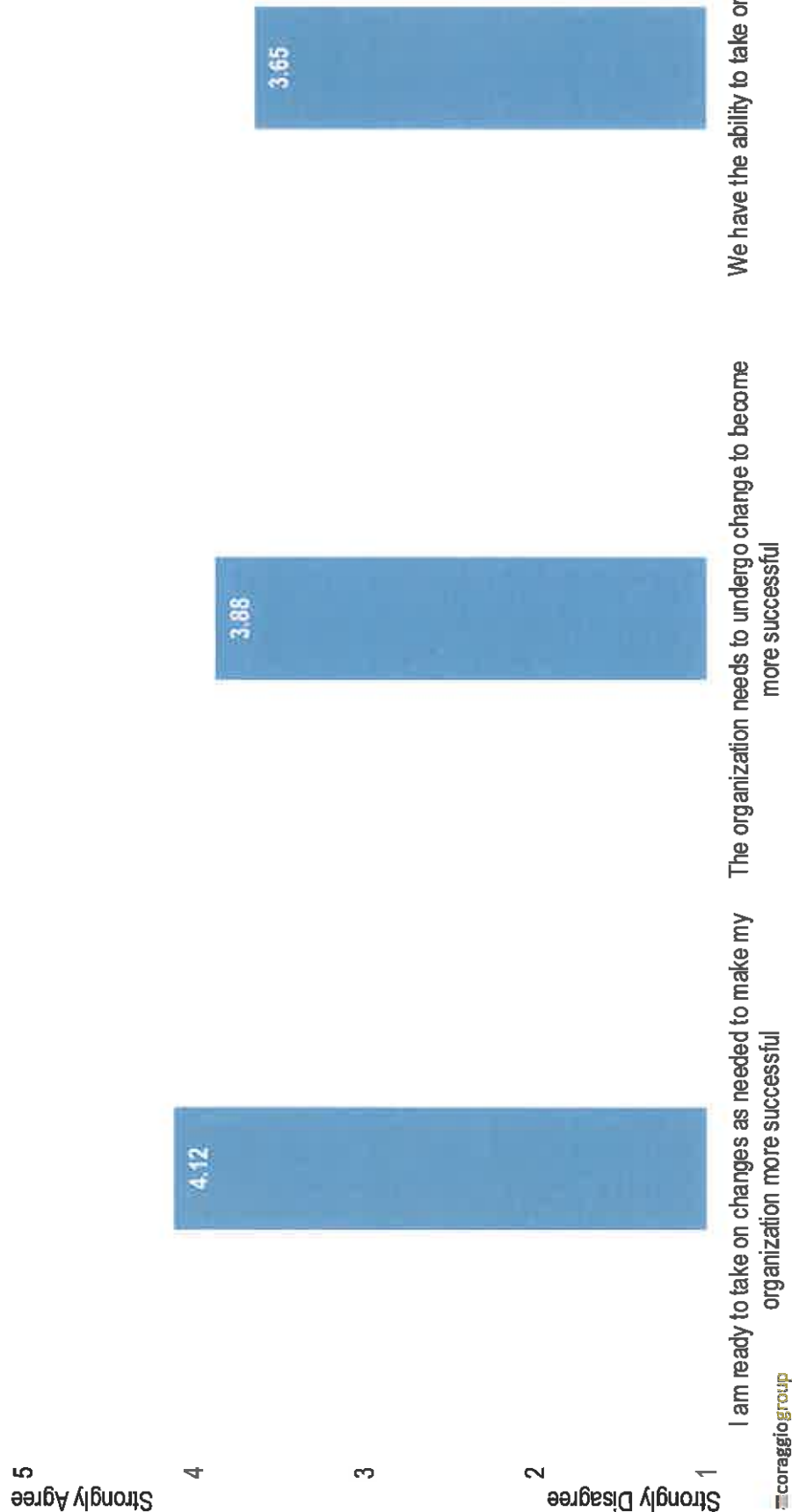
Please select your level of agreement with the following statements regarding capabilities, talents, and rewards: N = 17



Appendix 2.8 – Organizational Change

Please select your level of agreement with the following statements regarding change:

N = 17



This report reflects current perceptions of those who responded to the survey, interviews, and focus groups based on the questions they were asked. Coraggio's interpretation of perceptions are noted throughout the report as insights and implications, whereas quotations were captured as stated by respondents without attribution to protect their anonymity. In some cases, respondent perceptions varied. Thus, LDC may need to undertake further exploration.



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