



Board of Directors Meeting Packet

September 15, 2022
2:00 pm - 4:00 pm

Attend In Person at Two Locations:

Cascades West Albany Center, 1400 Queen Avenue SE, Albany, OR 97322

Cascade West Toledo Center, 203 N Main Street, Toledo, OR 97391

Or Attend Virtually:

[Click to Join Teams Meeting](#)

**Next Board of Directors Meeting:
December 8, 2022 at 2:00 pm**

The meeting locations are wheelchair accessible. If you need special assistance, please contact Oregon Cascades West Council of Governments at 541-967-8720 or adminGA@ocwcog.org, forty-eight (48) hours prior to the meeting.



1400 Queen Ave SE • Suite 201 • Albany, OR 97322
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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' AGENDA
September 15, 2022
2:00 – 4:00 pm**

Cascades West Albany Center
1400 Queen Avenue SE
Albany, OR 97322

Cascade West Toledo Center
203 N Main Street
Toledo, OR 97391

[Join Teams Meeting](#)

An Executive Session may be called as deemed necessary by the Chair, pursuant to ORS 192.660.

NOTE: Please contact Leah Snodgrass at 541.967.8720 or lsnodgrass@ocwcog.org, no later than noon on Wednesday, September 14th, to confirm your attendance.

1. Welcome and Introductions (Chair Claire Hall)
(2:00 pm – 2:05 pm)

New/Returning member – Sodaville (Councilor Adina Olivares)
New appointment – Monroe (Councilor Jeanni Cuthbertson)

2. Public Comment (Chair Claire Hall)
(2:05 pm – 2:10 pm)

The floor will be open to the public for comment.

3. Consent Calendar (Chair Claire Hall)
(2:10 pm – 2:15 pm)

- a) Approve meeting minutes from May 19, 2022. (Page 4)
- b) Financial Report, YTD March 2022. (Page 12)

ACTION: Motion to approve Consent Calendar items.

4. Transportation Update (CED Program Manager Nick Meltzer)
(2:15 -2:30 pm)

Presentation by CED Program Manager Nick Meltzer. (Page 19)

ACTION: Information only, no action needed.

5. **Regional Housing Toolkit Update** (CED Director Jenny Glass)
(2:30 pm – 2:50 pm)

Presentation by CED Director Jenny Glass. ([Page 29](#))

ACTION: Information only, no action needed.

6. **Bias Response Update** (CSP Program Manager Alicia Lucke)
(2:50 pm – 3:00 pm)

Presented by Community Services Program Supervisor. ([Page 31](#))

ACTION: Information only, no action needed.

7. **Strategic Planning Update** (Executive Director Ryan Vogt)
(3:00 pm – 3:15 pm)

Presented by Brittany Sale with Pivotal. ([Page 32](#))

ACTION: Approve high level Strategic Objectives.

8. **Community Services Consortium Update** (Executive Director Ryan Vogt)
(3:15 pm – 3:25 pm)

ACTION: Information only, no action needed.

9. **OCWCOG Program Updates**
(3:25 – 3:40 pm)

Senior, Disability, and Community Services Program Director Randi Moore ([Page 56](#))
Community and Economic Development Director Jenny Glass ([Page 59](#))
Technology Services Director Jason Sele ([Page 63](#))
Human Resources Manager Ryan Schulze ([Page 64](#))

ACTION: Information only, no action needed.

10. **Executive Director Update** (Executive Director Ryan Vogt)
(3:40 pm – 3:50 pm)

ACTION: Information only, no action needed.

11. **Other Business** (Chair Claire Hall)
(3:50 – 3:55 pm)

12. **Adjournment** (Chair Claire Hall)
(3:55 pm)

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS COMMITTEE MINUTES
July 21, 2022
Via Zoom Video and Audio Conferencing**

Attendees: **Chair**, Commissioner Claire Hall, Lincoln County; **Treasurer**, Commissioner Pat Malone, Benton County; Commissioner Sherrie Sprenger, Linn County; **Vice Chair**, Mayor Jim Lepin, Millersburg; Mayor Rod Cross, Toledo; Mayor Alex Johnson II, Albany; Mayor Chas Jones, Philomath; Mayor Dean Sawyer, Newport; Mayor Biff Traber, Corvallis; Councilor Mike Caughey, Harrisburg; and Councilor Riley Hoagland, Lincoln City.

Absent: Commissioner Gil Sylvia, Port of Newport; Mayor Greg Holland, Waldport; Mayor Leslie Vaaler, Yachats; Mayor Don Ware, Brownsville; Councilor Jerry Gillson, Halsey; Councilor Joyce King, Depoe Bay; Councilor Carol Korn, Tangent; Wayne Rieskamp, Lebanon; Councilor Angelita Sanchez, Sweet Home; and Mr. Robert Kentta, Confederated Tribes of the Siletz Indians.

Staff: **Executive Director** Ryan Vogt; Community Economic Development (CED) Director Jenny Glass; Senior, Disability and Community Services (SDCS) Program Director Randi Moore; Finance Director Marit Nelson; Technology Services (TS) Director Jason Sele; Human Resources (HR) Manager Ryan Schulze; Community Service Program (CSP) Manager Alicia Lucke; Veterans Service Officer (VSO) Molly Murphy; Communications Officer Meg Walker, and Executive Assistant Leah Snodgrass

Public: Councilor Scott Cowan, Millersburg; President of Pivotal Resources, Pete Pande; and Organizational Improvement Consultant with Pivotal Resources, Brittany Sale.

The Oregon Cascades West Council of Governments' (OCWCOG) Board of Directors Meeting was called to order by Chair Hall on July 21, 2022, at 2:02 pm via Zoom Video and Audio Conferencing.

1. Welcome and Introductions

Chair Hall welcomed everyone and confirmed a quorum was reached for voting purposes. Executive Director Vogt introduced the new Communications Officer, Meg Walker. Vice Chair Lepin introduced Councilor Scott Cowan, who will be replacing retiring Vice Chair Lepin as Millersburg representative on the Board of Directors.

2. Public Comment

There were no public comments.

3. Consent Calendar

Treasurer Malone moved to approve the Consent Calendar items which include the meeting minutes from May 19, 2022, the Financial Report Year to Date March 2022, the DSAC and SSAC Membership Applications, and the CWACT Full Commission Membership Applications, and Chair Nomination. Mayor Jones seconded the motion. With no objections, the Consent Calendar was voted upon and approved.

Mayor Cross joined at approximately 2:08 pm.

4. Finance Policy

Finance Director Nelson summarized the Finance Policy changes that the Finance Committee approved to bring in front of the Board, included in the meeting packet starting on page twenty-six (26).

There were no questions or comments from the Board.

Mayor Cross moved to approve the Finance Policy. Treasurer Malone seconded the motion. With no objections the Finance Policy was voted upon and approved.

5. Election for Linn County Executive Committee Vacancy

Executive Director Vogt reminded the Board that Vice Chair Lepin will be retiring and the position as Vice Chair will be vacant. Executive Director Vogt described the process to fill the vacancy, that Linn County will need to nominate someone for Vice Chair, and then the Board of Directors has to authorize the nomination.

Mayor Johnson nominated Commissioner Sprenger for Vice Chair, and believes she will be a great representative for Linn County. Councilor Caughey seconded the motion. With no objections, Commissioner Sprenger to serve as Vice Chair was voted on and approved.

Vice Chair Lepin reminded the Board since Commissioner Sprenger is already on the Executive Committee, when he leaves there will be an Executive Committee At-large vacancy. Vice Chair Lepin nominated Mayor Johnson to serve the vacant At-Large position on the Executive Committee. Mayor Johnson accepted the nomination.

Executive Director Vogt stated Linn County only needs to advance someone to that position, there does not need to be a vote, and acknowledged Mayor Johnson is a willing participant. Mayor Johnson will now be serving as the At-Large Executive Committee member for Linn County.

6. Strategic Planning Update

Executive Director Vogt acknowledged Pete Pande and Brittany Sale from Pivotal Resources attending the meeting. Executive Director Vogt stated Mr. Pande and Miss Sale will be working with the group through a process called PESTLE Analysis and referred to this process that is included in the meeting packet starting on page twenty-eight (28).

Mr. Pande shared his screen and presented the following presentation:



Driving Change · Building Leaders



OCWCOG Strategic Planning *PESTLE Analysis Activity*

July 21, 2022



Identifying Current & Pending Issues, Challenges & Opportunities



Why PESTLE?



- Advance warning of significant issues
- Direction of changes in our service area
- Take advantage of opportunities from changes
- Avoid starting projects that are likely to fail
- Develop an objective view of the environment and break out of “old beliefs”
- Ensure the strategic plan does not have critical gaps, or is too tactical in focus.



PESTLE Analysis – Breakout Activity



Two breakout groups: A takes PE&S, B takes TL&E

Round 1 – +/-40 minutes

- Share/discuss your thoughts on issues, trends, opportunities and challenges for OCWCOG in each of the three areas assigned to your breakout group
- You can type your own (see Mural link in chat), post in Chat, or just speak up
- Facilitator will support, but *your initiative* is required

Round 2 – +/- 20 minutes

- “Rotate” and look at the other three categories
- Add to the previous team's notes (in your sticky color) and/or add comment icons as you see fit



The meeting attendees were split into two breakout groups at around 2:34 pm, while Executive Assistant Snodgrass stayed in the main videoconference room to welcome any late attendees. Recording does not carry over into the breakout rooms, so recording was paused at about 2:35 pm, since no one was in the main videoconferencing room.

Meeting Attendees returned to the main videoconferencing room at around 3:18 pm, and recording was resumed. A five (5) minute break was conducted before continuing discussion.

Mr. Pande shared his screen which displayed the PESTLE analysis the two breakout groups worked on. To view the work, please refer to the video recording starting at 41:37. Mr. Pande asked the attendees if there were items in the PESTLE that stood out as critical issues or if there were items that had not been thought of that are opportunities or concerns that OCWCOG should be paying attention to.

Treasurer Malone found the idea of encouraging OCWCOG to be more active in interacting with State Legislation interesting, and since he has been around OCWCOG he has never heard that discussed. Mr. Pande clarified if Treasurer Malone meant to use the platform of OCWCOG as an opportunity to present cases to legislators. Treasurer Malone said yes, and for potential funding opportunities and for what legislators present that can benefit OCWCOG.

Mayor Sawyer stated he agreed with Treasurer Malone, that OCWCOG does not do enough politics with the Oregon legislators. Mayor Sawyer said the League of Oregon Cities did a survey asking cities for their top five (5) priorities for the next legislative session, and thinks OCWCOG should think about also participating.

Mayor Traber stated he strongly supports this, but emphasized that anything supported must represent our region's needs.

Vice Chair Lepin stated he thought in the past that the lobbying was the League of Cities duty, but after hearing today's discussions, supports OCWCOG getting involved.

Commissioner Sprenger thinks there is great value in this conversation. Commissioner Sprenger wants to give consideration of the process in the future, because not all of the Board members agree on the same politics. Would there be a vote and majority would move it forward, what does agreed lobby support look like? Some organizations like OCWCOG look for 100% agreement, therefore don't do a lot in legislation. Commissioner Sprenger wants to make sure additional conversations take place on how to navigate as one single entity.

Mr. Pande said the Strategic Plan, when complete, can act as a guide on what OCWCOG could lobby for.

Mr. Pande returned to the PESTLE analysis and highlight some items that were marked urgent: "elections", "lobbying", and "getting harder to find middle ground on issues". Mr. Pande asked for input on ways to address finding a middle ground.

Mayor Cross stated a way to find middle ground is to have more Board engagement. Mayor Cross thinks with more communication they would find they are all dealing with the same issues.

Regarding Engagement, Mr. Pande suggested looking at how the Board is populated and think of solutions that have not been tried in the past.

Mayor Jones stated if we can maximize the perception on Board members getting something out of the meetings, we would see more engagement.

Mayor Johnson added that they all need to check in with one another, visit each other's cities, and check in with County Commissioners. Engagement is something we can do if they want to. Mayor Johnson invited everyone to his next lunch out and will send information later.

Mr. Pande went to the Social section in the PESTLE analysis and asked the attendees if anything stood out. Councilor Hoagland stated one thing that is new for him, is that it is ok to talk to other government officials and know there is comradery there. There is a balance of not betraying the people he works with by reaching out to other government places, and that he doesn't always get positive feedback from his peers when he mentions how other places solve problems.

Mr. Pande brought up a common statement he has heard throughout his analysis process, is that OCWCOG is a convener. Mr. Pande stated some of the deliberate and informal events outside of Board meetings can be helpful for bringing people together.

Mayor Cross stated one of the items in the Social section of the PESTLE analysis that is a huge importance in Lincoln County, and thinks it is growing in the other two counties, is the "silver tsunami". With the workforce change to more teleworking it is speeding up the aging process in his community by people moving to their "retirement" homes early, because they can work from home. What this has done in his city is increase the need for service workers. Senior facilities are having a hard time reaching staff needs. They are struggling with giving aid to their seniors when there are not a lot of options.

Mayor Johnson informed Mayor Cross that it is also happening in Albany. There are several senior communities that are understaffed. One of the items Mayor Johnson added to the PESTLE analysis is regulations around assisted living and independent living because there currently are not any. Mayor Johnson deals with a lot of frustration from clients and people in his community around the finance model for these. Mayor Johnson believes there needs to be more lobbying around this.

Mayor Traber agreed with the issues Mayor Johnson and Mayor Cross put forward, and it will involve state and local governments, and would fit under lobbying. Mayor Traber stated that looking at the population change, what that means for the increase in services OCWCOG provides, and if there will be enough funds available to continue to provide services.

Councilor Hoagland added that a concern for seniors now is access to food, and OCWCOG provides a service to help that with Meals on Wheels, but sees that shifting to add maybe medication, so seniors can have access to medication that otherwise wouldn't.

Mr. Pande moved to the technology portion of the PESTLE analysis and asked if any of the attendees see anything that stands out.

Mayor Traber left at about 3:55 pm.

Mayor Cross pointed out that concerns with cybersecurity need to be moved to the front and needs to be dealt with now with it becoming an increasing threat. Mayor Cross also added that the reader boards across highways should get more attention, because it can be a great technology way to be able to communicate with people. Also having good broadband is essential to moving forward in a technological society.

Mayor Johnson added that medicare.gov has changed its process which has made it extremely difficult to navigate through, especially for seniors that are not the best with technology, so they need someone to help them that they can trust. Mayor Johnson stated information regarding that would be great for OCWCOG to sponsor. Maybe to provide a regular meeting for seniors whether in person or virtually, to teach the people that help seniors, and to also educate on the scams that seniors are subjected too.

Technology Services Director Sele reminded the Board that OCWCOG Tech Services provides services to its members to help with implementation of projects to prevent cyber-attacks.

Mr. Pande stated today's work will be organized, condensed, and put into a PDF format and sent out to the Board for their review and to add comments. The intention of this is to use it as part of the discussion when the Board is brought back together to work on the priorities for the Strategic Plan.

Executive Director Vogt thanked everyone for participating to help further the efforts in the Strategic Planning work. There were some great innovative discussions about how OCWCOG can help advance the region, like legislative advocacy.

Councilor Hoagland asked if there is language for members missing meetings, like if too many are missed the seat goes to someone else?

Executive Director Vogt answered that our Bylaws state that members can appoint an alternative, and there might be language that says the members participation could be terminated.

Mayor Johnson left the meeting at about 4:05 pm.

7. OCWCOG Program Updates

Chair Hall asked the Board if they had any questions for the Program Directors regarding updates, and there was no comment.

Senior & Disability Services (SDS) and Community Service Programs (CSP)

A Program Update memo is included in the meeting packet starting on page thirty (30). SDCS Program Director Moore did not present her update.

Community and Economic Development (CED)

A Program Update memo is included in the meeting packet starting on page thirty-two (32). CED Director Glass added that CED did issue a Request for Proposal for a broadband feasibility study. They are reviewing application submissions now. The committee is made up of CED Director Glass, OCWCOG Economic Recovery Coordinator, and the IT Directors from each county in the region. They are hoping to have a contractor on board next week and the feasibility study will be a great planning document to use to apply for federal funds.

Technology Services (TS)

A Program Update memo is included in the meeting packet starting on page forty-nine (49). TS Director Sele did not present an update.

Human Resources (HR)

A Program Update memo is included in the meeting packet starting on page fifty (50). HR Manager Schulze did not present an update.

8. Executive Director Update

Executive Director Vogt reported he attended the Veteran Stand Down in Corvallis today, thought it was well attended and that it was great to see so many people getting access to services.

Executive Director Vogt stated he has been advocating for the other Oregon Councils of Government (COG) Directors to meet regularly. Mid-Willamette Valley COG, (Marion, Polk, Yamhill, and part of Clackamas County) does not provide social services, they are just Economic Development, and they have a political lobbyist they pay for. One of the things they have advanced and engaged the rest of the COG's in, is having a conversation with the infrastructure board at the Governor's office to try and get \$250,000 per year for the next five (5) years for each of the COG's, so COG's can hire staff to help with grant writing to access Infrastructure Investment and Jobs Act (IIJA) funds for local agencies. There is a smaller version through Business Oregon matched by the Ford Foundation where there is \$85,000 to specifically serve rural communities for each Economic Development District. There is hope for this to be granted to help reduce rates, or to fully subsidize assistance to access IIJA funds for member agencies.

OCWCOG's Senior Loan officer left recently and the OCWCOG is reassessing the partnership with Unity Lending, which would include OCWCOG, Mid-Willamette COG, and Lane COG which also have single staff workers in their lending departments. Last quarter OCWCOG had about \$1,000,000 worth of CARES funds for loans to our region. OCWCOG had to give back about \$15,000, and Lane COG had to give back about \$600,000 due to there not being enough staff to help market the loans. All three COGs are entering into a conversation with CCD to take on the servicing, and collection of payments. It should be more cost efficient for CCD to do this service and allows our staff more time to work on the marketing of the products.

Executive Director Vogt acknowledged the conversations around engagement and informed the Board that he has been, and will continue to attend City Council meetings in the region. Executive Director Vogt's attendance at the Council meetings have proven positive and has generated some new interest; both through existing member agencies that didn't have an appointed representative, appointing someone, and Sodaville decided to reinstate their membership.

Mayor Jones asked Executive Director Vogt what he is doing at the City Council meetings.

Executive Director Vogt answered that he is providing the Year End Report, with updated information on the local jurisdiction for the current year. Executive Director Vogt stated it is more about him reintroducing himself to the City Councilors and Mayors, talking briefly about OCWCOG services, and answering questions.

9. Other Business

Treasurer Malone thanked Vice Chair Lepin for his guidance and wished him luck. Executive Director Vogt also thanked Vice Chair Lepin for his support, time commitment, and constructive criticism. Vice Chair Lepin appreciated everyone's feedback.

10. Adjournment

With no further discussions, Chair Hall adjourned the meeting at 4:21 p.m.

Meeting minutes taken by Leah Snodgrass



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MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Finance Committee
FROM: Marit Nelson, Finance Director
RE: OCWCOG Financial Update

Please accept the following snapshot, and Consolidated Revenue and Expense Statement, for period ending July 31, 2022. Accurately closing it can be difficult to make accurate assumptions on the future of the budget with only one month of information, but we strive as an agency to review, discuss and update financial information monthly in each department. Please let me know if you have any questions.

	FY 2023 Budget	July 2023	Percentage	Prior Year
Dues	342,387	331,357	96.7%	20.1%
Contract Revenue	3,906,360	37,009	1%	54.4%
Grant Revenue	341,494	-	0%	1.1%
Donations	250,500	28,175	12.8%	6.3%
State Revenue	2,792,567	36,465	1.3%	2.1%
Federal Revenue	17,904,799	1,364,487	7.6%	.43%
Coordinated Care	7,715,000	743,595	9.6%	8.8%
Total Income (all line items)	\$ 57,160,554	\$2,906,804	5.1%	5.9%
Total Payroll Expense	\$ 21,229,384	\$ 1,353,681	6.4%	6.8%
Contract Expense	13,881,585	1,009,014	7.3%	7.5%
Indirect Expense	3,097,635	258,136	8.3%	8.3%
Maintenance & Repair	163,900	33,769	20.6%	.7%
Supplies	101,675	7,446	7.3%	5%
Telephone	181,618	11,711	6.5%	8%
Travel / Training	260,220	35,629	13.0%	5.4%
Total Expense (all line items)	\$ 51,974,744	\$2,887,999	5.7%	5.1%
Net Gain / (Loss)		\$18,805		

Snapshot by Major Line Item

Fiscal Year (FY) FY 2022-23 Financial Narrative (Revenue)

I have no concerns with our revenue accruals for the month of July. Payments for annual dues are steadily coming in and we are happy to have Sodaville join us as a member as of August!

Contract revenue comparison to prior year results from three contracts that were front loaded at the beginning of last fiscal year. At 1/12 the way through the budget year, we should be at 8.3% in all categories. Many of our billings are quarterly so we will not see that percentage catch up until the September close. With overall revenue trending very close to last year without the benefit of front loaded contracts, tells me we are on track where it counts.

Program managers and directors have been communicating frequently to ensure that we are starting off the year right by making corrections and updates now rather than later in the year. FYE 2022 Audit is scheduled to begin September 26th. When the document has been finalized, we will roll the beginning fund balances and assess the rest of the year and the need for budget adjustments.

FY 2022-23 Financial Narrative (Personnel and Material & Supplies)

Personnel Expense matches last year's trend so there are no red flags at this time. We onboard new employees almost weekly so we should see a trend of increasing monthly expenses as the year progresses. COLA expenses as well as health insurance open enrollment will also have an impact on future monthly trends.

Materials and Supplies is under budget for the month, trending slightly higher than last year. Roof repairs were completed in Toledo before the end of July and HVAC replacement is on the calendar in September. While projects are not moving as fast as they did pre-pandemic, we are seeing forward momentum in some areas.

We are looking forward to a busy fall and spring with the finalization of the strategic plan and the kickoff of our enterprise system search!

Consolidate Revenue and Expense Statement

Finance Committee Financial Report

For Period Ended July 31, 2022

Percent of budget to date: 8.33%

Acct No	Description	Budget	YTD Bal	Percent of Budget	Notes
000710	Beg Bal-Restricted for Grants	\$ 66,956	\$ -	0.0%	
000725	Beg Bal-Restrict for Contracts	\$ 5,423,927	\$ -	0.0%	
000740	Beg Bal-Restricted for Other	\$ 3,089,088	\$ -	0.0%	
000745	Beg Bal-Restrict Reserve	\$ 5,906,076	\$ -	0.0%	
000750	Beg Bal-Unrestricted	\$ 4,634,176	\$ -	0.0%	
000801	Dues			96.8%	Billings sent out, revenue accrued, payments coming in
000802	Fees For Service	\$ 326,083	\$ 315,578	8.1%	
000803	Internal Transfer	\$ 131,600	\$ 6,579	8.3%	
000804	Miscellaneous Revenue	\$ 3,793,944	\$ 258,136	0.8%	
000805	Contract Revenue	\$ 25,000	\$ 188	1.0%	
000806	Grant Revenue	\$ 3,906,360	\$ 37,009	0.0%	
000807	Donations	\$ 341,494	\$ -	6.4%	
000808	Interest Revenue	\$ 200,500	\$ 12,913	12.8%	
000809	Transfers In	\$ 220,732	\$ 28,175	0.0%	
000811	Designated Grants	\$ 309,398	\$ -	0.0%	
000813	Special Projects Dues	\$ -	\$ 5,019	0.0%	
				96.8%	Billings sent out, revenue accrued, payments coming in
000819	Special Event Revenue	\$ 16,304	\$ 15,779	0.0%	
000820	Program Meals Revenue	\$ 20,000	\$ -	10.1%	
000823	Program Income	\$ 160,000	\$ 16,100	0.0%	
000824	Match	\$ -	\$ 57,559	0.0%	
000824	Match	\$ 35,600	\$ -	0.0%	
000826	Borrowers Fees	\$ 7,000	\$ -	0.0%	
000827	Loan Packaging Fees	\$ 7,750	\$ -	0.0%	
000828	Service Fees	\$ 6,200	\$ 428	6.9%	
000829	Program Administration	\$ 120,000	\$ 8,803	7.3%	
000840	Veterans	\$ 114,000	\$ -	0.0%	
000841	Oregon Project Independence			3.5%	Late close for July Financials, Billings being processed this week
000842	OEDD/OECD	\$ 1,045,000	\$ 36,465	0.0%	
		\$ 120,000	\$ -	0.0%	

000843	ODOT	\$	1,465,567	\$	-	0.0%
000844	Dept. of Land Conservation Dev	\$	48,000	\$	-	0.0%
000846	Coordinated Care	\$	7,410,000	\$	743,595	10.0%
000848	CCO Metrics Income	\$	305,000	\$	-	0.0%
000860	Economic Development Admin	\$	75,000	\$	-	0.0%
000862	Older Americans Act	\$	1,223,000	\$	-	0.0%
000863	Title XIX	\$	15,751,799	\$	1,347,353	8.6%
000864	Federal Senior Meals	\$	650,000	\$	16,501	2.5%
000865	USDA	\$	95,000	\$	-	0.0%
000867	Federal Match	\$	100,000	\$	-	0.0%
000869	Siletz Revenue	\$	10,000	\$	624	6.2%
	REVENUE	\$	57,160,554	\$	2,906,804	5.1%
						Overall Trend is reasonable compared to last year and current known factors
000410	Leave Benefits	\$	740,288	\$	52,010	7.1%
000420	Fringe Benefits	\$	1,074,691	\$	72,196	6.8%
000421	Insurance Benefits	\$	3,728,922	\$	239,688	6.6%
000425	PERS Benefits	\$	3,225,707	\$	210,298	6.6%
000430	PERS Reserve	\$	244,311	\$	7,441	3.0%
0001ED	Executive Director	\$	163,922	\$	13,350	8.1%
0004PD	Program Director	\$	475,870	\$	34,885	7.3%
0004TM	Technology Manager	\$	5,640	\$	278	4.9%
0010PM	Program Manager	\$	313,962	\$	8,068	3.3%
0013PS	Program Supervisor	\$	918,136	\$	64,300	7.0%
0015QA	QA & Improvement Manager	\$	51,656	\$	-	0.0%
0016LO	Loan Officer	\$	71,368	\$	-	0.0%
0019CA	Clerical Assistant	\$	166,399	\$	-	0.0%
0019PM	Personnel Manager	\$	115,985	\$	9,214	7.9%
0022SA	Senior Accountant	\$	51,973	\$	-	0.0%
0046CM	Case Manager	\$	2,971,415	\$	186,500	6.3%
0053CC	Contracts Coordinator	\$	122,728	\$	4,294	3.5%
0055CS	Clerical Supervisor	\$	269,074	\$	21,327	7.9%
0058AP	Assistant Planner	\$	114,927	\$	2,910	2.5%
005PIO	Public Information Officer	\$	72,747	\$	6,898	9.5%
0060AS	Accounting Specialist	\$	47,466	\$	3,587	7.6%

0064ES	Eligibility Specialist	\$	1,437,220	\$	88,632	6.2%
0064MM	Money Management Coord	\$	46,914	\$	3,600	7.7%
0067EA	Executive Assistant	\$	55,370	\$	4,178	7.5%
0070AC	Accounting Clerk II	\$	57,183	\$	735	1.3%
0076AA	Administrative Assistant	\$	471,107	\$	35,294	7.5%
0076BO	Business Officer	\$	68,968	\$	4,252	6.2%
0085CS	Clerical Specialist	\$	410,426	\$	20,374	5.0%
0085SS	Software Support Specialist	\$	-	\$	3,737	0.0%
0085WS	Workstation Support Specialist	\$	86,364	\$	-	0.0%
013TSM	Transportation Manager	\$	87,237	\$	-	0.0%
025NSS	Network Support Specialist	\$	204,327	\$	11,061	5.4%
031CDP	CED Planner	\$	294,291	\$	13,951	4.7%
034APS	Adult Protective Services Spec	\$	877,727	\$	51,540	5.9%
037DTC	Diversion & Transition Coord	\$	275,149	\$	22,035	8.0%
037LCM	Lead Case Manager	\$	214,084	\$	15,901	7.4%
045ISS	Information Support Specialist	\$	66,371	\$	4,665	7.0%
052ALO	Assistant Loan Officer	\$	56,895	\$	2,729	4.8%
055VSO	Veterans Service Officer	\$	56,505	\$	4,271	7.6%
060FMC	Facility Maint. Coordinator	\$	65,930	\$	4,339	0.0%
061LES	Lead Eligibility Specialist	\$	-	\$	4,694	7.6%
064ADR	ADRC Specialist	\$	180,261	\$	14,972	8.3%
064ALW	Asst. AFH Licensing Worker	\$	125,240	\$	7,503	6.0%
067CEA	Confidential Executive Assist	\$	73,025	\$	4,005	5.5%
073MRW	Medical Resource Worker	\$	152,061	\$	3,222	2.1%
075LTB	Lead Trans Brokerage Spec.	\$	-	\$	4,030	0.0%
075TBS	Transportation Brokerage Spec.	\$	342,564	\$	24,477	7.2%
076CSA	Case Aide	\$	55,728	\$	-	0.0%
076IHA	In Home Assistant	\$	185,100	\$	32,533	17.6%
082SMC	Senior Meals Coordinator	\$	44,520	\$	3,197	7.2%
090RSM	Relief Site Manager	\$	39,940	\$	835	2.1%
099EXH	Extra Hire	\$	-	\$	6,932	0.0%
88MSM1	Meal Site Manager 1	\$	155,503	\$	-	0.0%
88MSM3	Meal Site Manager 3	\$	96,187	\$	18,743	19.5%

Corrections to labor distributions being implemented in August.

Corrections to labor distributions being implemented in August.

Corrections to labor distributions being implemented in August.

000576	Training	\$	128,900	\$	22,720	17.6%	Several trainings this month and invoicing for leadership training throughout the fall
000577	Volunteer Recognition	\$	23,970	\$	158	0.7%	
000578	Meal Delivery Travel	\$	53,000	\$	2,015	3.8%	
000579	Travel	\$	131,320	\$	12,909	9.8%	Several trainings this month and invoicing for leadership training throughout the fall
000582	Utilities	\$	67,677	\$	4,174	6.2%	
000584	Janitorial	\$	97,900	\$	6,000	6.1%	
	MATERIALS AND SUPPLIES	\$	20,712,872	\$	1,534,318	7.4%	Overall Trend 15% under budget
000580	Transfers Out	\$	314,398	\$	-	0.0%	
000583	Operating Contingency	\$	9,247,090	\$	-	0.0%	
	TRANSFERS AND CONTINGENCY	\$	9,561,488	\$	-	0.0%	
000595	Capital Purchase	\$	405,000	\$	-	0.0%	
000596	Leasehold Improvement	\$	66,000	\$	-	0.0%	
	CAPITAL OUTLAY	\$	471,000	\$	-	0.0%	
	EXPENSE	\$	51,974,744	\$	2,887,999	5.6%	
	NET (GAIN/LOSS)			\$	18,805		

Transportation Programs Update

OCWCOG Board Meeting



September 15, 2022

Projects Underway: STIF/5304

- Mobility Hubs at OSU/LBCC
 - Anticipated STIF construction grant 2023
- LBL Coordinated Plans
 - Required for rural transit providers
 - On schedule for June 2023
- NEMT Software Upgrade
 - Upgrading “Ride Line” software
 - RFP Advertised and contractor selection in October
- Regional Transit Access Plan
 - Internal project
 - Anticipated kick off October/November

Ongoing Projects



- CW Ride
 - Regional transit information
- Linn Benton Loop
- Cascades West Area Commission on Transportation (CWACT)
- Cascades West Transportation Options (CWTO) Programming
- Bikeshare in Corvallis

Upcoming Projects

- 2024-2027 Surface Transportation Block Grant (STBG) Funding for MPOs

- Project selection in October
- Loss of state fund exchange will have implications

- Bus Driver Recruitment Study

- AAMPO/CAMPO Joint Project

- AAMPO Regional Transportation Plan

- Staffing challenges will likely lead to hiring a consultant

- Highway 20 Regional Growth Study

- Funded through MPOs with local match
- Expect start in January 2023

Long Term View

- Enough planning, time for implementation!
- Housing/Transportation Plans Complete by June 2023:
 - CAMPO RTP
 - AAMPO RTP
 - Highway 20 Study
 - Regional Housing Needs Analysis
 - Climate Friendly Communities (Philomath, Corvallis, Albany)
 - Regional transit access
- Federal infrastructure bill and Inflation Reduction Act
 - Understand grant programs
 - Plan ahead
- Be available to support partners and members as needed

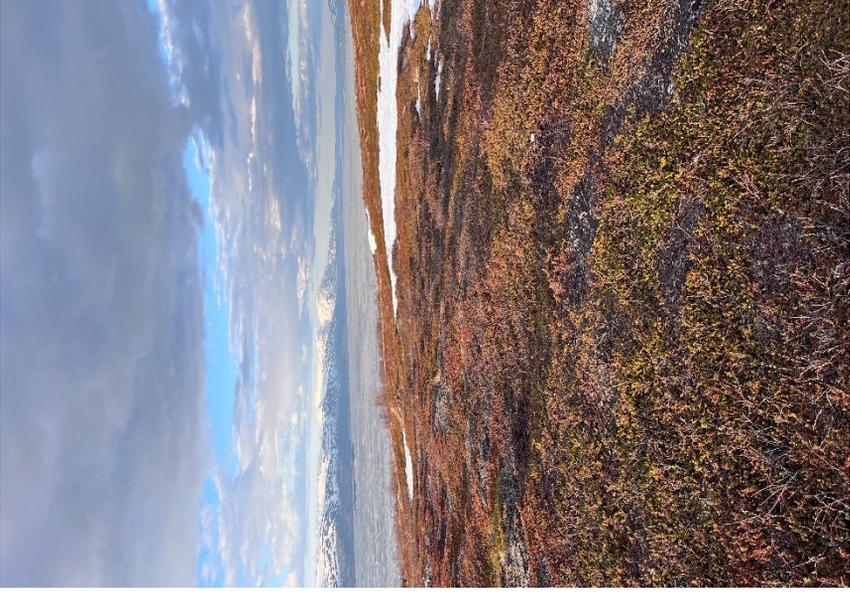


Questions ?

Finally, A Few Photos from Sweden

- Wife Visiting Researcher at Malmö University
 - Helped with Urban Studies Master's Level class
- City of 350,000 inhabitants, 3rd largest city in Sweden
- Across the sound from Copenhagen, Denmark
- March – June 2022
- Visited Stockholm, Gothenburg, Article Circle x2, lots of Skane region (similar to counties)
- Embraced coffee and sauna culture

Investment in Electrified Trains → Tourism



And the Arctic is Amazing!

Regionalism is Vital to Success





MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Board of Directors
FROM: Jenny Glass, Community and Economic Development Director
RE: **Regional Housing Toolkit Project Completion Summary**

Project Overview

OCWCOG received a grant from the Department of Land Conservation and Development (DLCD) to support the development of strategies to encourage the production of needed housing and create a housing implementation plan. OCWCOG worked with 3J Consulting on the project. The project included several deliverables including: two regional housing meetings, four code audits for local communities along with community specific priority tool recommendations for cities that opted in, OCWCOG regional recommendations, and a housing implementation toolkit. All the documents will be available on the OCWCOG website.

Regional Housing Discussions

Both regional housing discussions were well attended. The first meeting had 27 attendees including staff and the second meeting had 24 attendees including staff. Key takeaways from the meetings included:

- Regional Approach to wetlands and jobs/housing balance should be considered.
 - Wetlands are a significant constraint – explore wetland regulations and banking (ongoing).
 - Commute costs have increased with people moving further away from where they work.
- Explore mass timber industry and modular housing (ongoing).
- Not a one size fits all approach for cities. We need as many tools as possible.
- Some cities are more impacted by short-term rentals than others.

Community Code Audits and Community Specific Recommendations

OCWCOG reached out to cities under 10,000 in population in the region about completing code audits and community specific tool kit recommendations. Four cities elected to participate including Sweet Home, Toledo, Harrisburg, and Philomath. Each city received two documents. One outlined recommended code changes that could reduce barriers to housing development the second outlined community specific toolkit recommendations for each city to consider. The cities may consider adopting some of the recommendations.

OCWCOG Regional Recommendations

In addition to the four community specific recommendations, the consultant and OCWCOG Staff created a set of regional recommendations that could be implemented at the regional level. The regional recommendations recognize that housing challenges are not limited to city boundaries and solving the housing crisis will take a regional and state approach.

OCWCOG Housing Toolkit

Four communities participated and received community specific recommendations. However, our region has many other cities that could benefit from the housing toolkit recommendations. In recognition of this, the consultant and OCWCOG staff worked to develop a set of housing tools for smaller communities in the region. Cities above 10,000 in population are already required to develop Housing Production Strategies. However, many smaller cities are not under the same requirements and do not have the resources to develop housing strategies. The Housing Toolkit gives cities a list of options, evaluation criteria, and examples of other cities that have implemented certain policies. The tool kit is designed to provide the following benefits.

- **Techniques** local governments can use to support housing investments.
- **Considerations** for updating zoning and local code.
- **Reduces Barriers** to development.
- **Optimizes Public Investment** and leverages private investment.
- **Proactive** strategies are better than reactive/passive approach.

The toolkit is a resource that small cities in the region may use to move forward with housing policies.

Next Steps

OCWCOG created a regional housing page on the website. The website will be used to share information from this project and future housing projects. The hope is that the COG can be a regional housing resource for the region.

[Regional Housing | OCWCOG](#)



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MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Board of Directors
FROM: Alicia Lucke, Community Services Programs Program Manager
RE: Bias Response Project Update

Research and discussions around the feasibility of a regional Bias Response System are in full swing with consultant Zilo International, who recently completed a series of community listening sessions late August. Sessions were held across the region and were open forum style, engaging in Q&A with residents around bias experiences, knowledge of reporting resources available, identifying potential resource and knowledge gaps, and more.

Survey questions were created by a stakeholders' group which included:

- Zilo International, contractor (3-4 team members)
- David Collier, Human Resources, Lincoln County
- Marcia Harnden, Police Chief, City of Albany
- Joe Hahn, Equity, Diversity and Inclusion Program Coordinator Benton County
- Fay Stetz-Waters, Civil Rights Director at Oregon Department of Justice

At each focus group, participants received a \$50 Visa gift card and were served lunch or dinner. Host sites included: Lincoln County School District Teaching and Learning Center, Center for Health Education-Newport, Philomath Public Library, Albany Public Library, Corvallis C3 Center, and James Gang Pizza in Lebanon. **A total of 60 participants attended the local focus events**, with simultaneous Spanish interpretation requested and available at both the Albany Public Library and Newport events.

An elected officials survey presenting research highlights and possible solutions will be sent to you later this month, with a Virtual Summit tentatively scheduled for late October/early November.

OCWCOG Strategic Planning

Rapid Assessment Summary of Findings

Report Prepared by Pivotal Resources, Inc. for

Oregon Cascades West
Council of Governments



August 2022

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Introduction

Background

Stretching across Linn, Benton, and Lincoln counties – from coast to valley to forestlands – the Oregon Cascades West Council of Governments (OCWCOG) provides diverse services ranging from community and economic development, transportation, assistance for older adults and people with disabilities, and veteran support, to name just a few. OCWCOG is able to fund and deliver these important resources at a level and quality that would be difficult for the counties, cities, and communities to offer on their own. In addition, the COG can better integrate services to meet broader needs of its consumers and members (e.g. adult care connects with services that support aging in place, such as Meals on Wheels; transportation planning supports and informs economic development).

OCWCOG is at a point where a careful consideration of its future direction and role is warranted—and is embarking on development of a three-year Strategic Plan. Factors driving the need/desire for the plan include:

- As OCWCOG has grown and services have expanded, there is a need to reassess its Mission, Vision, Values and priorities.
- The COG’s Executive Director and much of its Senior Leadership Team are fairly new to the organization, providing an opportunity to build alignment and consider new direction.
- The Boards of OCWCOG and its sister agency, the Community Services Consortium (CSC)—which provides highly complementary services—have previously directed the two organizations to explore merging into a single organization. While a merger is not being actively pursued, both agencies are highly invested in fully leveraging a comprehensive partnership. A Strategic Plan could provide a roadmap and momentum for this unification process.
- Most importantly, the plan is intended to set direction and priorities for the COG to ensure it is providing the right mix of services to meet the needs of the region, and to continually enhance the efficiency and effectiveness of those services.

Report Purpose, Methodology and Interpretation

A starting point for the OCWCOG’s Strategic Plan development has been a broad-based assessment of the agency’s services, value, opportunities and challenges, done through a collaboration between the agency and consulting firm Pivotal Resources. The assessment was conducted through a series of individual and group interviews with Board members (elected representatives of OCWCOG’s member counties, cities, Port, and tribe) senior leadership, management and staff, as well as key external partners and stakeholders who have relationships with the agency. An on-line questionnaire was provided to those who did not participate in the live interviews. In addition, a variety of documents including plans, bylaws, Board meeting agendas and on-line resources were also reviewed. Finally, Board and Senior Leadership staff completed a group PESTLE* analysis working session to consider short- and longer-term trends and opportunities.†

The findings presented in this report were prepared by Pivotal consultants Pete Pande and Brittany Sale through interpretation and synthesis of the many voices heard and data gathered during the assessment. Pivotal’s analysis is supported by our long-term experience helping organizations identify, prioritize and address change opportunities—including strategic, operational and organizational (e.g. climate/culture, structure) areas.

As the individuals participating in this assessment were promised their individual input would not be disclosed, the findings focus on broad areas of consensus and highlight key points of disagreement or alternative points of

* PESTLE = Political, Economic, Social, Technological, Legal, Environmental

† A full description of interview subjects and other data and documents reviewed in the assessment is provided in Appendix B

view. Throughout this process, all participants were very responsive and cooperative; both time and information were made available fully and promptly. Our impression was that individuals we talked with were frank and honest in explaining their experience and views of OCWCOG, its role, strengths and challenges.

Use of this Report

An evaluation such as this can be a very useful tool to identify and/or validate strengths and weaknesses (of various types), and to focus action and commitment to address the most critical opportunities. They can also help better align different initiatives or dimensions of change to set priorities and build a common purpose. At the same time, the findings must be properly interpreted within the context of the current situation, trends and plans to ensure the report can be used as productively as possible. Some key points we would emphasize:

- *Every organization has opportunities for improvement.* Any gaps or concerns should be viewed as a normal aspect of leading a government agency or business, not as unusual or unfair criticism.
- *Strengths and opportunities often go hand-in-hand.* It is by no means contradictory to note that an aspect of an organization is a positive, while also noting that *improving* on that strength could be a valuable priority for action.
- *Prioritization and interpretation are critical.* This is intended to help inform deliberation and decision making for OCWCOG’s Strategic Plan. Any suggested action areas are presented *only* for consideration and are not a proposed action list for the agency.

Please also note that the findings in this report are intended to provide directional input for consideration in development of a strategic plan and do *not* represent a detailed analysis of the many complex issues and challenges surrounding OCWCOG and the oversight and development of social and economic development programs and services.

Assessment Findings and Considerations

Overview: OCWCOG Purpose and Perceptions

Overall, the picture that emerges of OCWCOG is that of an organization that is viewed positively by many stakeholders for what it offers to the region and its ability to provide services and support that in many cases would not be possible without the COG. While many people—internally and externally—note that they are only familiar with certain of the many services OCWCOG offers, there is a strong consensus among the groups included in this assessment that the organization is a valuable asset.

Defining the Agency’s Primary Role: A Unified Resource and Diverse Service Provider

In discussing the overall purpose of the COG, not surprisingly many people focus on the aspects they know best. The structure of the agency in two main program areas— (1) Senior, Disability, and Community Services and (2) Community and Economic Development—helps distinguish and emphasize the two broad “business lines,” though there are diverse programs under each.

Among those who seem most familiar with the full scope of OCWCOG’s offerings, a common description for the agency’s role is as a “convener”—an organization that brings together different communities, interest groups, and expertise to help identify and promote common interests. Once needs are agreed on (by the Board and/or appropriate member or partner), COG then takes a lead or supporting responsibility for developing and implementing services and solutions.

As noted in more detail below, the breadth of offerings under the OCWCOG umbrella is at once a strength as well as one of its major challenges.

Respected for High-Quality Services

Despite the large menu of programs and services it offers, among the individuals and groups we heard from, OCWCOG enjoys a strong reputation for the quality of its work and dedication of its people. Even though it takes on some of the most difficult social and economic challenges, the agency's efforts receive high marks. As one Board member noted: "The COG is the most responsive inter-governmental agency I've been associated with." Others praised the organization for its readiness to fill gaps that can't be easily addressed by individual jurisdictions or that require development of a unified approach or special expertise that OCWCOG brings to the table.

The Big Challenge: Meeting Demand

Perhaps the best evidence of the good work that OCWCOG does is the consistent desire that it do *more*—a view held by Board, management, staff, and external stakeholders. The sense of unmet potential involves three related dimensions:

Opportunity: Areas where there is a wish that the COG plays a more active or expanded role. Examples include:

- Support for a "Blue Economy" that takes better advantage of coastal commercial and natural resources in Lincoln County.
- Improving ability to provide services to fight the impact of homelessness.
- Expanding transportation services to include more communities in need.

Access/Visibility: Recognition that OCWCOG services are not known by or available to important potential consumers. For example:

- In the social services area, it's felt that the agency is not fully effective at reaching non-English-language communities and unhoused populations.
- In economic development, Board members repeatedly commented that their colleagues—elected and career officials in local government—are often unfamiliar with ways the agency can supplement their small staffs or address specific needs.

Capacity: Across the organization, the ability to hire, prepare and retain staff is viewed as one of the biggest obstacles to meeting *current* workloads, let alone taking on additional offerings or expanding the consumer base. Front-line employees feel this most intensely—and several hourly staff noted that they regularly work extra time without pay just to address their workload. But it's not a secret to Board or community partners that OCWCOG is operating "short-handed."

Coping with Change and Turmoil

Like many organizations, OCWCOG has been buffeted by the pressures of the Covid pandemic. Effects range from reduced collaboration among staff and interaction among Board members to restrictions on service delivery. In addition, most of the Senior Leadership Team is new, and their efforts to set a new direction for the agency have been slowed by Covid and the staffing gaps noted above. These factors have clearly heightened the stress and impatience around the state of the organization, particularly among staff.

Fortunately, OCWCOG Executive Director Ryan Vogt is described by many as the right kind of leader for the agency and one who—especially now that pandemic restrictions are relaxing—is very focused on raising visibility and building bridges.

But as our more detailed assessment findings explain below, there's still a lot to be accomplished. Development of an OCWCOG Strategic Plan will ideally provide clearer direction and shared priorities to enhance the organization's contributions and address some of its more significant challenges and opportunities.

Specific Themes, Challenges and Considerations

Building on these broad findings, the following are five more specific areas that emerge from the assessment and that suggest opportunities for consideration in strategic planning. While described individually, please note that there is significant interdependence of the themes, so that progress in one area will have impacts—usually positive—in others.

THEME ONE: BREADTH AND SCOPE OF SERVICES

Benefits/Strengths

Offering such a broad array of services is a big part of what makes OCWCOG so important to the region it serves. It is a portfolio that ranges from supporting clean-up of toxic waste sites to adult foster care — all of which are highly appreciated by their direct consumers or stakeholders.

By its involvement in so many areas of need, OCWCOG builds expertise that can be applied to other localities, or serve to unify solutions and services across its three counties. As some local government leaders noted, the COG is “the place to call” on many topics. The agency is able to leverage its capabilities to serve a region that is largely rural, providing scale that those communities on their own would not be able to offer.

This diverse expertise, and the connections the agency is able to make—at the local, state and federal level, as well as with private funders and interest groups—position OCWCOG to respond to new needs and/or contribute innovative service ideas.

Challenges/Opportunities

Many groups—including staff, Board members, and external stakeholders—are, or feel they are, unaware of all that the agency does. This may not be a problem in some cases (many organizations in business or government are involved in more activities than are generally known). However, the concerns arising from the diverse menu of programs include:

- Staff feel disconnected from the larger organization. Some even described their program as “often being left out.”
- Opportunities to collaborate across programs are missed. (There are efforts to do this, but managers and staff view this is falling far short of its potential.)
- It can take a long time to bring new people up-to-speed. When people leave the agency, the loss of knowledge can be significant.
- The core identity of the COG is unclear, simply because of the diversity of offerings.

In many of the areas where OCWCOG is active, there is often a wish or hope that the agency could do *more*. That may lead to unrealistic expectations and/or more pressure on staff—and make it especially important for leaders to manage against “scope creep.”

Sample Comments

“[OCWCOG] does things for small regions that they can’t do their own.... It serves many needs and many people. They help make sure people in our whole region get services whether it’s rural or urban.”

– *External partner*

It’s easy, when you’re in the weeds, to forget about the big picture.”

- *OCWCOG Unit Supervisor*

“The COG is uniquely positioned to look around and say ‘No one is doing X. We think we can do that and offer results.’”

- Board Member

Within the city council, OCWCOG is highly regarded as an important organization that's allowing for a collective voice to be advocated for, but I don't know if the public has a great understanding of the purpose outside of Meals on Wheels."

- Board member

"I'm constantly having to explain what it is that we do...it's not well known."

- Supervisor

Considerations[‡]

- Review and assess where OCWCOG's "best fit" for services lies and potential options to expand or pare back where other organizations may offer a better solution. This may involve some tough choices, as well as collaboration with other service providers.
- Develop a Mission statement and Vision for the COG that helps signal the united purpose across all service areas
- Promote communication across OCWCOG work units about services, consumers, challenges, etc. to build more "whole agency" knowledge. Include a deeper orientation in new hire onboarding.

THEME TWO: MARKETING/BRANDING AND VISIBILITY

Benefits/Strengths

Among those involved in areas OCWCOG directly touches, the organization is well known and has a strong reputation. Recently increased outreach efforts, in particular by the Executive Director, are helping remind and reconnect the agency with its members and their decision makers.

A number of important services are supported by other organizations and have their own branding and visibility which OCWCOG is able to build on in its own outreach. "Meals on Wheels," as one example, has longstanding name recognition that makes it one of OCWCOG better-known services. (See graphic below of sample program logos, from a 2018 "Direction COG" report.)

Challenges/Opportunities

A corollary to the diverse services offered by OCWCOG is the challenge of how to best present that broad menu to the "marketplace" (more accurately "marketplaces"), and to reach the right people with the right message. This issue is complicated by the need to balance:

- a) The *overall* visibility and recognition of OCWCOG, which is important in areas such as recruitment, connecting with partners, and building a unified and collaborative culture inside the agency;
- b) Marketing and attracting consumers to *specific* programs and services—which, as noted, often have their own established branding that is more relevant to consumers or partners than that of OCWCOG.

A variety of staff and stakeholders noted that the agency's social media efforts are not as visible or engaging as they could be, and website as currently structured makes it challenging for visitors to locate the services they are looking for.

One of the most commonly-noted issues is simply the name of the organization: "Council of Governments" is a type of collaborative quasi-public organization, but the name does not effectively reflect what its mission is or the types of services it provides. Sample impacts:

- Recruitment of staff is hampered by lack of visibility or uncertainty about what the "COG" does.

[‡] "Considerations" are potential actions that may help address challenges and/or optimize benefits (not all necessarily part of the Strategic Plan).

A number of staff mentioned that they applied for jobs at the OCWCOG based on suggestions from a friend or colleague, but that even after working in a related field for years had no idea the organization even existed, or what it did.

- Within member organizations, the current OCWCOG Board representative may have a sense of the agency's role and services, while other Councilors and Commissioners often do not.
- Efforts to unify the agency and its services under the OCWCOG "brand" seem not to make anything clearer to consumers and constituents who know "Meals on Wheels" or "Ride Line" much better.

There is concern across the Board, management and staff that current promotion and outreach is missing individuals who just never find out about OCWCOG services—including historically underserved groups such as houseless non-English-speakers, tribal elders and communities, LGBTQ and rural populations.

Sample Comments

Those of us close to the organization don't know what all the COG does. If we don't know then the general public *really* doesn't know."

- Board Member

"We need to have an ongoing voice out there in the community about our agency."

- Staff Member

"[OCWCOG] does a poor job of promoting itself and letting people know what we can do."

- Board member

"With more recognition we could do more for these communities."

- Senior Leader

"Diversity, Equity and Inclusion should be one of our top priorities. It's a constant topic, but not much happens. It's hard because we don't know what we don't know."

- Supervisor

"Are our citizen's going hungry and how do we know? I would like to dive into this and make sure people know of the services we provide. Especially seniors."

- Board Member

Considerations

- Explore a philosophy and approach to marketing and branding that fits each "market" or customer group and specific objectives.
- Develop a more appropriate "overall" brand for the agency that is more descriptive than "Council of Governments." (This would not mean changing the legal name of OCWCOG, but would serve as a something similar to a commercial DBA.)
- Continue to use the acronym OCWCOG, but only as a "tagline" or unifying identifier under other more specific brands—for example, as Comcast Corporation uses the iconic NBC Peacock on many of its services:



- Promote communication across OCWCOG work units about services, consumers, challenges, etc. to build more "whole agency" knowledge. Include a deeper orientation in new hire onboarding.
- Enhance existing communications platforms, including the OCWCOG website.

- Continue and accelerate the work of the COG's Diversity, Equity and Inclusion (DEI) Subcommittee. Develop a DEI vision and action plan, while seeking to integrate principles and actions into all agency activities.

Sample Brands/Logos Associated with OCWCOG:



THEME THREE: STAFFING & RESOURCES

Benefits/Strengths

OCWCOG has dedicated people, many of whom enter this field because they have a “calling” to public service, and even a personal motivation to the specific group or needs they address. For example, it was noted that young people involved in senior care often have had experience with grandparents or other family members that leads them to an organization like OCWCOG.

OCWCOG also offers a competitive compensation package, which is an advantage in attracting and retaining staff and management.

Many stakeholders gave very positive comments on the caliber of agency employees. OCWCOG people’s commitment to doing the best job possible and building an outstanding organization comes through very clearly. Considering the number of programs and services managed by OCWCOG, the overall productivity of the organization seems very high—and admirable.

Also valuable is a sense that OCWCOG leadership is concerned about people and is taking steps to build greater teamwork and help people deal with personal needs.

Challenges/Opportunities

For a variety of reasons, the current staffing and resource situation at OCWCOG can be described as “constrained”—or even worse. This is not a brand-new issue, but it has been aggravated by the pandemic and the resulting labor market “squeeze,” which leads to even more stress and difficulties handling the volume of work.

The diversity of OCWCOG services may make the resourcing issues greater (job-sharing from program to program means learning new processes, rules, etc.). Clearly that flexibility exists in some areas now, but will be take more time as new people are brought on board.

Staff and supervisors voice particular frustration about:

- The lack of effective on-boarding support and guidance for people taking new roles within the organization. Supervisors in particular noted that they had to “learn on the fly,” moving into new roles with little orientation on the processes they have to use nor guidance on their responsibilities (also noted for the Board – see Theme Four).
- Long lead-times for recruiting and hiring. This was/is not just a function of the “great resignation,” but a long-standing issue.
- A concern that “we could and should be doing more” and that needs—individual and for the region—are not being met. (More on this below under Theme 5: Leveraging Partnerships.)

A final note concerns past and future “change management” efforts. There is still important and lingering dissatisfaction among a group of staff about a case management change that broadened their responsibilities and eliminated a “specialist” role. Even though management did, and continues to feel that change was necessary to improve efficiency and reduce wait times for services—the benefits are still not clear to quite a few staff, and they blame that change for the loss of several experienced colleagues, adding to the issue of being short-handed.

Sample Comments

“I feel like we all do a great job here. There is no lazy staff or an easy position in this office. We all give 100% every day and continue to show up for our community.”

– *Staff member*

“I appreciate the focus leadership and teammates place on self-care. When life happens, I feel supported in taking the time that I need to resolve life’s happenings.”

– *Staff member*

“My stakeholder well understand the COG’s role. But their capacity is low, for example in supporting grant writing. Turnover is affecting them.”

– *External partner*

“It feels like we’ve been in crisis mode for 2-3 years now.”

– *Staff member*

“Time management is so crazy here...the space to be creative or forward thinking – we don’t have it. We need to find a new flow.”

- *Supervisor*

“We have a deeply disturbing dearth of resources for a very large county (and I’d venture a guess that we aren’t unique in this regard) and a growing number of consumers who would benefit from a more robust compendium to draw from.”

- *Supervisor*

“[Not knowing enough about changes] does cause some difficulty and doubt about management and our ability to provide capable, actual information.”

- *Supervisor*

Considerations

- Explore more diverse and proactive staff recruitment strategies. We did not assess the current approaches in depth, but it may be useful to look for other channels to tap into for certain roles (while not “poaching” partner agency staff.) This should include an element of OCWCOG’s equity and diversity effort to attract staff representing underserved groups.
- Per a number of staff and supervisor comments, the recruitment and hiring process may need to be more “proactive”—focused on anticipating potential needs and looking for possible candidates before an actual

opening arises. Then, when there's vacancy, there would already be pool of staff to connect with. Specific staff recommendations include the development of an internship program/pipeline.

- Put greater emphasis on support for transitions: new hires, promotions, moves; including Board members (see Theme Four). This is the kind of action that is often put at a lower priority because "we're too busy"—but can help people be more productive sooner and reduce overall stress on the organization.
- Address the continuing dissatisfaction with the past responsibility change by explaining how it has affected services (provide data and/or share examples)—while examining ways to address some of the frustration that lingers. While this may seem like opening up "old wounds," from our observation those wounds are still pretty fresh.
- Be prepared to practice more careful change management before, during and after future improvements and changes. For example, the envisioned Enterprise Software project or prospective integration/merger with the Community Services Consortium—which may be a great benefit to the agency, but only if the people, process and technical dimensions are managed well.

THEME FOUR: GOVERNANCE AND LEADERSHIP

Benefits/Strengths

OCWCOG senior leaders get a lot of kudos, from both inside and outside the agency, for their dedication, professionalism and abilities. While there are frustrations to be sure, the overall climate is positive and promising.

Staff, similarly, express a lot of appreciation for their managers and how they support work team and individual needs and performance. (There are pockets of discontent, but these are more directed at work load and not limits on who they reach and how they help consumers.)

At the Board level, the commitment of those *who are consistently engaged* is also high, and their understanding of the value and quality of OCWCOG's services is strong.

Challenges/Opportunities

The biggest governance issue for OCWCOG is the time and commitment level of the agency Board. The officials who make up the Board already have responsibilities to their cities, counties and businesses that take priority—not to mention jobs and families. Board members often describe their initial involvement with OCWCOG as being a case of "someone had to do it"—and many had little idea what the COG was all about. Many of the most active Board members have been involved for a long time and bring a lot of experience to the role, but finding "newer blood" is not easy.

There is also some frustration among COG member jurisdictions that they have not been allowed to have paid staff (e.g. a City Manager) serve as delegates on the Board if and when none of their elected leaders is able to devote the time to the effort.

Increasing the level of participation from the Board may not be an urgent issue; however, as OCWCOG considers new strategic priorities and initiatives, and addresses some of the other challenges noted here, broader and deeper engagement from the Board will be valuable.

Internally, there are concerns about the extensive use of committees as a means of making decisions and taking action. The observation is that the emphasis on communication and updates does not allow enough time to develop, decide on and implement *solutions*.

Sample Comments

"I believe that there is a spirit of collaboration and collective support across the board. I feel well supported no matter who I reach out to for support and guidance."

– Staff member

"[The Executive Director] brings humanity back into the building."

– Supervisor

"The COG tends to do whatever current members of the Board think is important at the time. If one person can get a majority, we go down that road. That seems a little too fluid."

– Board member

Committees are "pretty darn awesome," but meetings are "a highly inefficient way to get things done."

– Staff member

"We need to look for ways to make the COG more nimble. More flexible. We should focus on being responsive *first*, then see about being more innovative."

– Manager

"[We should be] using the skills board members have. We all come from a variety of occupations and experiences. How do we tap into this to see what skills we have to better service OCWCOG."

– Board Member

Considerations

- Examine opportunities to allow more diverse representation and participation on the OCWCOG Board through delegation. OCWCOG's charter already allows this on a "one meeting at a time" basis; there may be opportunities to make that option more accessible if needed. §
- Leverage Board orientation information and materials suggested under Theme Three and make better use of "preview" materials for prospective Board members. Use these both to set expectations while highlighting the benefits of helping govern the COG.
- Examine structure, membership, role and expectations for committees. Seek to ensure there are clear objectives and timelines to encourage new ideas and actions to address problems or opportunities for change. Look to committees as another way to broaden participation and diversity.

THEME FIVE: LEVERAGING PARTNERSHIPS

Benefits/Strengths

By the nature of its work and with the breadth of its services, OCWCOG works with and has shared goals with many other organizations. The most prominent of these is the Community Services Consortium (CSC), which also serves Linn, Benton, and Lincoln counties and provides services that help combat and prevent poverty.

As this report is being written, OCWCOG and CSC are increasing collaboration with an eventual possibility of merging the two agencies. Though details of how that would work are not clear, and some aspects provide real challenges (e.g. pay disparity between similar roles), there are short-term efficiency opportunities (e.g. space sharing, common IT systems, joint outreach, cross-referrals, etc.), further

§ "OCWCOG Articles of Agreement, V.A.3: "...if no elected official is available for a specific meeting, the representative or chief elected official in the absence of that representative of the member may assign a staff of that unit of local government to attend that meeting. Such appointed representative shall have all rights and responsibilities of the regular representative for that meeting."

integration of the two organizations is promising and fulfills an objective set by their Boards—who share several members—several years ago.

Challenges/Opportunities

Consistently, management, staff and external stakeholders describe OCWCOG’s coordination with other agencies or service providers as “good, but needs to be better.”

The sense is that OCWCOG and other organizations that serve the same or similar groups (e.g. health care providers with high senior patient populations), know about one another but have not engaged extensively in how they can link and/or coordinate their services. In Community and Economic Development, for example, the business loan program is currently not using the full amount of funds it is capable of lending—offering an opportunity to coordinate with other organizations who support local start-ups.

Sample Comments

“[We need more] deep, trusting partnerships and collaborations.”

– External Partner

“[A strength of OCWCOG is] a desire to build community partners to strengthen community outreach and service delivery.”

– Board Member

“The COG from my experience has never been a go-to to *lead* things. Their approach is not to step on toes—but my message is ‘Please step!’”

– External Stakeholder

Considerations

- Already, as part of the Strategic Planning process, efforts are being planned to conduct outreach to partner organizations to understand their needs and how OCWCOG can better collaborate with them. This kind of effort—prioritized to those that seem to have the highest potential benefit—can lead to productive teamwork with enhanced services and connections to underserved consumers.
- Continue the process of integrating and sharing with CSC. After several years of delay, momentum is clearly building and a promising partnership is more visible on the horizon. At the same time, it will be key to manage the details—including impact on people in both organizations—and ensure there’s a clear vision for a full unification.

PESTLE Analysis: Key Issues & Trends

On July 21st, 2022, the OCWCOG Board and Executive Leadership conducted an organizational issues, trends and opportunities review known as a “PESTLE” analysis. The purpose of PESTLE is to identify key external factors that could impact the organization, its customers, capability and ability to fulfill its mission and/or goals. For OCWCOG, the factors identified may also influence or suggest areas for strategic planning and priorities. (PESTLE categories are: Political, Economic, Social, Technological, Legal, and Environmental).

During the session, the Board and Leaders brainstormed elements within each PESTLE category, then highlighted elements that are either: a) more urgent issues or trends that may need short-term attention or action; and b) issues or trends that are particularly important to OCWCOG and its mission. Post session,

Pivotal facilitators reviewed and grouped elements to identify themes within each PESTLE section. A snapshot of the grouped PESTLE analysis is in Appendix B.

The following is a summary of the items identified—with examples of some of the specific elements noted—under each PESTLE factor.

POLITICAL

- *Governmental Factors:* State and federal funding dependencies. Ongoing local government support needed. Different political priorities based on County.
- *Programs/Partners:* CSC partnership. Engaging state and federal representatives on behalf of COG.
- *Promotion, Education, & Outreach:* Sharing COG achievements with political leaders. Promoting knowledge about the services COG provides.
- *Communication:* Finding political middle ground on issues is getting harder. Difficulty in communication between groups.
- *Board:* Level of board engagement. Maintaining regional representation. Board continuity is needed.

ECONOMIC

- *Housing:* Increasing costs of living impacting economic growth. Housing is an economic barrier.
- *Funding:* Possible reduction in federal or state funding for COG services. Wealth gap in region. Inflation impacting current projects in process.
- *Business Development/Support:* Historic investment in infrastructure. The need to expand loan programs to support small business growth.
- *Programs/Partners:* COG could perform or facilitate salary surveys for cities we serve. Finding resolutions to wetland costs)
- *Workforce:* Lack of quality childcare.

SOCIAL

- *Consumer Impacts:* The “silver tsunami” and aging populations will increase. Insufficient care providers to meet need.
- *Program Ideas:* Increase drug prevention education. Widen police positions to include Mental Health. Assist cities with funding commercial space for entrepreneurs.
- *Organizational Needs/Issues:* Lack of regional and agency diversity. The need to continue to partner and learn.

TECHNOLOGICAL

- *Internal-Facing or Partner Issues/Opportunities:* Broadband infrastructure. Cybersecurity. Expansion of IT support across member agencies.
- *External-Facing Issues/Opportunities:* Link COG website to city/county websites. Electric vehicle infrastructure.

LEGAL

- *State/Federal Impact:* Legislative impact on businesses that affect economic growth. State executive orders impacting land use.
- *UGB Expansion*
- *General Concerns/Considerations:* Increased liability. Reporting requirements. CSC partnership.

ENVIRONMENTAL

- *Housing:* Lack of competitiveness due to housing issues. Increasing housing issues.
- *Physical Environment:* Decreasing CO2. Emergency preparedness. Need for regional/shared climate change actions.
- *Staffing/Hiring:* Very limited hiring pools.
- *Other Issues:* Rural issues very different from Urban. Wetlands restricting land development. Solid Waste management problems for the area. Decreased funding for increased compliance.

Reviewing the outcome of the PESTLE analysis, it seems to largely align with other findings in this assessment, while offering some more specific opportunities to consider in defining strategic priorities for the agency.

Conclusion

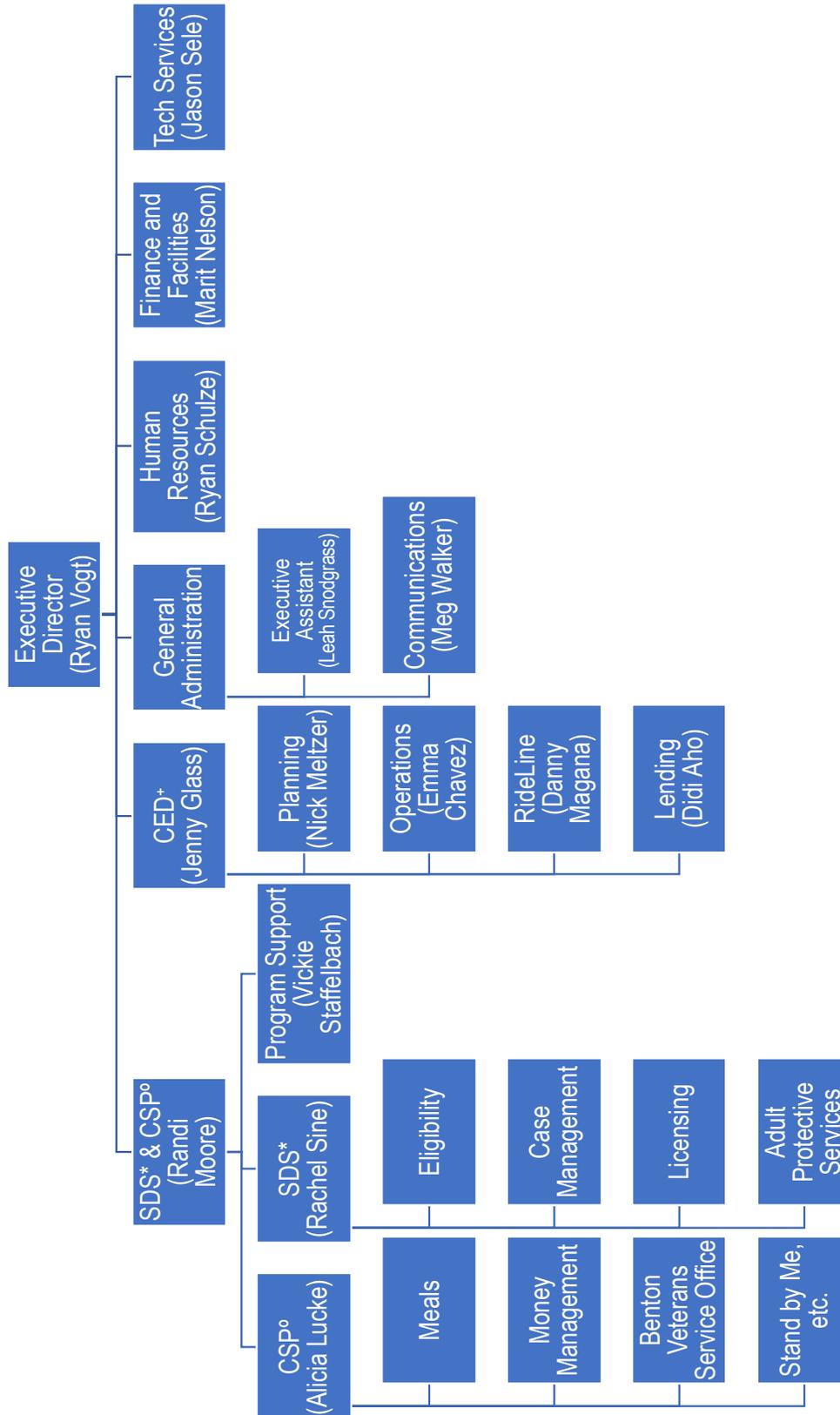
One of the more important conclusions emerging from this assessment is that this is a very worthwhile moment for OCWCOG to form a strategic plan, direction and priorities. This effort will build on the positive developments that have taken place under new leadership, and allow more focused application of resources and improvements that will further strengthen OCWCOG and the value it provides to the region.

We would like to express appreciation to OCWCOG management, staff, Board members, external partners, and others who provided the time, perspectives and insights that enabled completion of this report. Special thanks to Leah Snodgrass, Executive Assistant, for her diligent efforts to plan and arrange many meetings and interviews that have been essential to this assessment.

Comments and questions for Pivotal Resources may be addressed to:

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Walnut Creek, CA 94596
+1-925-975-0500 extension 227
ppande@pivotalresources.com

Appendix A: OCWCOG Organization Chart



*Senior & Disability Services °Community Services Programs +Community & Economic Development

Appendix B: OCWCOG – Board PESTLE Analysis



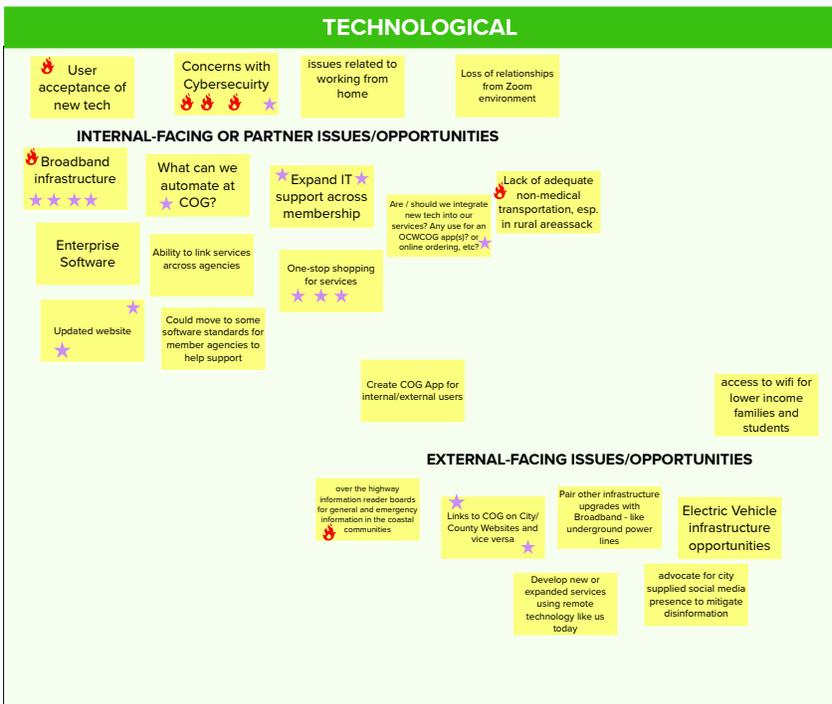
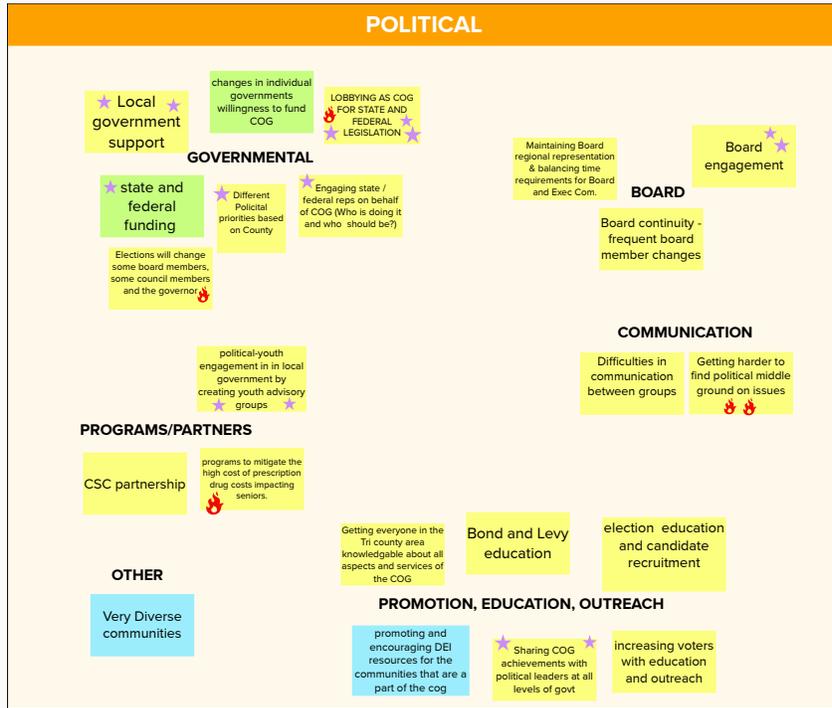
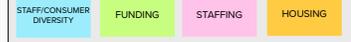
PESTLE - OCWCOG - July 2022

Version 3 - Affinity

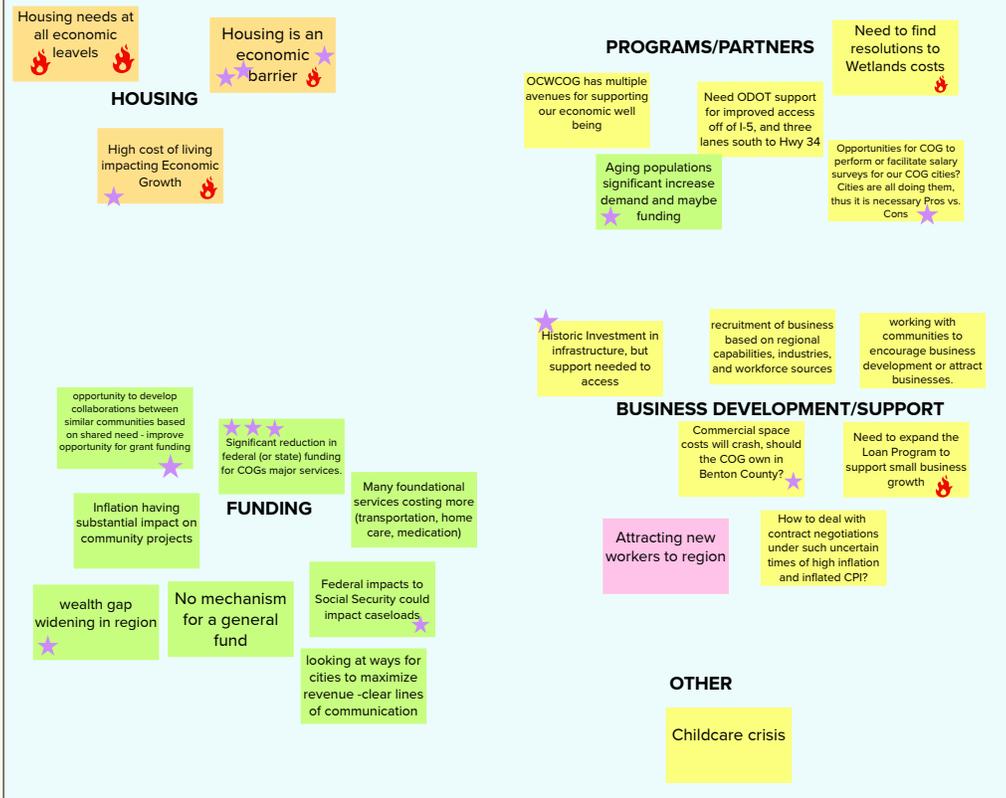
COMMENT ICONS KEY

- ★ Critical Issue/Big Opportunity
- 🔥 Urgent or imminent Impact

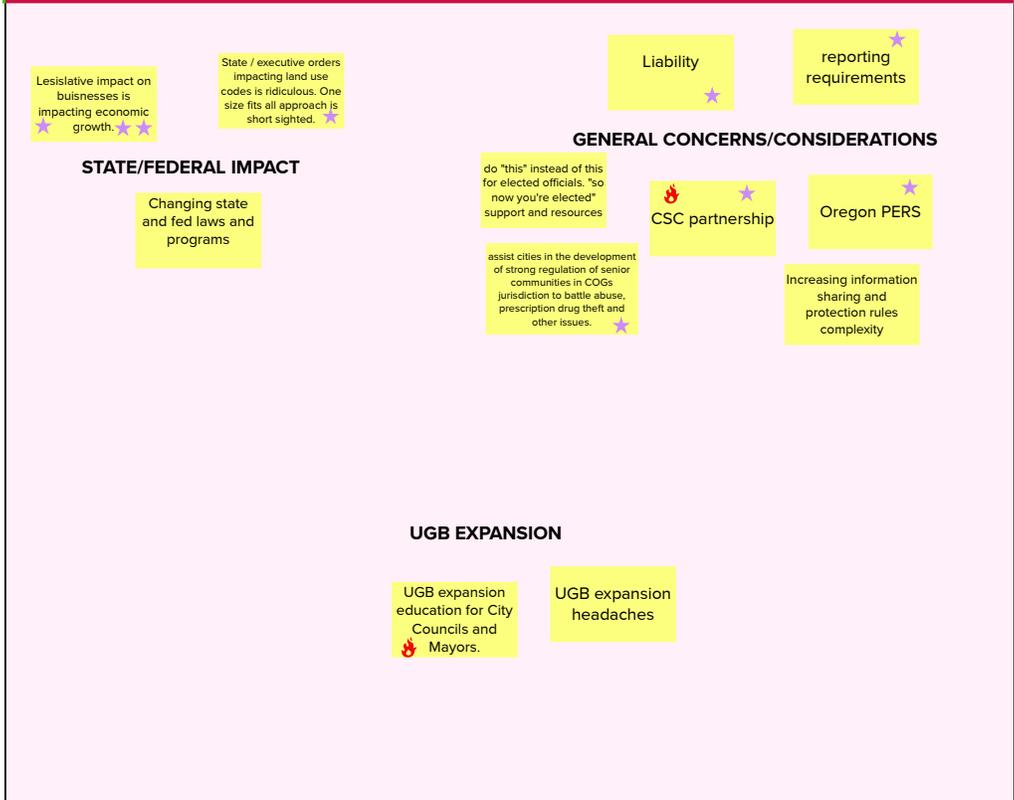
THEME STICKY KEY

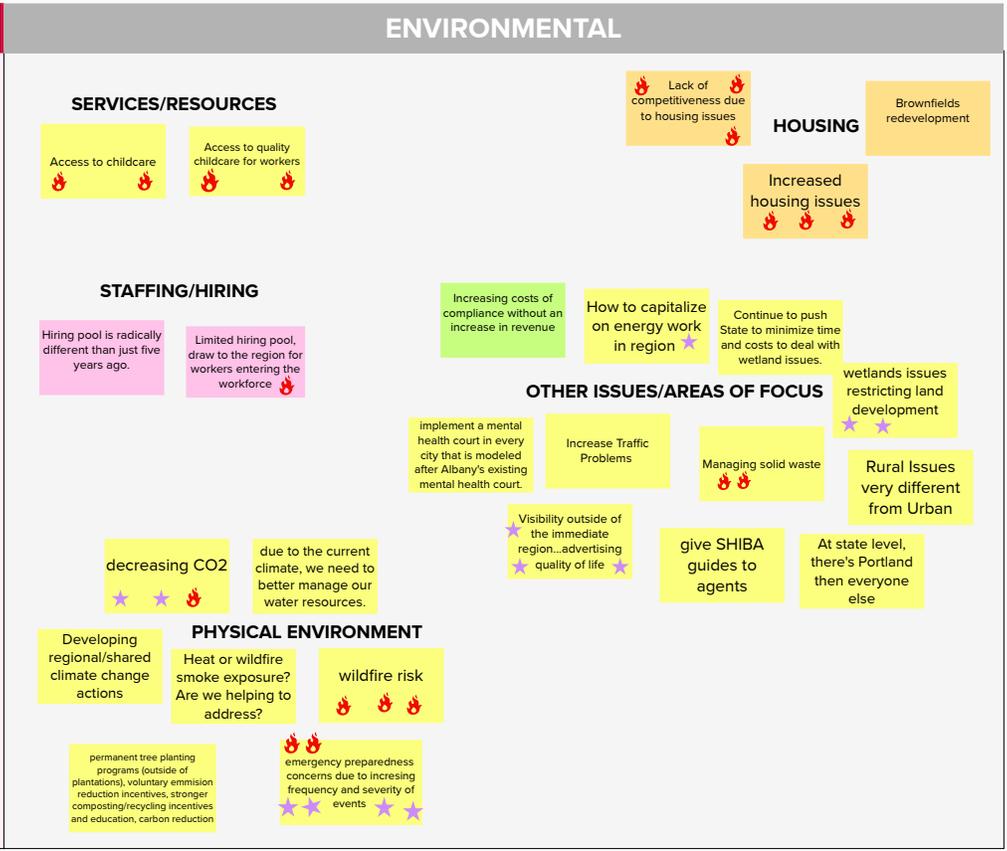
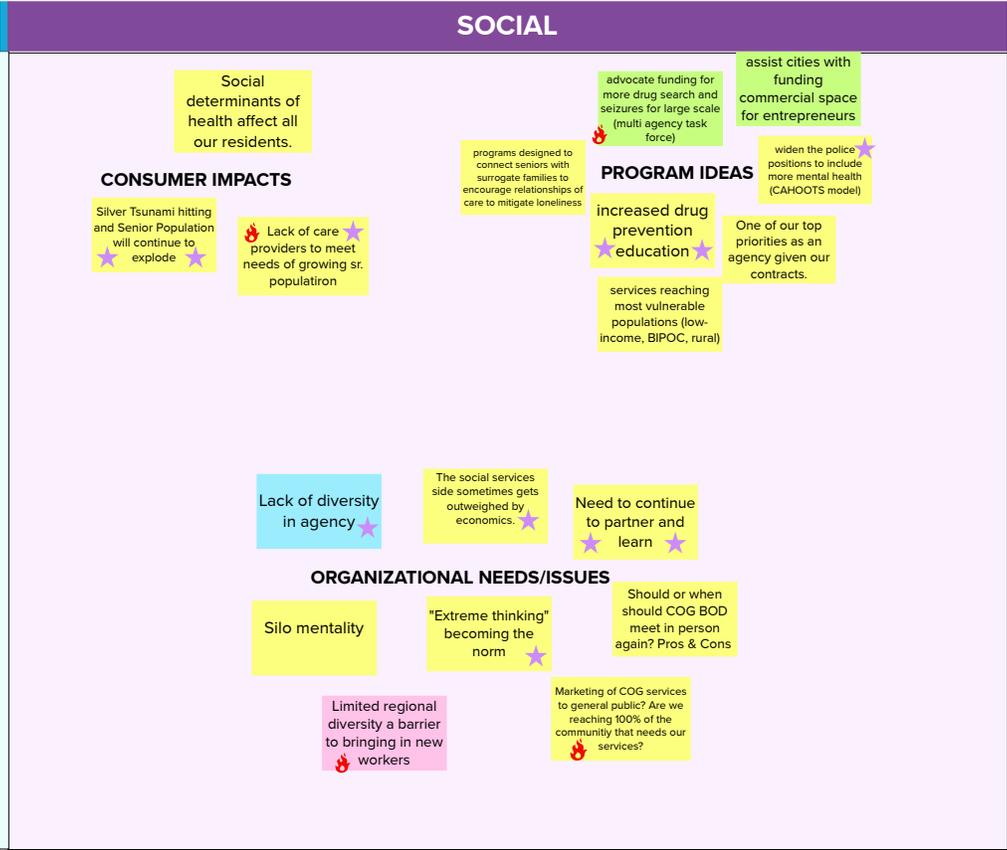


ECONOMIC



LEGAL





Appendix C: Report Research Background

Completed Tasks

Below is a summary of activities and tasks conducted throughout the project that enabled the recommendations on strengths and opportunities presented later in this Report.

Interviews & Focus Groups

On May 2nd 2022, Pivotal commenced its work with an introductory teleconference with Executive Director Ryan Vogt. The purpose of this meeting was to provide an overview of the current situation at OCWCOG introduce key players and identify priorities for interviews, focus groups, and documentation review. We also clarified objectives for the project in alignment with our contract, preliminary plan, and scope of work.

Gathering and evaluating perspectives of OCWCOG staff at all levels, as well as Board members and external partners, was an essential activity for Pivotal in the Assessment effort. Objectives of these discussions were to:

- Gain an understanding of how participants view the purpose of the agency
- Learn participants' perspectives on challenges and opportunities facing the agency
- Provide an opportunity for participants to identify what their top priorities would be
- Provide an open forum for participants to provide additional input not covered in Pivotal's guiding questions

The following interviews and group discussions with OCWCOG staff, management, and external partners were conducted as part of the Rapid Assessment.

Interview or Focus Group	Participant(s)
OCWCOG Director Individual Interview May 11, 2022	Marit Nelson
OCWCOG Director Individual Interviews May 12, 2022	Jason Sele Randi Moore
OCWCOG Director Individual Interview May 13, 2022	Ryan Schulze
OCWCOG Executive Committee of the Board Individual Interviews May 16, 2022	Jim Lepin Claire Hall
OCWCOG Director Individual Interview May 17, 2022	Jenny Glass
OCWCOG Executive Committee of the Board Individual Interviews May 18, 2022	Dean Sawyer Sherry Sprenger

OCWCOG Executive Committee of the Board Individual Interview May 20, 2022	Patrick "Pat" Malone
CSC Meeting June 1, 2022	Pegge McGuire Karla Garrett
OCWCOG Executive Committee of the Board Individual Interviews June 1, 2022	Chas Jones
OCWCOG Staff Group 1	Stephanie Nappa Hannah Stark Jacob Blinn Beth Meaney-Hoffman
External Key Partner Focus Group 1 June 10, 2022	Barry Hoffman Gary Stockhoff Savannah Crawford Joe Samaniego Phil Warnock
External Key Partner Focus Group 2 June 10, 2022	Paul Schuytema Melissa Murphy Patrick Wingard
Supervisor Group 1 June 17, 2022	Amy Peer Cybill Stockman Christy Fitch
Supervisor Group 2 June 24, 2022	Emma Chavez Danny Magana Kate Hall Rachel Sine
Staff Focus Group 2 June 23, 2022	Didi Aho Justin Peterson Jody Warner Kimberly Cooper Crystal Mohamed Leah Snodgrass

External Key Partner Focus Group 3 June 29, 2022	Caroline Cummings Alysia Rodgers Hillary Norton
Executive Director Individual Interview June 27, 2022	Ryan Vogt
OCWCOG Supervisor Group 3 July 6, 2022	Amanda Williams Molly Murphy Alicia Lucke Beth Lee Kayla Armstrong
External Key Partner Focus Group 4 July 14, 2022	Britny Chandler Margaret Manoogian
OCWCOG Board Focus Group 1	Riley Hoagland Rod Cross Gil Silvia
OCWCOG Staff Group 3 July 19, 2022	Mark Lapinkas Brian Leeper Julie Tatum
OCWCOG Staff Group 4 July 20, 2022	Michelle Drebin Beth Judy Antonia Sims Melina Mattoli
OCWCOG Board Member Individual Interview July 26, 2022	Alex Johnson II

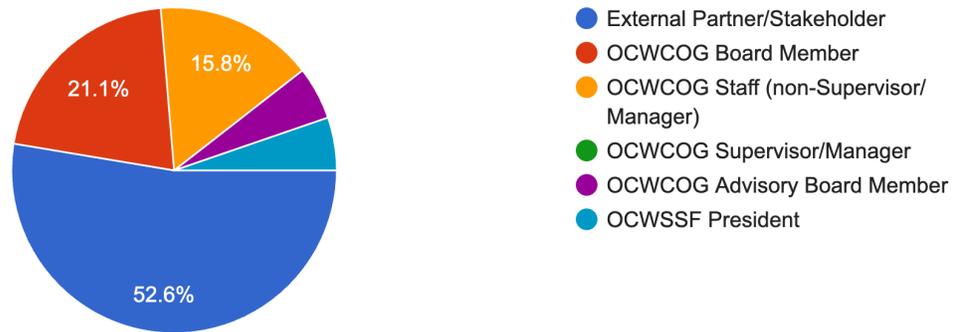
Online Form Input

Staff and others who were not able to or included in the interview process were given an opportunity to respond to an on-line strategic planning feedback questionnaire.

Nineteen individuals responded, and those comments of which were taken into account in preparing this findings report. The makeup of respondents and their focus area(s) is noted on the charts below.

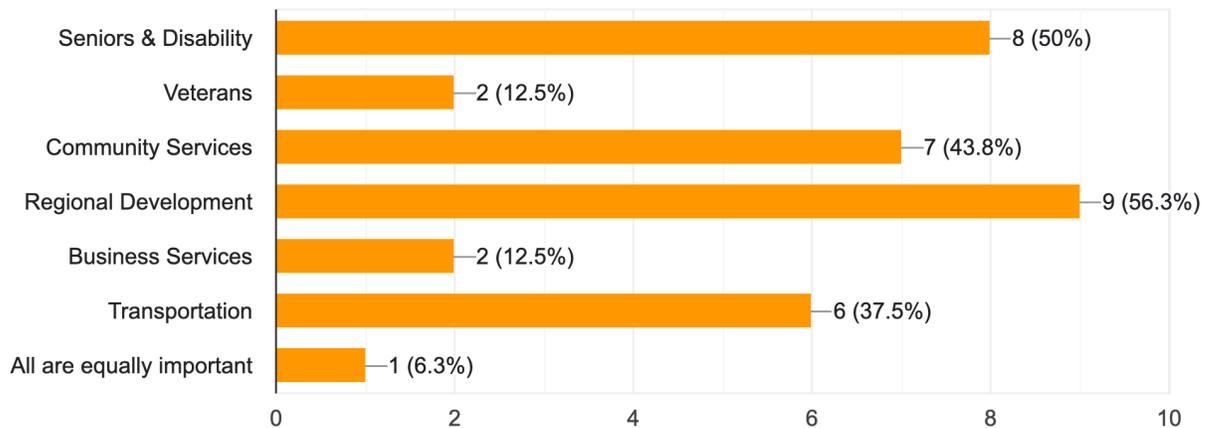
What is your role?

19 responses



Which of OCWCOG's service areas are most important/relevant to you and/or your community or constituents?

16 responses



Overall, input received from the online questionnaire echoed information gathered from interview and focus groups, with frequently noted suggested priorities of addressing homelessness and transportation issues in particular.

Documentation Review –

Pivotal reviewed a variety of documents that helped them understand the nature of the work performed within OCWCOG. A partial list of these documents includes:

- OCWCOG organizational chart
- OCWCOG Articles of Agreement (2021)
- OCWCOG Bylaws (2010)
- 2021-2025 OCWCOG Area Plan
- Comprehensive Economic Development Strategy (2020-2025)

OCWCOG Strategic Priorities: Draft Language per SLT Discussion

Community Visibility

People know who we are, what we do, and how to access us.

Key goals:

- Updated and compelling Mission, Vision, Values
- Strong brand, effective communication and outreach
- Identify common problems and develop/promote regional solutions
- Consumers have knowledge of available services

Organizational Excellence

Be seen as a recognized leader, continuously improving and adapting.

Key goals:

- Efficient, high-value operations and processes
- Decisive, data-informed actions
- Drives the growth and development of staff
- A model for other organizations

Partnerships & Collaboration

Build and strengthen relationships with partner agencies and member governments

Key goals:

- Further alignment and systems improvement with Community Services Consortium
- Deliver and align with key State agency partner services
- Expanded engagement with non-profit organizations
- Strong engagement of Board and member governments

Diversity, Equity and Inclusion

Strengthen our organizational commitment to employing and serving under-represented people and communities.

Key goals:

- Take proactive steps to identify and address historical gaps and barriers to access
- Meaningful engagement of under-represented communities
- Reflect and support the diversity of our communities
- Position the agency to be a role model

Expansion & Innovation

Lead the region by driving new ideas, creative solutions, and purposeful growth.

Key goals:

- Use data to assess the reach and impact of our programs
- Leverage expertise to support member agencies
- Actively anticipate new regional needs before they emerge
- Taking measured risks to deliver new programs and services



Senior, Disability and Community Services

1400 Queen Ave SE • Suite 206 • Albany, OR 97322
(541) 967-8630 TTY/Voice • 1-800-638-0510 TTY/Voice



Area Agency on Aging

203 N Main St • Toledo, OR 97391
(541) 336-2289 • (541) 336-8103 TTY/Voice • (800) 282-6194

MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Board of Directors
FROM: Randi Moore, Senior, Disability, and Community Services Director
RE: **Senior, Disability, and Community Services Updates**

Senior and Disability Services Updates

Adult Foster Home (AFH) Numbers Dwindling

As part of our contractual obligations with Oregon Department of Human Services (ODHS), OCWCOG is responsible for the licensing and oversight of AFHs operated in Linn, Benton, and Lincoln Counties. Licensors monitor these small (less than 5 residents) home-like settings frequently, making sure they are following all rules and guidelines of the State. ODHS has overarching authority of AFH licensure and are responsible for imposing penalties and terminating licenses if a home is not compliant with State rule.

Adult Foster Homes are an integral part of Oregon's long term-care facility system, which has been a leader in the nation. Unfortunately, the number of homes serving older adults and people with disabilities has been decreasing in our communities over the last five years. This impact is especially significant on the coast and other rural communities where the number of larger care facilities such as assisted living and nursing facilities are fewer. Too often, this means people on the coast who need care for their loved ones must send them to the valley or other areas of the State.

Many factors are potentially impacting AFH numbers in our communities.

- There is a growing cost of purchasing or renting property that is handicap accessible to meet the needs of those who need help with their activities of daily living, such as toileting and bathing.
- The long-term stress of COVID has negatively impacted care facility communities.
- There is a significant lack of workforce.
- The skill sets of being a sensitive and empathetic provider of hands-on care versus an astute business person who can manage house budgets, purchasing, and staffing plans can be difficult to find in one person.

In the short term, OCWCOG is trying to stabilize our current AFH providers to keep from losing more homes. This work includes providing coaching, mentoring, and technical assistance to AFH owners. Our longer-term goal is to start growing the number of homes in the three-county area. The development of a plan to reach that goal is still in the works but will include a vigorous marketing and outreach plan.

In the meantime, if you know community members who have the unique skill sets needed to be an AFH provider, please direct them to our agency. Most importantly, if you know people who work in or support one of the AFHs in our community, please thank them for the hard work they do and for being such an important resource in our community.

The chart below shows the numbers of AFHs in each of our counties and the loss of these facilities over the last few years.

Licensed AFHs Numbers Per County

	Linn	Benton	Lincoln
2018	55	20	10
2020	37	14	10
2022	29	11	7

New Lincoln County Supervisor

I am very excited to introduce you to Joyclnn Potter, our new Medicaid Program Supervisor in the Toledo office. I know she will be a great fit with the team and an asset to the agency and the consumers we serve. In a recent ice breaker of Two Truths and a Lie, Joyclnn shared: I have lived in 30 countries, while in Papua New Guinea I discovered the remains of a WWII Japanese soldier, and I speak fluent Spanish. Joyclynn speaks fluent French, not Spanish. Getting to know her should be very interesting! I hope you will have an opportunity to meet her one day soon, but until then, here is the introduction Joyclynn shared with staff when she joined the agency.

Hi everyone! My name is Joyclynn (pronounced Jos-a-lynn). This summer has held a lot of big changes for me and my family: after 22 years in Baker City (in eastern Oregon) we just moved to Newport. I love the coast and have recently started learning to stand-up-paddleboard on the ocean- it has been exhilarating and challenging! My husband and I have 4 kids; two girls and two boys, but our ten-year-old son is the only one who will be living at home with us this year- the other three are in college or spending a gap year traveling. My husband and I have also been foster parents for more than twenty years, so our family dynamic and size changes pretty frequently. I come to OCWCOG from Eastern Oregon University Head Start and a long background in teaching, academic administration, and social work. I'm thrilled to be joining you all and looking forward to getting to know everyone!



Community Service Program Updates

Stand By Me – Oregon receives \$32,400 in funding from the Oregon Community Foundation

The Stand By Me -Oregon Program continues to expand its services of financial coaching and goal-setting around budget creation, debt reduction, increased savings and credit improvement. In 2021 the Program received funds from the Oregon Community Foundation (OCF) to create a Latinx outreach plan, train its bilingual coaches on financial issues specifically affecting Latinos, and ensure that all coaching materials were translated in a colloquial and culturally sound way with Latino-based Spanish.

Last month, the Program received another award from the same Foundation in the amount of \$32,400 to build upon the success of the 2021 project. The 2022 project aims to train and support new Spanish-speaking Latinx coaches in Linn, Benton, Lincoln, and Marion Counties.

Preliminary plans are in place to support coaches within Casa Latinos Unidos, OCWCOG and local Universities and community colleges. We are thrilled to offer this service to local Latinos, build financial literacy, and increase economic resiliency in a post-COVID era.



MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Board of Directors
FROM: Jenny Glass, Community and Economic Development Director
RE: **Community and Economic Development (CED) Updates**

Community and Economic Development Updates

Transportation

Albany Area Metropolitan Planning Organization (AAMPO)

- Continued training of AAMPO's new Assistant Planner Billy McGregor.
- Completed Unified Planning Work Program (UPWP) Annual Report.
- Preparing the FY21-22 Civil Rights Act Title VI Accomplishment Report.
- Continued work on updating Metropolitan Transportation Improvement Program (MTIP) project evaluation criteria and application for distribution of AAMPO's Surface Transportation Block Grant (STBG) funding.
- Continued progress on Regional Transportation Plan update.

Corvallis Area Metropolitan Planning Organization (CAMPO)

- Surface Transportation Block Grant (STBG) solicitations will begin in early September with an application deadline in mid-October. There is over \$3 million in STBG funds available to be spent in the region between FFY 2024 and 2027.
 - Due to changes determined by ODOT, CAMPO jurisdictions will not be able to use the State Fund Exchange Program which limits spending flexibility and means funds will need to remain federal. This will likely result in increased project costs to meet federal requirements.
 - Changes to the State Fund Exchange Program will likely be challenged by the League of Oregon Cities and Association of Oregon Counties as the program has been extremely popular among local jurisdictions.
- CAMPO is working through the Adair Village Trails Plan with City of Adair Village and is likely to pick up the Philomath School Circulation Study soon.
- The Oregon Household Activity Survey (funded by ODOT and MPOs throughout the State including AAMPO/CAMPO) will launch in earnest in spring 2023.
 - The survey provides baseline travel data from self-reporting individuals throughout the state. This data helps inform state transportation modeling including the Corvallis-Albany-Lebanon-Model that is often used in local transportation planning documents.

- CAMPO wrote a letter of support for the Corvallis Transit System's application to the USDOT Low or No Emission Grant Program. CTS received a grant award to go towards two additional electric buses and matching charging infrastructure (this is in addition to buses already ordered).

Transportation & Transit Projects

Mobility Hub Design

- LBCC decided to revise their preferred design to one that will be more cost effective to construct. The LBCC hub will now have the same bus shelter design as the OSU hub, providing a shared identity for the two spaces.
- Additional funding is still needed to complete 60% design and is being requested from both the Linn and Benton County Statewide Transportation Improvement Fund (STIF) reserve funds. We have revised the scope of this project to end at 60% design and will include the cost of completing full plans and estimates into future construction grant requests. This is a common approach for this type of project, and we feel it is the most pragmatic option to move forward. Our intent is to apply for STIF discretionary funds this fall/winter to complete designs and construct the hubs.

Seamless Transit Experience

- Swiftly conducted annual business review.

Cascades West Transportation Options

- Staff customized print materials for upcoming Get There Challenge to feature sponsorship logos.

Linn, Benton, Lincoln County Human Services Coordinated Plan Update

- A training on transit funding was conducted to regional transit agencies by Mark Bernard, formerly of ODOT Public Transit Division.
- Updated demographics and existing conditions drafts were shared with the advisory committee on August 30th with initial strategies discussed.

Cascades West Training Center

- Between July and August:
 - 15 non-emergent medical transportation/transit drivers were certified in Defensive Driving.
 - 14 were certified in Passenger Assistance, Safety, and Sensitivity.
 - 13 were certified in American Red Cross First Aid/CPR and Blood Borne Pathogens.
- Trainings were conducted at our Albany and Toledo offices.

Cascades West Ride Line

From July 2022 – August 2022, Ride Line coordinated over 22,000 physical trips in the region.

	Trips (Sedan, Wheelchair, Secure, Stretchers)	Clients (Unique members)	Reimbursement (Mileage, Meals, Lodging)	Clients (Unique members)
Linn County	13,576	1,476	4,669	248
Benton County	4,582	522	1,241	59
Lincoln County	4,309	485	1,551	134
All other counties	356	63	100	2
Regionally	22,823	2,546	7,561	443

Planning

Cascades West Economic Development District (CWEDD)

- Continued convening Childcare Working Group for Linn, Benton, & Lincoln Counties. Identified goals of the group: Establish and maintain a regionally representative group, increase awareness around the economic costs of an inadequate childcare system, increase access to affordable care, and recruit and retain a diverse workforce.
- The Rural Capacity Fund began work with rural cities to identify projects and potential grants. Grant writing may be supplied if applicable.
- The EDA Broadband Grant serving Linn, Benton, and Lincoln Counties has selected Solarity as the contractor to complete a regional broadband feasibility study. Work has begun and stakeholders are being identified in each county.
- The Community and Economic Development (CED) Team has completed the CARES grant. During the grant period, we created an opportunity for cities to apply for up to \$10,000 for resiliency and recovery projects. We provided 23 grants for a total of \$171,616. The grants renewed relationships between the COG and member agencies as the cities learned how the COG may partner with them. The impacts felt through Benton, Lane, Lincoln, and Linn Counties were numerous. We heard from grateful communities who had city cleanups, beautification projects, and murals added to their downtowns. Others were able to prop up childcare, install a new financial system, and create an economic development plan. Our rural communities benefited from rebranding, a website, and marketing materials to draw people to their cities.

Land Use & Planning Projects

- The Cascades West Regional Consortium is in the process of scheduling a half day meeting in October that will include a presentation on the completed Wetland Mitigation Feasibility Study as well as presentations from Army Corps, Department of State Lands and Department of Environmental Quality.

- Assisting Toledo with their Comprehensive Plan update.
- Wrapping up the Regional Housing Toolkit work and posting resources to the OCWCOG website.

Lending

Cascade West Business Lending

- Funded an \$80,000 RLF CARES loan to an automotive repair company in Albany.
- Working with four prospects on potential new loans, all four are food businesses
- Developing a plan to increase accessibility to lending programs for the Spanish speaking community.
- Lending completed 13 required site visits in Lincoln County. Our new Communications Officer attended to gather stories from our borrowers. We will begin to showcase stories on our website and other social media sites to raise awareness of how our programs are helping these communities.



Technology Services

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MEMORANDUM

DATE: September 15, 2022

TO: OCWCOG Board of Directors

FROM: Jason Sele, Technology Services Director

RE: **Technology Services Update**

The Senior Leadership Team has agreed to the initial Enterprise software implementation plan and a meeting was scheduled for September 13th with the larger group, which includes Community Services Consortium, to officially launch the project. We have targeted product selection to be completed by the end of this year and July 1, 2023, for cutover to the new system. This timing works well for the fiscal year to minimize challenges for the transition of finance into the new software. This will be a large project with involvement from multiple program areas in both agencies.

Four video conferencing units are installed and working in the large conference rooms in Toledo and Albany, and two small meeting rooms in Albany. We can now host onsite or hybrid meetings in multiple conference room locations using Microsoft Teams.

We are still in the process of transitioning away from our current Star2Star phone system and moving to Teams Phone. The project is scheduled to be completed in November and will reduce the annual cost of our phone system slightly while providing more flexibility to staff. Staff can manage settings directly in their Teams client rather than relying on Tech Services to make changes. Teams Phone also gives staff the ability to use office computers, home computers, or mobile devices to seamlessly place and receive calls without the customer being aware of a change.



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MEMORANDUM

DATE: September 15, 2022
TO: OCWCOG Board of Directors
FROM: Ryan Schulze, Human Resources Manager
RE: **Human Resources Program Update**

Management Tools Development

A major theme in HR for 2022 has been the development of meaningful tools and resources for managers. HR has been facilitating work groups composed of managers from each program area in the agency. Each work group has a specific focus area such as protected leaves, recruitment, onboarding, performance management, and more. Within each work group managers have been engaged in determining what their needs are for the topic area, what gaps exist, and then collaboratively work to develop tools designed to empower managers and create efficiencies in COG processes. To date there are updated tools and resources created for protected leaves, recruitment and interviewing, and performance feedback. The work groups collectively have been able to revise several documents and processes making them more streamlined and efficient. We are currently working with Technology Services to automate several of these processes, and we are excited to continue the work of setting our managers up for success.

Agency Policy updates

Policies frequently need to be updated as laws, rules, and regulations evolve. HR, in collaboration with appropriate program subject matter experts is starting the process of again updating the COG Employee Handbook, followed by an assessment of additional agency policies in need of review. Through this process we will have at least one policy in the revision process at any given time, limiting the need for urgent changes, creating a formal process and setting a cadence for policy revision in the agency.

Outreach

The HR team will be attending two outreach events in the near future for recruiting purposes. Open job opportunities will be shared at the Albany Area Chamber of Commerce Business Extravaganza on September 21 and at the Oregon State University Fall Career & Internship Fair on October 19.