
2025 ATTORNEY GENERAL'S PUBLIC LAW CONFERENCE

Conference Guide



2025 ATTORNEY GENERAL'S PUBLIC LAW CONFERENCE

*This year's
conference will
take place over
four days, with a
mix of in-person,
hybrid and virtual
sessions.*

October 13 - Hybrid (General Sessions)

*Held in person at the Salem
Convention Center and live-streamed
for those who wish to attend virtually.*

October 20 - Hybrid (Contracting/Procure ment Sessions)

*Held in person at the Salem
Convention Center and live-
streamed for those who wish
to attend virtually.*

October 27 - In Person Only (Workshops)

*Held in person at the Salem
Convention center. No virtual option
is available. You must select this as an
add-on during registration to attend.
Attendance may be limited.*

November 3 - Online Only (General Sessions & Contracting)

Held virtually only.



MONDAY OCTOBER 13TH

The day will open with remarks from the Attorney General at 8:00am

8:05-9:05

“DOJ: Who We Are and How We Can Help”

This session explores how to effectively partner with the Department of Justice (DOJ) and use legal services as a proactive tool, not just a safety net. We'll show you how to spot legal issues before they become problems and teach you who to contact when you need legal services.

Learning Objectives-By the end of this training, participants will be able to:

1. Describe DOJ's legal authority and organizational structure.
2. Identify situations where DOJ engagement is appropriate.
3. Recall how to initiate a request for DOJ legal services.
4. Apply strategies for working efficiently with DOJ attorneys.
5. Evaluate how to respond when DOJ services do not meet expectations.

Who should attend: This session is intended for anyone who would like to learn about how to get the most out of their relationship with DOJ.

9:15-10:55

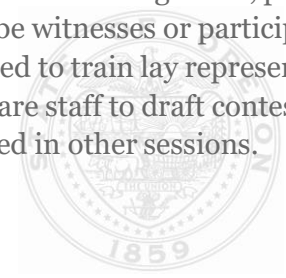
“Investigations: From the Initial Report to the Contested Case”

This training shows attendees how to conduct a fair and thorough investigation to assist the agency in deciding how the case should be resolved and to provide a solid understanding for all stages of a contested case proceeding.

Learning Objectives- By the end of this training, participants will be able to:

1. Explain their role as a neutral fact gatherer .
2. Recognize central issues or concerns being investigated .
3. Identify key witnesses to interview and essential information to obtain.
4. Distill collected evidence into a practical investigation report that enables the decisionmaker to evaluate the case.
5. Outline how to obtain and use the evidence collected to support and prepare for the contested case process and the investigator's role as a witness in contested case hearings.

Who should attend: This training is for investigators and investigation managers or supervisors who conduct or oversee investigations, prepare or review investigation reports and who may be witnesses or participants in the contested case process. It is not intended to train lay representatives to conduct contested case hearings or prepare staff to draft contested case notices or orders, topics which are addressed in other sessions.



MONDAY OCTOBER 13TH *(continued)*

11:05-12:05

“Notice Drafting for Contested Cases-What you Should Know”

The notice of proposed action is a critical legal document for every contested case proceeding. A legally inadequate notice can result in the final order being overturned on appeal. This session covers what you need to know in general for drafting and serving good notices, including legal and practical considerations as well as tips and common traps. Since most agencies are required to have contested cases heard before the Office of Administrative Hearings (OAH), this workshop focuses on the requirements and good practices under the current Attorney General’s Model Rules for OAH. This workshop is not designed to address these issues in a manner specific to any agency. Drafting a good notice has become critical, as appellate courts have reversed final orders based on inadequate notice.

Learning Objectives-By the end of this training, participants will be able to:

1. Draft a legally adequate notice for a contested case.
2. Describe how to properly serve that notice.
3. Identify when a notice or service may be inadequate.
4. Recognize situations where they may need DOJ assistance due to complex factual or legal considerations or to correct notice problems.

Who should attend: This session is intended for state employees new to preparing notices, however those with experience should find this course of interest for the tips and common traps.

For in-person attendees, a hosted lunch will occur from 12:05-1:05.

To attend in person, select Monday October 13th as an “add-on” during the registration process.



MONDAY OCTOBER 13TH *(continued)*

1:05-2:05

“Making it Through the Home Stretch: How to Draft a Final Order that Will Withstand Appeal”

Drafting a final order might feel overwhelming, particularly if you’ve experienced the appeals process in the past. This session will address the critical aspects of final order writing, including statutorily required elements, the details that matter to the Court of Appeals, and the differences among: (1) final orders after a contested case; (2) stipulated final orders; (3) and final orders after a default. The aim of this session is to provide you with the tools vital to writing legally defensible final orders.

Learning Objectives-By the end of this training, participants will be able to:

1. Identify the must-haves for each of the different types of contested case final orders.
2. Incorporate practice tips that will smooth their way at the Court of Appeals.

Who should attend: This session is targeted towards state employees who are new to writing final orders, or who have some experience writing final orders but need a detailed refresher. This session is not recommended for agency employees who appear before administrative law judges with final order authority.

2:15-3:15

“Beyond the Basics: What You Need to Know About Public Meetings and Compliance”

Following the training, attendees will be able to answer questions such as: What is the impact of recent legislation and administrative rules to the PML? How is the Oregon Government Ethics Commission exercising its new regulatory powers? What steps can my agency take to ensure PML compliance? What are the current hot topics in enforcement? (Based on a review of recent cases and investigations at the OGEC).

Learning Objectives- By the end of this training, participants will be able to:

1. Identify practical steps their agency can take to ensure compliance with public meetings law.
2. Explain the impact of recent legislation and administrative rules on public meetings law.

Who should attend: This presentation is similarly intended for public officials and staff with a basic understanding of the PML and is particularly relevant for public officials that are either on boards/commissions or who work with boards/commissions. This session is designed to compliment the Public Meetings Law Training provided by the Oregon Government Ethics Commission. Participants are encouraged to attend or review that foundational training to gain the most benefit from this more advanced session.



MONDAY OCTOBER 20TH

8:00-9:00

“Nuts, Bolts and Legal Notes: Intro to Design and Construction Contracts”

If you’ve ever tried to navigate ORS 279C and felt like you needed a guide, you’re not alone. Whether you’re working with architects, engineers, or contractors, this session will break down how to legally and effectively procure design and construction services using the design-bid-build model.

Learning Objectives-By the end of this training, participants will be able to:

1. Recall the procurement methods and contract structures governed by the “C side” of the procurement code.
2. Identify resources for guidance and support.

Who should attend: This session is ideal for new or seasoned employees who want a solid foundation in public design and construction contracting.

9:10-10:10

“How to Work with Money: Understanding Oregon’s Public Funds Laws”

Protecting public funds is an important responsibility shared by all public employees, but understanding the various requirements and risks can be challenging. This session will explain what public funds are, how they must be handled, and what your responsibilities are. You also will learn about the Oregon State Treasury’s role in protecting public funds and overseeing all banking and cash management services used by state agencies.

Learning Objectives- By the end of this training, participants will be able to:

1. Identify what constitutes “public funds” subject to the state’s public funds laws.
2. Recognize how public funds must be handled under the state’s public funds laws.
3. Describe Treasury’s role as the state’s sole banking and cash management officer.

Who should attend: This session is intended for any state public employee or official who has custody, control or oversight of public funds.



MONDAY OCTOBER 20TH *(continued)*

10:20-11:20

“Better Than Good, Grant-astic!: Grant Agreement Essentials & Best Practices (Checklist and Tips for Getting Grants to Legal Sufficiency)”

Do you award grants? Grant contracts come with different requirements from traditional procurement contracts and getting the details right can be nerve-racking, but we’re here to help! This session will cover both state and federally- funded grants and will focus on going over provisions and terms that should be in grant contracts to meet best practices. You’ll get checklists of both do’s and don’ts, and how to apply them to your grant programs to help ensure your grants are set up for DOJ legal sufficiency approval success and learn about learn the federal “Uniform” guidance requirements.

Learning Objectives-By the end of this training, participants will be able to:

1. Apply guidance requirements to federally funded awards.
2. Implement a checklist of dos and don’ts to ensure compliance in grant programs.

Who should attend: This session is intended for all levels of experience. So, if you’re working on a new grant program and wondering what terms to include, this is for you. Or, if you have an existing grant program and may have questions about long standing practices, please join us for an informative presentation and discussion.

For in-person attendees, a hosted lunch will occur from 11:20-12:20.

To attend in person, select Monday October 20th as an “add-on” during the registration process.



MONDAY OCTOBER 20TH *(continued)*

12:20-1:20

“DEI Goals: What you need to know now and strategies for how to meet them”

In today’s shifting legal landscape, the implementation of your agency’s DEI goals and policy objectives may be impacted even when the agency’s purpose and commitment to diversity, equity and inclusion have not changed. In this session, we’ll recap relevant case law and legal activity (without legalese!) and discuss why it matters. Then, we’ll explore how race and gender-neutral measures can be crafted to meet DEI goals.

Learning Objectives-By the end of this training, participants will be able to:

1. Distinguish between race-conscious and race-neutral goals.
2. Incorporate language in contracts and grants that reflect the agency’s goals without triggering strict scrutiny review in the courts.

Who should attend: This session is intended for any state agency employee and board or commission member who is interested in enhancing their knowledge in equal protection considerations.

1:30-2:30

“DOJ & State Contracting 101”

New to state contracting? This foundational session will guide you through the essentials of contracting for Oregon state agencies, including the Public Contracting Code, the Attorney General’s Model Contracting Rules, and legal sufficiency rules. You’ll also explore practical tips and best practices for creating and administering effective contracts. Whether you’re managing your first contract or simply want to understand DOJ’s role in the process, this session will give you the tools and knowledge you need to navigate state contracting with confidence.

Learning Objectives- By the end of this training, participants will be able to:

1. Recognize the requirements and laws that impact State agency contracting.
2. Explain DOJ’s role in State agency contracting.
3. Apply best practices for drafting, reviewing and administering public contract.

Who should attend: This session is intended for employees new to State contracting or seasoned employees who want a refresher on contracting basics.



MONDAY OCTOBER 20TH *(continued)*

2:40-3:40

“Beyond the Shoebox: Writing Contracts and Statements of Work that Work”

Do you already have the basic “shoebox” of skills for drafting and reviewing contracts, but want more knowledge and strategies so you can elevate your contract game? This is the session for you! This session will review some of the most important components and provisions in contracts, including goods and services descriptions and statements of work; examine concepts surrounding the use of price agreements and templates; and review strategies for drafting contracts effectively and efficiently.

Learning Objectives-By the end of this training, participants will be able to:

1. Identify key elements of effective contracts and statements of work.
2. Apply drafting strategies to improve contract language.
3. Demonstrate confidence in creating documents tailored to your agency's needs.

Who should attend: This session is designed for agency employees who want an intermediate level of proficiency in contract drafting and review.

3:50-4:50

“IT Contracting -Cybersecurity and Data Protection”

Protecting data and information systems is essential for State agencies. This session focuses on how information security and data protection practices, rules of the data road, and emerging technologies impact solicitations and contracting. This session will include a Cyber Security Services (CSS) subject matter expert and pairs nicely with ‘Avoiding Pitfalls: Common Challenges in IT Contracting.’

Learning Objectives- By the end of this training, participants will be able to:

1. Identify key principles for information security and data privacy.
2. Recall tips for addressing data security and use issues.

Who should attend: This session is targeted towards State employees new to security and privacy who want to know where to start, and employees who are looking for more in-depth information and to make connections with others working in this area.



MONDAY OCTOBER 27TH SUPERVISORS AND HUMAN RESOURCES WORKSHOP

8:00-9:00

“Supervising Unionized Employees: Understanding Labor Law Basics”

This training provides managers and HR professionals with a practical understanding of the fundamental principles of labor law. This training will explore the legal relationship between the state as an employer and the labor organizations that represent state employees, including the Public Employee Collective Bargaining Act and the protection it grants to public employees. Topics include the duty to bargain, unlawful unilateral changes, the duty to provide information in response to PECBA requests for information, employees’ right to representation during investigatory interviews, the basics of the grievance process and arbitration, the collective bargaining process and the role of strikes and interest arbitration, and related labor law topics.

Learning Objectives-By the end of this training, participants will be able to:

1. Identify when bargaining issues may be implicated in a change of a practice or policy.
2. Describe the role of union representatives and stewards in investigatory interviews.
3. Understand the collective bargaining process, including the role of strikes and interest arbitration.
4. Know when to reach out to the DAS Labor Relations Unit or the DOJ Labor and Employment Section for assistance.

Who should attend: This is an interactive training with audience participation, real world scenarios, and practical guidance. Prospective attendees include managers, HR professionals, and agency leaders who want to understand the state’s obligations when dealing with the state’s unionized employees and their labor organizations.

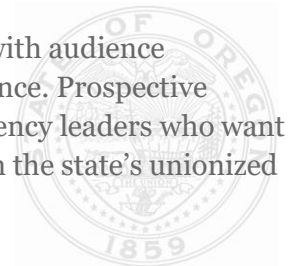
This workshop is held in person at the Salem Convention center.

A virtual option is not available.

To attend, you must select this workshop as an “add-on” during registration.

A hosted lunch is included from 11:20-12:20.

Capacity is limited.



MONDAY OCTOBER 27TH SUPERVISORS AND HUMAN RESOURCES WORKSHOP

(continued)

9:10-10:10

“Employment Law 101: Understanding the Foundational Concepts”

This training provides managers and HR professionals with a practical understanding of the fundamental principles of employment law. This training will explore the legal relationship between employers and employees in the areas of civil rights, wage and hour law, discipline and performance management, family and medical leave, hiring, and termination.

Learning Objectives- By the end of this training, participants will be able to:

1. “Issue spot” the implicated subject matter when dealing with common scenarios that raise employment law issues.
2. Identify when it is appropriate to consult with DOJ Labor and Employment counsel on a particular subject.

Who should attend: This is an interactive training with audience participation, real world scenarios, and practical guidance. Prospective attendees include managers, HR professionals, and agency leaders seeking to strengthen their practical understanding of employee and employer rights and responsibilities.

10:20-11:20

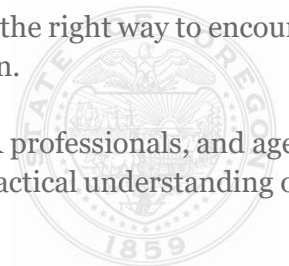
“Discrimination Retaliation and Whistleblowing: The Basics”

This interactive training provides HR professionals and managers with a practical understanding of key employment law principles, focusing on claims of discrimination, whistleblowing, and retaliation. Through our legal insights and real-world scenarios, participants will learn to identify potential legal issues, navigate complex workplace dynamics with confidence, and align day-to-day decisions with legal and policy obligations. Topics include identifying and responding to employee complaints of discrimination and whistleblowing and managing the risks associated with retaliation claims that may follow protected activity.

Learning Objectives-By the end of this training, participants will be able to:

1. Recognize protected categories and activities under federal and state anti-discrimination laws, including attributes that may be unseen.
2. Recall the elements of a retaliation claim and identify the types of actions – even unintentional ones – that may create legal risk.
3. Handle whistleblower complaints the right way to encourage transparency and timely resolution.

Who should attend: Managers, HR professionals, and agency leaders seeking to strengthen their practical understanding of these subjects.



MONDAY OCTOBER 27TH SUPERVISORS AND HUMAN RESOURCES WORKSHOP

(continued)

12:20-1:20

“ADA: Foundational Knowledge”

This training provides managers and HR professionals with a practical understanding of the Americans with Disabilities Act. Topics include requests for accommodations, the interactive process, medical inquiries, what is considered a reasonable accommodation, and managing performance concerns.

Learning Objectives- By the end of this training, participants will be able to:

1. Identify when an employee is making a request for a reasonable accommodation and understand the role of the manager or HR professional in the interactive process.
2. Analyze what constitutes a reasonable accommodation or an undue hardship and when medical documentation can be requested.

Who should attend: This is an interactive training with audience participation, real world scenarios, and practical guidance. Who should attend: Managers, HR professionals, and agency leaders seeking to strengthen their practical understanding of these subjects.

1:30-2:30

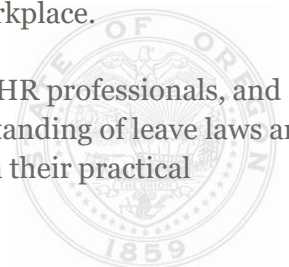
“Leave Laws and ADA: Complex Scenarios”

This interactive training provides HR professionals and managers with a deeper, strategic understanding of how to manage a workforce when one or more employees are experiencing complex leave and medical-related issues. Through real-world scenarios in a seminar format, participants will learn more about the complex interplay of federal and state leave laws as well as reasonable accommodation laws. The course is designed for individuals who already have a basic grasp of leave laws and ADA, and is focused on practical strategies for workplace management and risk reduction.

Learning Objectives- By the end of this training, participants will be able to:

1. Identify legal obligations associated with federal and state leave and disability laws.
2. Recall various strategies and actions that may create or mitigate legal risk.
3. Work through complex leave and ADA scenarios using general principles of risk mitigation and practical strategies for managing the workplace.

Who should attend: Managers, HR professionals, and agency leaders with a basic understanding of leave laws and ADA who are seeking to strengthen their practical understanding of these subjects.



MONDAY OCTOBER 27TH SUPERVISORS AND HUMAN RESOURCES WORKSHOP

(continued)

2:40-3:40

“Conducting Personnel Investigations to Meet Cause Standards”

All the work involved in a personnel review often comes down to the discipline letter. Once delivered, it cannot be changed unless the action is rescinded and the letter reissued. This training integrates the legal requirements with practical aspects for producing an effective document that will survive a grievance or administrative review. Topics will include identifying the appropriate scope of an investigation that will precede and form the crucial centerpiece of the discipline decision.

Learning Objectives-By the end of this training, participants will be able to:

1. Recognize whether a situation requires an investigation, recall common missteps and how to address them, and identify the scope of an investigation;
2. Gain deeper familiarity with the principles of “Just Cause” and other state-specific legal standards that guide all management interactions and approaches, through discussion and analysis of sample discipline letters that reflect and meet those legal standards; and
3. Draft key components and content of a discipline letter, making it a more effective corrective tool and/or able to withstand a challenge (i.e., being overturned through a grievance arbitration or appeal to the Employment Relations Board).

Who should attend: Managers, HR professionals, and agency leaders seeking to strengthen their practical understanding of these subjects.



MONDAY OCTOBER 27TH HEARING REPRESENTATIVES WORKSHOP

8:00-11:20

This workshop is held in person at the Salem Convention center.

A virtual option is not available.

To attend, you must select this workshop as an “add-on” during registration.

A hosted lunch is included from 11:20-12:20.

Capacity is limited.

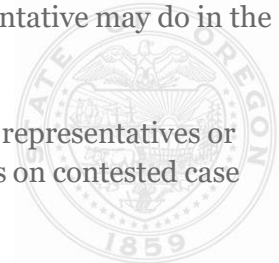
“The Hearing Rep Role in a Successful Contested Case Hearing ”

Are you contemplating your first contested case hearing as a non-attorney hearing representative with excitement and, perhaps, trepidation? Are you a veteran Hearing Rep interested in what information an ALJ really needs to make proposed factual findings and legal conclusions—and how you can present that information as effectively as possible? Are you a manager who collaborates with DOJ attorneys on contested case hearings and you are hoping for a more comprehensive understanding of the contested case process? Then this session is for you! We will discuss hearing preparation (including drafting notices, discovery, witness preparation); examine key legal concepts like the burden of proof and the standard of proof; offer pointers for how to present your case (including direct and cross examination, objections, opening statements, and closing arguments); and review the permissible scope of a hearing rep’s representation.

Learning Objectives-By the end of this training, participants will be able to:

1. Prepare a direct examination and a cross-examination of a witness.
2. Make informed objections at a hearing.
3. Recall the scope of what a hearing representative may do in the contested case process.

Who should attend: Non-attorney hearing representatives or managers who collaborate with DOJ attorneys on contested case hearings.



MONDAY OCTOBER 27TH RULEMAKING WORKSHOP

8:00-11:20

This workshop is held in person at the Salem Convention center.

A virtual option is not available.

To attend, you must select this workshop as an “add-on” during registration.

A hosted lunch is included from 11:20-12:20.

Capacity is limited.

“Rulemaking Process: How an Agency Makes Law”

This session provides an overview of the rulemaking process and procedures. If your work involves rulemaking, whether as a coordinator, policy manager or subject matter expert, this session will present the key steps in the rulemaking process. The session will cover when rules are authorized and needed, how to conduct hearings and involve stakeholders and the public, the timeline and filing requirements for permanent and temporary rules, and rulemaking reports. We will also discuss significant legislative and caselaw developments.

Learning Objectives-By the end of this training, participants will be able to:

1. Identify in general the authority and need for a rule.
2. Organize a rulemaking timeline.
3. Prepare notices and fiscal impact and racial equity statements.
4. Conduct rulemaking hearings as well as involve the public and stakeholders through advisory committees.

Who should attend: This session is intended for staff who are new to rulemaking, those who would like a refresher, and those who would like a greater understanding of the rulemaking process. Please note that this course does not cover rule writing as that topic is covered in a separate session.



MONDAY OCTOBER 27TH RULE WRITING WORKSHOP

This workshop is held in person at the Salem Convention center.

A virtual option is not available.

To attend, you must select this workshop as an “add-on” during registration.

A hosted lunch is included from 11:20-12:20.

Capacity is limited.

12:20-3:40

“Rules That Work: Drafting Administrative Rules with Confidence and Clarity”

Are you new to administrative rule drafting, need a refresher on best practices, or looking for more advanced tips on how to craft effective rules? This course will provide you with the confidence and skills to write rules that are both clear and legally sound. The sessions will cover the basics of what is a rule and why they are necessary, as well as topics such as how the courts interpret rules and the practical nuts and bolts of how to structure and word your rules for clarity and precision.

Learning Objectives-By the end of this training, participants will be able to:

1. Recognize the different types of legislative rulemaking authority.
2. Draft rules that are clear and accomplish your agency’s policy goals under its statutory authority.

Who should attend: These sessions are intended for those new to administrative rule drafting, as well as more experienced drafters looking for tips and hints to improve their rule writing.



MONDAY NOVEMBER 3RD

8:00-9:00

“Introduction to Public Records Law and Processing Public Records Requests”

If you have ever been asked to work on a public records request, you might have found the process confusing or overwhelming. This session will help reduce that confusion by covering the basic principles of Oregon’s Public Records Law and how to process public records requests.

Learning Objectives-By the end of this training, participants will be able to:

1. Determine when and how to balance the public interest in disclosure against the public interest in nondisclosure.
2. Identify, locate, and apply appropriate public records exemptions.
3. Recall which statutory guidelines dictate how and when to respond to a records request.
4. Apply effective communication techniques with requesters.
5. Analyze information to calculate costs estimates and assess eligibility for fee waivers.
6. Recognize where to find helpful resources and how to spot and avoid common public records pitfalls.

Who should attend: This session is intended for employees who are new to processing public records requests on a regular basis or who have struggled with responding to occasional requests in the past.

9:10-10:10

“Recent Developments in Public Records Law”

If you’re a seasoned veteran in handling public records requests, but curious about recent developments in Oregon’s Public Records Law, this session is for you. We will cover recent opinions from the courts and the Attorney General addressing matters of public records, new public records exemptions, and changes to existing exemptions, as well as any changes in the statutes that govern public records request processing.

Learning Objectives- By the end of this training, participants will be able to:

1. Analyze recent legal updates affecting public records requests.
2. Summarize recent changes in public records law.

Who should attend: This session is intended for employees who have a basic working knowledge of, and experience with Oregon’s Public Records Law, but novices should not be deterred.



MONDAY NOVEMBER 3RD

1:00-2:30

“Tribal Relations: What should I know and what should I do? ”

You may know that Oregon shares its borders with nine federally recognized tribes, but do you know the different ways the Oregon can partner, collaborate, and learn from these sovereign nations? In this session, we'll explore on the legal status and history of federally recognized tribes in Oregon, discuss the legal landscape governing state agency coordination with tribes including how state agencies enter into agreements with tribes, and share tips for working together.

Learning Objectives-By the end of this training, participants will be able to:

1. Define sovereignty summarize its importance.
2. Navigate when and how a state agency should engage with tribes.
3. Engage with tribal partners with your enhanced knowledge of this vibrant history and the requirements of tribal consultation.

Who should attend: This workshop is suitable for any state agency employee, board or commission member.

2:40-4:10

“Avoiding Pitfalls: Common Challenges in IT Contracting”

This session is a broad overview of the IT Procurement Process and a discussion of the some of the issues that commonly arise in those sorts of transactions. You will learn how IT contracting is conducted under the Public Contracting Code, the basics of enterprise oversight for IT contracting, and how AAGs approach and resolve the unique legal issues that arise in IT contracting. In addition, this session will include a discussion of IT contract Statements of Work with the goal of helping attendees understand how the contract negotiation process can be used to assist project management and mitigate agency-identified project risks.

Learning Objectives- By the end of this training, participants will be able to:

1. Identify common legal and practical issues in IT contracting.
2. Explain the role of enterprise oversight in IT contracting.
3. Evaluate IT contract statements of work to support project management and reduce risk.

Who should attend: This session is primarily for procurement professionals whose duties include handling IT transactions. This session can serve as a refresher for those more experienced in that work, or a foundational course for those new to IT contracting. IT managers and project managers responsible for IT projects may also benefit from this session by gaining an understanding of the procurement and contracting processes for the contracts and projects that they administer and manage.

