



Board of Directors Meeting Packet

December 8, 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:
January 19, 2023 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
(541) 967-8720 • FAX (541) 967-6123

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' AGENDA
December 8, 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, December 7th, to confirm your attendance.

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

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 September 15, 2022. ([Page 4](#))
- b) Financial Report, YTD October 2022. ([Page 12](#))
- c) 2023 Meeting Schedule. ([Page 18](#))

ACTION: Motion to approve Consent Calendar items.

4. **Bias Response Update** (*CSP Program Manager Alicia Lucke*)
(2:15 pm – 2:35 pm)

Presented by Zilo International. ([Page 19](#))

ACTION: Information only, no action needed.

5. **2023-2025 Strategic Plan Adoption** (*Executive Director Vogt*)
(2:35 pm – 2:55 pm)

Presentation by Communications Office Meg Walker.

ACTION: Motion to approve and adopt 2023-2025 Strategic Plan.

6. Community Services Consortium Update (*Executive Director Ryan Vogt*)
(2:55 pm – 3:10 pm)

Presentation by Executive Director Vogt ([Page 33](#))

ACTION: Information only, no action needed.

7. OCWCOG Program Updates
(3:10 – 3:25 pm)

Senior, Disability, and Community Services Program Director Randi Moore ([Page 35](#))
Community and Economic Development ([Page 39](#))
Technology Services Director Jason Sele ([Page 43](#))
Human Resources Manager Ryan Schulze ([Page 44](#))

ACTION: Information only, no action needed.

8. Executive Director Update (*Executive Director Ryan Vogt*)
(3:25 pm – 3:35 pm)

ACTION: Information only, no action needed.

9. Other Business (*Chair Claire Hall*)
(3:35 – 3:40 pm)

10. Adjournment (*Chair Claire Hall*)
(3:40 pm)

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS COMMITTEE MINUTES
September 15, 2022
Via Zoom Video and Audio Conferencing**

Attendees: **Chair**, Commissioner Claire Hall, Lincoln County; **Treasurer**, Commissioner Pat Malone, Benton County; Commissioner Gil Sylvia, Port of Newport; Rod Cross, Toledo; Mayor Alex Johnson II, Albany; Mayor Chas Jones, Philomath; Mayor Dean Sawyer, Newport; Mayor Don Ware, Brownsville; Councilor Mike Caughey, Harrisburg; Councilor Scott Cowan, Millersburg; Councilor Jeanni Cuthbertson, Monroe; Councilor Riley Hoagland, Lincoln City; Councilor Joyce King, Depoe Bay; Councilor Adina Olivares, Sodaville.

Absent: **Vice Chair**, Commissioner Sherrie Sprenger, Linn County; Mayor Greg Holland, Waldport; Mayor Biff Traber, Corvallis; Mayor Leslie Vaaler, Yachats; Councilor Jerry Gillson, Halsey; 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; Community and Economic Development Program Manager Nick Meltzer; Communications Officer Meg Walker, Executive Assistant Leah Snodgrass; and SEIU Union President Crystal Mohmad.

Public: 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 September 15, 2022, at 2:05 pm via Teams Video and Audio Conferencing and in person attendance.

1. Welcome and Introductions

Chair Hall welcomed everyone and confirmed a quorum was reached for voting purposes. Executive Director Vogt introduced Councilor Adina Olivares who has been appointed by Sodaville as their representative; and mentioned Councilor Jeanni Cuthbertson who has been appointed by Monroe as their representative, but was not present at the time of introductions.

2. Public Comment

There were no public comments.

3. Consent Calendar

Finance Director Nelson stated there was an error in the Finance Report, that it is the July 2022 Financial Statement not March 2022. With the stated correction Mayor Cross moved to approve the Consent Calendar items which include the meeting minutes from July 21, 2022, and the Financial Report. Treasurer Malone seconded the motion. With no objections, the Consent Calendar was voted upon and approved.

Councilor Cuthbertson joined at approximately 2:09 pm.

4. Transportation Update

CED Program Manager Meltzer presented a PowerPoint that is included in the meeting packet starting on page nineteen (19). Regarding the Regional Transit Access Plan (page twenty (20)), Councilor Hoagland asked if the bigger picture includes schedules posted at the bus stations for bus rides that go out of Lincoln County as part of the access plan? CED Program Manager Meltzer answered that the CW Ride website will have regional transit information, and it has a trip planner built into it. CED Program Manager Meltzer also added there is a mobile application that riders can download to see the real time location of where the buses are for routes to Salem and Corvallis.

Executive Director Vogt asked CED Program Manager Meltzer if there is any news about increasing the number of rides due to the leftover impact of Covid? CED Program Manager Meltzer answered there is supposed to be increased trips and the funds are there to support it, but the struggle now is with bus driver shortages. Bus driver shortages are a national issue, not just regional.

Councilor Cowan joined at approximately 2:12 pm.

Mayor Cross stated he has heard that people have difficulty navigating on how to get to the other side of the mountains and vice versa. Mayor Cross suggested having on the website, links to other regions of transportation. CED Program Manager Meltzer stated it is something that OCWCOG could put on the website, but it is more of a State website resource.

Executive Director Vogt asked CED Program Manager Meltzer for an update on the Mobility Hubs for OSU and LBCC knowing Albany is interested in it. CED Program Manager Meltzer reported that since coming out with a project cost in 2020, CED has met with OSU and LBCC to produce some conceptual designs. With the efforts it took to get to where it's at the project is on budget. With the cost to design what the transit hubs have become, it was underestimated. Linn County is being asked to help with funds for the LBCC Hub in the amount of \$95,000.

Treasurer Malone asked CED Program Manager Meltzer to explain the funding stream for the Mobility Hubs. CED Program Manager Meltzer answered the State Wide Transportation Improvement Fund is a payroll tax that was passed by Oregon in 2017 and dedicated funding to transit improvements in the state. There is also a discretionary funding program statewide and there has been success with applying through that. The bulk of the funding, \$280,000 from the statewide discretionary funds required a twenty percent (20%) match, so Linn and Benton County were asked to split that match which ends up being \$25,000. The over run is about \$140,000 which Linn and Benton County are being asked to cover half of the overrun. That is where \$95,000 (\$25,000 (half of matching 20%) + \$70,000 (half of overrun)) comes from that is being asked from Linn County.

5. Regional Housing Toolkit Update

CED Director Glass Summarized the memo included in the meeting packet starting on page twenty-nine (29). CED Director Glass shared her screen and displayed the new Regional Housing webpage under the "Services" tab on the ocwcog.org website and directed the Board to check out the information when they have time.

CED Director Glass shared a PowerPoint presentation with the following slides and summarized them. She also stated that this is a high level overview and suggested that if anyone has questions she can talk to them independently.

OCWCOG Housing Policy Strategy Toolbox

- **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
- **Note:** These strategies are aimed at smaller cities. The larger cities of the region are required to complete a broader analysis of policies through the Housing Production Strategy (HPS) process.

Housing Policy Strategies

Strategies to Meet Future Housing Need

Category A		Zoning and Code Changes
Category B		Reduce Regulatory Impediments
Category C		Financial Incentives
Category D		Financial Resources
Category E		Tax Exemption and Abatement
Category F		Land, Acquisition, Lease, and Partnerships
Category Z		Custom Options

Attainable Housing Examples



Housing Policy Strategies

Category A Zoning and Code Changes

Create New Development Opportunities

- A-1: Develop Criteria & Process for Identifying Land to Up-zone
- A-2: Revise Development Code to Allow Duplexes
- A-3: Allow Cottage Clusters
- A-4 Allow Tri/Quad Plexes in Single-Family Zones
- A-5: Develop a Form-Based Code
- A-6: Allow Courtyard Apartments (all zones)
- A-7: Multifamily Residential Buildings in Downtown
- A-8: Expand Mixed-Use Zoning
- A-9: Limit Single Family Detached Development in Higher-Density Zones
- A-10: Create a Minimum Density Standard
- A-11: Limits on Short Term Rentals (STRs)
- A-12: Designs to Promote Aging in Place

Housing Policy Strategies

Category B Reduce Regulatory Impediments

Remove Development Barriers

- B-1: Reduce Minimum Lot Size (all zones)
- B-2: Reduce Minimum Lot Sizes in Single Family Zones
- B-3: ADU Development Standards
- B-4: Identify Opportunities to Streamline PUDs
- B-5: Transferable Development Density on a Parcel with Constraints
- B-6: Remove Maximum Density Standards
- B-7: Lower Off-street Parking Requirements
- B-8: Allow Single-Room Occupancies
- B-9: Allow Live/Work Housing
- B-10: Streamline Infrastructure Funding Process
- B-11: Provide Pre-Approved Middle Housing Designs

Financial Strategies

Category C Financial Incentives

Category D Financial Resources

C. Financial Incentives

- C-1: Incentives to Encourage Developers to Build PUDs
- C-2: Identify High-Priority Infrastructure Projects
- C-3: Provide Density Bonuses for Affordable Housing
- C-4: Modify SDC Fee Schedules

D. Financial Resources

- D-1: Ensure CIP Includes Funding Sources
- D-2: General Obligation Bonds for Affordable Housing Developments
- D-3: Create an Affordable Housing Fund
- D-4: Tax Increment Financing (TIF) Set Aside

Incentives and Partnerships

Category E Tax Exemption and Abatement

Category F Land, Acquisition, Lease, and Partnerships

E. Tax Exemption and Abatement

- E-1: Property Tax Exemptions for Certain Investments
- E-2: Multifamily Tax Exemptions
- E-3: Multiple Unit Property Tax Exemption (MUPTE)
- E-4: Nonprofit Low-Income Rental Housing Exemption

F. Land, Acquisition, Lease & Partnerships

- F-1: Monitor Residential Land Supply & Housing Inventory
- F-2: Develop Partnerships with Nonprofits
- F-3: Inclusionary Zoning (IZ)
- F-4: Preserve Existing Affordable Housing
- F-5: Public/Private Partnerships (P3)
- F-6: Housing on City/County Surplus Land

Housing Policy Strategies

Category Z Custom Options

Custom Options

- Z-1: Community Outreach (Housing Need Focused)
- Z-2: Update Housing Needs Periodically
- Z-3: Conduct Fair Housing Audit
- Z-4: Conduct Development Barriers Audit
- Z-5: Education for Property Owners/ Developers
- Z-6: Explore Community Land Trusts

Policy	Affordable Housing Impact	Fair Housing Impact	Political Feasibility	Target Policy
Density Bonus For Affordable Housing	●	●	●	<input checked="" type="checkbox"/>
Allow Duplexes & Triplexes in Low Density Zones	●	●	●	<input checked="" type="checkbox"/>
Reduce Off-Street Parking Requirements For Multi-Family Residential Zones	●	●	●	<input type="checkbox"/>
Minimum Density Standards In All Residential Zones	●	●	●	<input checked="" type="checkbox"/>
Allow Residential In Some Commercial Zoning Districts	●	●	●	<input checked="" type="checkbox"/>
Defer Systems Development Charges For Affordable Housing Projects	●	●	●	<input type="checkbox"/>
Allow Attached Single Family Residences In A Single-Family Zones	●	●	●	<input checked="" type="checkbox"/>

Legend: Good ● Fair ● Poor ○

Strategy Evaluation Criteria

Political Feasibility

Public Opportunity Cost

May Reduce Housing Cost

Compatibility With Other City Policies

Development Feasibility

Spotlight: Allowing Cottage Clusters

• **Description:** Several smaller single-family homes (usually under or around 1000 sq. ft.) with a shared outdoor common area developed on a single lot

LOCATION
Green Grove
Cohousing

ADDRESS
3351 NW Thatcher Rd.
Forest Grove, OR

LOT SIZE / DENSITY
217,800 sf / 5 per acre

DWELLING SIZE
900 - 1,400 sf

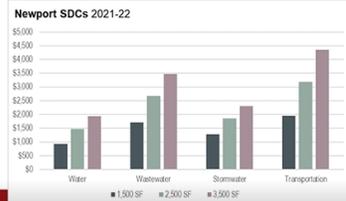
RENT VS. OWN
Typically owned



13. Two miles from downtown Forest Grove, is a development of nine units arranged around an historic farmhouse re-purposed as a common house. Other amenities include an art studio, orchard, garden, and wood shop. Construction is currently underway.

Spotlight: Scaling SDCs

• **Description:** Scaling System Development Charges (SDCs) based on square footage as opposed to a flat per dwelling charge.



Spotlight: Land Banking

• **Description:** Public purchase of vacant/under-utilized sites or properties in foreclosure. As site assembly occurs over time new housing development opportunities can be leveraged.
• Affordable housing funds and public-private partnerships can help fund these efforts.

Mayor Johnson asked about wetland mitigation. CED Director Glass said there is an ongoing study with Cascade West Regional Consortium (CWRC) looking at different mitigation strategies. Mayor Johnson stated he has presented the idea of creating a wetlands bank to the county commissioners but has not gotten anywhere yet. CED Director Glass said that is what is being studied with CWRC and invited Mayor Johnson to those meetings to be a part of those conversations.

Executive Director Vogt added that the main areas of focus for the studies is what it would look like to have a public mitigation bank held by OCWCOG or another entity for the region, and using that as a place to allocate credits for public use purposes and/or reduce cost.

CED Director Glass added this project is aimed toward communities with a population of under ten thousand (10,000) and looking at strategies that make sense in smaller communities.

Councilor Caughey added that in his area the wetlands has defeated a lot of growth. There is land that could be available for housing, but a part of the property is in wetlands. Councilor Caughey is wondering if the land owner can carve the property to isolate and protect the wetland area, and build on the remaining land. That would help his area tremendously because there is a lot of land that could be used, but not under the current guidelines.

CED Director Glass stated there is a half day forum with regulatory bodies October 18th that everyone can attend to discuss these ideas and concerns. One of the recommendations was around reserving credits to help with timing with contractors.

6. Bias Response Update

CSP Manager Lucke summarized the memo included in the meeting packet starting on page thirty-one (31). CSP Manager Lucke added that Fay Waters has joined their efforts and is the go to person for the bias reporting hotline. Last week in August focus groups were held and CSP Manager Lucke was pleased with the places selected to host the groups. There was a total of sixty (60) participants with the majority being Latino, and most did not know any English and

needed an interpreter. Topics that came to light were about perceptions of power and gender, race, and ethnicity. Corvallis participants had discussions around the African American community and how people will touch their hair, or their children’s hair. In Albany there was a lot of discussions around language and access. The biggest turnout in participants was in Corvallis, and Albany. In total there was twenty-eight (28) participants from Benton County, fourteen (14) from Lincoln County, and twenty (20) from Linn County.

Organizational Improvement Consultant Brittany Sale joined at approximately 2:42 pm.

Next steps are the Board’s input. The consultant will be sending out a survey in the next few weeks for Board members to complete about perceptions of bias in their communities. There will also be a virtual summit in October.

Mayor Johnson added that he went to the Corvallis discussion group and he was the only male in the room, and would like to see a connection with more men. Treasurer Malone asked if the Corvallis experience was unique? CSP Manager Lucke answered no, that it is not uncommon for it to be mostly women in these spaces.

7. Strategic Planning Update

Executive Director Vogt stated the document in the meeting packet starting on page thirty-two (32) is a result of the interviews that took place independently or in a group setting, along with survey information. Executive Director Vogt then introduced Organizational Improvement Consultant Brittany Sale from Pivotal Resources.

Miss Sale shared her screen displaying the Rapid Assessment Summary Report as shown below and presented the information.

OCWCOG Strategic Planning
Rapid Assessment Findings Summary – September 2022

Rapid Assessment Overview
The Oregon Cascades West Council of Governments is developing a new, 3-year Strategic Plan to focus agency priorities, address needs of the region and continually enhance the impact of our services. As input to the plan, consulting partner Pivotal Resources recently completed a “Rapid Assessment” to better understand OCWCOG’s services, strengths, challenges, and opportunities. This document highlights the assessment process and findings.

Assessment Participants
Sixty-four people took part in individual or group interviews, including:
• Staff
• Supervisors
• Executive Leadership
• Board of Directors Members
• External Partners and Stakeholders
All staff not interviewed and a variety of external stakeholders were also invited to provide input through an online questionnaire.

PESTLE Analysis
The OCWCOG Board and Executive Leadership also participated in a special activity to identify key external factors and trends that could impact the organization, our customers, capability, and goals.
This “PESTLE Analysis”—for Political, Economic, Social, Technological, Legal, and Environmental—highlighted issues that may need short-term attention and trends that are particularly important to OCWCOG and our mission. A sample of key factors identified includes:
• Funding (e.g. state & federal resources, infrastructure investments)
• Communication between groups/agencies
• Consumer factors (e.g. wealth gaps, “silver tsunami,” lack of affordable childcare, increasing housing costs)
These and other factors will be taken into consideration as Strategic Planning efforts continue.

Rapid Assessment Findings Summary
Five “Themes,” or areas of challenges & opportunities, emerged from the assessment: 1) Breadth & Scope of Services, 2) Marketing/Branding, 3) Staffing & Resources, 4) Governance and Leadership, and (5) Leveraging Partnerships. By addressing opportunities and challenges within/across each theme, OCWCOG is well-positioned to develop strategic priorities. Theme highlights:

OCWCOG Strengths

- Stakeholders have respect for the high-quality services provided—and often wish the agency could do more
- Staff and leadership are committed and capable
- Organization viewed as a “convener,” bringing together a variety of people and organizations to identify and meet regional needs
- Leadership cares about employees
- Some board members are highly engaged

“[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

OCWCOG Challenges/Opportunities

- Core identity is unclear and not easily explained
- Challenges in access to and accessibility of OCWCOG
 - Potential and current consumers may not know breadth of services available
 - Employees and board members are not always aware of breadth of services
- Demand for stronger staff, supervisor, and board member recruitment, expectation-setting and onboarding
- Staff and resources are stretched thin in many areas
- More thoughtful change management practices needed

Moving Forward
The Board and Executive Leadership team are continuing to hone strategic priorities based on these findings and preparing a new Mission, Vision and Values for OCWCOG. The Strategic Plan will be released this Fall.

*“I’m constantly having to explain what it is that we do ... it’s not well known.”
– OCWCOG Supervisor*

Miss Sale stated there is a Mission, Vision, and Values team to establish a better understanding of OCWCOG's future. Another team is working on consumer outreach, and a branding and marketing group.

Executive Director Vogt stated to the best of his knowledge this is the first time OCWCOG has engaged in an in-depth strategic planning for the agency. The five (5) Strategic Priorities that were identified appear to accurately capture the thoughts and feelings around OCWCOG. The Senior Leadership Team at the OCWCOG took the information and narrowed in on the five areas of focus and the goals that go with it. Executive Director Vogt directed the Board's attention to page fifty-five (55) in the meeting packet and summarized the document.

Commissioner Sprenger left the meeting at approximately 3:13 pm.

Mayor Johnson thinks water should be an important topic to address for smaller cities, and that everyone should have access to clean healthy water. Executive Director Vogt recognized how this can be part of Innovation and Expansion strategic planning. Mayor Sawyer recognizes the importance of water too because he has been struggling with funding to renew systems.

Mayor Sawyer asked how do people find OCWCOG and what OCWCOG is? Does OCWCOG advertise, or do other Council of Governments advertise? Mayor Sawyer has a concern about OCWCOG's name, that it is complicated, and wonders if a different name might make it easier to identify.

Executive Director Vogt said there has been some ideas on discussion around the name and thinks logo recognition might be where we can solve the gap of who are we and what services we provide.

Mayor Johnson suggested that OCWCOG can come to new council orientations and give a services presentation.

Councilor Olivares asked what the value is for everyone to know about OCWCOG and all it's services? Executive Director Vogt answered as a city councilor, if someone approaches you about planning a new city park or has a senior person in need of assistance and services, then you would know to direct them to OCWCOG, and we would help navigate them through our services. Executive Director Vogt recognizes there is a lot of work to be done about who we are and how we talk about what we do.

Mayor Jones stated that it could be helpful to know what other Council of Governments are doing to know what is possible. Thinks it will help with thinking about the future. Also likes the idea of just continue doing what we do well, instead of taking on too much and sacrificing quality and care.

Mayor Sawyer asked how do the people on the streets find OCWCOG? Executive Director Vogt recognizes that there are people that are eligible for our services, and need to find out if it is an accessibility issue or an advertisement issue. Councilor Olivares suggested having a 1-800 number, or something like 211, or a OCWCOG mobile application.

Councilor Hoagland thinks it would be helpful for OCWCOG to take on a leadership role to consolidate a list of programs like DEI that are working successfully in bigger cities that have the resources, and letting smaller cities with limited resources having access to that information so they have a chance to mimic these after successful ones. Executive Director Vogt stated this can be looked at as a possible task under the goals in the DEI Strategic Planning.

Executive Director Vogt asked the Board if these are the right five strategic Priorities to settle into knowing that some work still needs to be done with the wording in the goals area.

Treasurer Malone thinks it covers a lot of territory and has flexibility to add specifics moving forward.

Mayor Johnson moved to adopt the Strategic Priorities. Mayor Sawyer seconded the motion. With no objections, the Strategic Priorities was voted upon and adopted.

Organizational Improvement Consultant Brittany Sale left at approximately 3:36 pm.

8. Community Services Consortium Update

Executive Director Vogt reminded the Board how OCWCOG and Community Services Consortium (CSC) are working together to find a way to better serve the community by partnering with information and resources without merging as one entity. Something new to share is CSC is looking at moving their Albany operation into the Albany OCWCOG building. Also in OCWCOG's efforts to find new space in Corvallis, OCWCOG will be looking at space that can also accommodate CSC staff to be located and house both agencies.

The leadership teams between the two agencies have decided that when it comes to making decisions around large scale purchases, it will require the other agency to be consulted and to be on board with the decision. An example would be an enterprise software solution. Both agencies would be on the same finance, and human resources system that will help bridge the agency and help streamline services internally.

Mayor Johnson asked if there will be a wall between the two agencies in the enterprise software solution. Executive Director Vogt answered yes.

Councilor Olivares asked if CSC and OCWCOG have the same in structure? Executive Director Vogt answered that the two are close in size, budget, and share the same region. There are a number of consumers that crossover with services being provided by the two agencies causing a natural connection and partnership that will work better under one roof.

Councilor Olivares asked if there was any duplication of services or competition between the two agencies? Executive Director Vogt answered that there are duplications in internal functions like technology services, and finance services. Councilor Olivares clarified her question to see if there is competition in services? Executive Director Vogt stated he is not aware of any competing services, but that services will compliment each other.

Executive Director Vogt stated the CSC Finance Director has taken a different position and OCWCOG will be providing contracted services. CSC has also asked for some Human Resource services to help recruit for their vacant Finance Director position.

9. 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 Fifty-six (56). 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 fifty-nine (59). CED Director Glass did not present her update.

Technology Services (TS)

A Program Update memo is included in the meeting packet starting on page sixty-three (63). TS Director Sele did not present an update.

Human Resources (HR)

A Program Update memo is included in the meeting packet starting on page sixty-four (64). HR Manager Schulze did not present an update.

10. Executive Director Update

Executive Director Vogt reminded the Board of the All Staff meeting October 3rd and 4th in Corvallis, and asked Board members to come by at about 1:00 pm to meet staff and introduce themselves.

The Newsletter is back and was launched today.

11. Other Business

None.

12. Adjournment

With no further discussions, Chair Hall adjourned the meeting at 3:55 pm.

Meeting minutes taken by Leah Snodgrass



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M E M O R A N D U M

DATE: December 8, 2022
TO: OCWCOG Finance Committee
FROM: Marit Nelson, Finance Director
RE: **OCWCOG Financial Update**

Please find our snapshot, and Consolidated Revenue and Expense Statement, for period ending October 31, 2022. Now that we are more than one third of the way through the fiscal year, we are better able to identify continuing trends as well as make plans for supplemental budgets. As always, it is our goal to provide information for review and discussion. Our department directors and program managers meet frequently to identify ways to better meet the needs of our consumers while working to maximize our budget dollars. Please let me know if you have any questions.

Snapshot by Major Line Item

	FY 2023 Budget	October 2022	Percentage	Prior Year
Dues	342,387	332,105	97%	84.9%
Contract Revenue	3,906,360	461,141	12%	63.3%
Grant Revenue	341,494	192,979	56.5%	26.3%
Donations	200,500	26,243	13%	13.2%
State Revenue	2,792,567	250,296	9%	23.9%
Federal Revenue	17,904,799	6,056,495	33.8%	29.5%
Coordinated Care	7,715,000	3,003,400	39%	36.2%
Total Income (all line items)	\$ 57,160,554	\$ 11,942,968	21%	24.2%
Total Payroll Expense	\$ 21,229,384	\$ 5,933,871	28%	26.7%
Contract Expense	13,881,585	4,256,464	30.6%	26.6%
Indirect Expense	3,097,635	1,032,545	33.3%	33.33%
Maintenance & Repair	191,900	63,832	33.2%	15.4%
Supplies	101,675	41,225	40.5%	21.5%
Telephone	181,618	46,614	25.6%	33.1%
Travel / Training	260,220	92,367	35.5%	16.5%
Total Expense (all line items)	\$ 51,974,744	\$ 12,381,807	23.8%	20.2%
Net Gain / (Loss)		(438,839)		

Fiscal Year (FY) FY 2022-23 Financial Narrative

Our overall accrued income is a little less than last year due to some late postings of quarterly billings. They have been accrued into November and the overall trend for the fiscal year looks good.

The beginning fund balances will be finalized and rolled forward with completion of the audit. It is my hope that this will take place at the end of December so that we can start the calendar year with updated balances and six months' worth of data to make informed decisions about supplemental budget needs.

The detailed financial report includes a column for projected fiscal year end values. These estimates are based on current trends and expectations we have for the coming months. They are subject to change as our realities come to fruition, but we do our best to anticipate using information we currently know.

Program managers and directors have been communicating frequently to ensure that we are reviewing staffing, one-time disbursements and ongoing expenditures.

Personnel Expense will continue to ebb and flow as we fill vacant positions, hire on new staff and our COG family grows. We are trending a little higher than last year at this same time. This stems from delayed COLA implementation in December of last year. It is my expectation that our trends will come into closer alignment the end of the calendar year. There are no red flags at this time.

Materials and Supplies is under budget for the month, trending slightly higher than last year. HVAC repairs were completed in Toledo this fall. Unit upgrades are anticipated at the Albany building before the end of the fiscal year. While projects are not flowing as quickly as they did pre-pandemic, we continue to see forward momentum.

We are also in the midst of selecting and creating contracts with two software vendors (Ride Line and Enterprise systems). The next six months will be extremely busy with set up, training and implementation. We look forward to the efficiencies and streamlining they should bring. Additionally, we expect tasks to be assigned as the strategic plan is finalized and adopted by the agency.

Consolidate Revenue and Expense Statement
Finance Committee Financial Report

For Period Ended October 31, 2022

Acct No	Description	Budget	YTD Bal	33.33% Percent of budget to date		Projected FYE 2023
000710	Beg Bal-Restricted for Grants	\$ 15,000	\$ -	0.0%	Numbers will be finalized with audit	\$ 15,000
000725	Beg Bal-Restrict for Contracts	\$ 5,475,883	\$ -	0.0%	Numbers will be finalized with audit	\$ 5,565,918
000740	Beg Bal-Restricted for Other	\$ 3,089,088	\$ -	0.0%	Numbers will be finalized with audit	\$ 2,747,678
000745	Beg Bal-Restrict Reserve	\$ 5,906,076	\$ -	0.0%	Numbers will be finalized with audit	\$ 5,884,654
000750	Beg Bal-Unrestricted	\$ 4,634,176	\$ -	0.0%	Numbers will be finalized with audit	\$ 4,699,802
000801	Dues				Current Outstanding Billings: \$42,733.82	
		\$ 326,083	\$ 316,290	97.0%	Reminders sent 11/30	\$ 316,290
000802	Fees For Service	\$ 131,600	\$ 31,820	24.2%		\$ 105,460
000803	Internal Transfer	\$ 3,102,636	\$ 1,032,545	33.3%		\$ 3,350,176
000804	Miscellaneous Revenue	\$ 25,000	\$ 8,103	32.4%		\$ 33,124
000805	Contract Revenue	\$ 3,906,360	\$ 461,141	11.8%		\$ 2,940,200
000806	Grant Revenue	\$ 341,494	\$ 192,979	56.5%		\$ 366,359
000807	Donations	\$ 200,500	\$ 26,243	13.1%		\$ 78,730
000808	Interest Revenue				Interest rate increased substantially from projection	
		\$ 220,732	\$ 146,172	66.2%	Will take place at mid-year	\$ 291,141
000809	Transfers In	\$ 309,398	\$ -	0.0%		\$ 309,398
000813	Special Projects Dues	\$ 16,304	\$ 15,815	97.0%		\$ 15,815
000819	Special Event Revenue	\$ 20,000	\$ -	0.0%		\$ -
000820	Program Meals Revenue	\$ 160,000	\$ 79,631	49.8%		\$ 238,894
000823	Program Income	\$ 691,308	\$ 230,236	33.3%		\$ 690,707
000824	Match	\$ 35,600	\$ 56,475	158.6%		\$ 84,225
000826	Borrowers Fees	\$ 7,000	\$ 457	6.5%		\$ 1,370
000827	Loan Packaging Fees	\$ 7,750	\$ 1,200	15.5%		\$ 3,600
000828	Service Fees	\$ 6,200	\$ 1,525	24.6%		\$ 4,574
000829	Program Administration	\$ 120,000	\$ 32,145	26.8%		\$ 96,434
000840	Veterans	\$ 114,000	\$ 28,500	25.0%		\$ 114,000
000841	Oregon Project Independence	\$ 1,045,000	\$ 221,823	21.2%		\$ 665,469
000842	OEDD/OECD			0.0%		
		\$ 120,000	\$ -		Quarterly Billings Sent;Accruals in Nov	\$ 120,000
000843	ODOT			0.0%		
		\$ 1,465,567	\$ (27)		Quarterly Billings Sent;Accruals in Nov	\$ 1,026,218
000844	Dept. of Land Conservation Dev	\$ 48,000	\$ -	0.0%		\$ 48,000
000846	Coordinated Care	\$ 7,410,000	\$ 3,003,400	40.5%		\$ 9,010,200
000848	CCO Metrics Income	\$ 305,000	\$ -	0.0%	Year-End reconciliation	\$ 305,000
000860	Economic Development Admin	\$ 75,000	\$ -	0.0%		\$ 75,000

000862	Older Americans Act	\$ 1,223,000	\$ 452,046	37.0%		\$ 1,356,138
000863	Title XIX	\$ 15,751,799	\$ 5,345,996	33.9%		\$ 15,988,179
000864	Federal Senior Meals	\$ 650,000	\$ 230,680	35.5%		\$ 692,039
000865	USDA	\$ 95,000	\$ 25,484	26.8%		\$ 76,452
000867	Federal Match	\$ 100,000	\$ -	0.0%		\$ 71,894
000869	Siletz Revenue	\$ 10,000	\$ 2,289	22.9%		\$ 9,156

REVENUE

\$ 57,160,554 \$ 11,942,967 20.9% Overall YTD is reasonable and projections point to positive trend \$ 57,397,294

000410	Leave Benefits	\$ 740,288	\$ 212,252	28.7%		\$ 688,755
000420	Fringe Benefits	\$ 1,074,691	\$ 333,505	31.0%		\$ 1,035,514
000421	Insurance Benefits	\$ 3,728,922	\$ 964,666	25.9%		\$ 3,093,999
000425	PERS Benefits	\$ 3,219,395	\$ 927,092	28.8%		\$ 2,981,277
000430	PERS Reserve	\$ 250,151	\$ 32,222	12.9%		\$ 171,667
0001ED	Executive Director	\$ 163,922	\$ 55,928	34.1%		\$ 167,784
0004PD	Program Director	\$ 475,870	\$ 141,651	29.8%		\$ 384,954
0004TM	Technology Manager	\$ 5,640	\$ 1,113	19.7%		\$ 3,340
0010PM	Program Manager	\$ 247,752	\$ 55,602	22.4%		\$ 166,805
0013PS	Program Supervisor	\$ 918,136	\$ 259,493	28.3%		\$ 778,478
0015QA	QA & Improvement Manager	\$ 51,656	\$ -	0.0%	Project Manager Mid-Year Hire	\$ 26,000
0016LO	Loan Officer	\$ 71,368	\$ -	0.0%		\$ -
0019PM	Personnel Manager	\$ 115,985	\$ 38,603	33.3%		\$ 115,809
0022SA	Senior Accountant	\$ 51,973	\$ -	0.0%	Accounting Supervisor Mid-Year Hire	\$ 38,400
0046CM	Case Manager	\$ 2,971,415	\$ 842,701	28.4%		\$ 2,528,103
0053CC	Contracts Coordinator	\$ 122,728	\$ 30,698	25.0%		\$ 102,094
0055CS	Clerical Supervisor	\$ 269,074	\$ 89,820	33.4%		\$ 269,459
0058AP	Assistant Planner	\$ 114,927	\$ 27,312	23.8%		\$ 81,936
005PIO	Public Information Officer	\$ 72,747	\$ 25,782	35.4%		\$ 77,345
0060AS	Accounting Specialist	\$ 47,466	\$ 15,532	32.7%		\$ 48,095
0064ES	Eligibility Specialist	\$ 1,437,220	\$ 400,659	27.9%		\$ 1,201,978
0064MM	Money Management Coord	\$ 46,914	\$ 16,293	34.7%		\$ 48,880
0067EA	Executive Assistant	\$ 55,370	\$ 17,725	32.0%		\$ 53,175
0070AC	Accounting Clerk II	\$ 57,183	\$ 8,344	14.6%		\$ 32,424
0076AA	Administrative Assistant	\$ 471,107	\$ 164,687	35.0%		\$ 494,061
0076BO	Business Officer	\$ 68,968	\$ 21,493	31.2%		\$ 64,479
0085CS	Clerical Specialist	\$ 410,426	\$ 98,667	24.0%		\$ 296,002
0085SS	Software Support Specialist	\$ -	\$ 19,280	0.0%		\$ 57,840
0085WS	Workstation Support Specialist	\$ 86,364	\$ -	0.0%		\$ -
013TSM	Transportation Manager	\$ 87,237	\$ 13,855	15.9%		\$ 41,566
025NSS	Network Support Specialist	\$ 204,327	\$ 51,610	25.3%		\$ 154,830
031CDP	CED Planner	\$ 294,291	\$ 83,720	28.4%		\$ 251,161

034APS	Adult Protective Services Spec	\$	877,727	\$	234,278	26.7%		\$	702,834
037DTC	Diversion & Transition Coord	\$	275,149	\$	89,185	32.4%		\$	267,556
037LCM	Lead Case Manager	\$	214,084	\$	57,199	26.7%		\$	171,597
045ISS	Information Support Specialist	\$	66,371	\$	19,831	29.9%		\$	59,494
052ALO	Assistant Loan Officer	\$	56,895	\$	16,397	28.8%		\$	49,191
055VSO	Veterans Service Officer	\$	56,505	\$	19,645	34.8%		\$	39,290
060FMC	Facility Maint. Coordinator	\$	65,930	\$	18,308	27.8%		\$	64,925
061LES	Lead Eligibility Specialist	\$	62,165	\$	20,890	33.6%		\$	62,669
064ADR	ADRC Specialist	\$	180,261	\$	65,744	36.5%		\$	197,233
064ALW	Asst. AFH Licensing Worker	\$	125,240	\$	39,145	31.3%		\$	117,436
067CEA	Confidential Executive Assist	\$	73,025	\$	20,696	28.3%		\$	62,089
073MRW	Medical Resource Worker	\$	152,061	\$	14,700	9.7%		\$	44,101
075LTB	Lead Trans Brokerage Spec.	\$	-	\$	17,935	0.0%		\$	53,805
075TBS	Transportation Brokerage Spec.	\$	342,564	\$	109,469	32.0%		\$	328,407
076CSA	Case Aide	\$	211,618	\$	67,459	31.9%		\$	202,377
076IHA	In Home Assistant	\$	185,100	\$	66,976	36.2%		\$	200,927
082SMC	Senior Meals Coordinator	\$	44,520	\$	21,739	48.8%		\$	65,218
090RSM	Relief Site Manager	\$	39,940	\$	4,548	11.4%		\$	13,644
88MSM3	Meal Site Manager	\$	251,690	\$	79,418	31.6%		\$	238,255

PERSONNEL	\$ 21,214,358	\$ 5,933,871	28.0%	Trending under budget for trimester and FYE projections	\$ 18,397,258
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000504	Advertising	\$	35,595	\$	7,309	20.5%		\$	21,928
000506	Auto Expense	\$	17,000	\$	750	4.4%		\$	2,250
000510	Bank Charges	\$	13,900	\$	3,938	28.3%		\$	11,815
000513	Board/Comm/Meeting Expense	\$	37,100	\$	17,165	46.3%		\$	26,495
000516	Computer Maintenance	\$	318,776	\$	107,207	33.6%		\$	321,622
000521	Contract Administration								
		\$	1,500	\$	1,480	98.7%	Upfront expense to be allocated over time	\$	4,440
000522	Contract Expense	\$	13,881,585	\$	4,256,464	30.7%		\$	12,769,392
000523	CEP Contract	\$	600,000	\$	121,543	20.3%		\$	364,630
000525	Copying	\$	44,850	\$	14,255	31.8%		\$	42,765
000531	Dues and Memberships	\$	78,820	\$	54,691	69.4%	One-time payments made in fall	\$	61,859
000532	Equipment Expense	\$	1,000	\$	-	0.0%		\$	-
000533	Finance Indirect	\$	874,506	\$	291,502	33.3%		\$	874,505
000534	Indirect Expense	\$	1,247,625	\$	415,875	33.3%		\$	1,247,626
000535	Furniture & Fixtures	\$	119,800	\$	20	0.0%		\$	25,000
000537	Insurance	\$	82,604	\$	32,737	39.6%		\$	98,211
000540	Interest Expense	\$	20,000	\$	9,584	47.9%		\$	28,751
000542	Legal Services	\$	76,500	\$	718	0.9%		\$	2,153
000543	Licenses and Fees	\$	282,883	\$	61,526	21.7%		\$	184,579

000546	Loan Fees	\$ 15,000	\$ 1,105	7.4%		\$ 3,316
000549	Maintenance and Repair	\$ 94,000	\$ 36,988	39.3%		\$ 110,963
000550	Marketing Expense	\$ 3,500	\$ -	0.0%		
000551	Other Operating	\$ -	\$ 110	0.0%		\$ 330
000553	Loan Admin Exp	\$ 150,000	\$ 26,322	17.5%		\$ 78,965
000555	Postage	\$ 56,828	\$ 14,016	24.7%		\$ 42,049
000558	Printing	\$ 19,350	\$ 5,619	29.0%		\$ 16,858
000561	Rent	\$ 683,179	\$ 237,032	34.7%		\$ 711,095
000564	Resource Reserve	\$ 60,000	\$ -	0.0%		\$ -
000567	Supplies	\$ 78,075	\$ 26,970	34.5%		\$ 80,911
000568	Stipend	\$ 139,008	\$ 16,350	11.8%		\$ 49,051
000570	Technology Indirect	\$ 975,504	\$ 325,168	33.3%		\$ 975,505
000573	Telephone	\$ 181,618	\$ 46,614	25.7%		\$ 139,843
000575	Special Event Expense	\$ 20,000	\$ -	0.0%		\$ -
000576	Training	\$ 128,900	\$ 43,742	33.9%		\$ 131,226
000577	Volunteer Recognition	\$ 23,970	\$ 6,197	25.9%		\$ 18,590
000578	Meal Delivery Travel	\$ 53,000	\$ 14,821	28.0%		\$ 44,463
000579	Travel	\$ 131,320	\$ 48,625	37.0%		\$ 145,875
000582	Utilities	\$ 67,677	\$ 19,115	28.2%		\$ 57,344
000584	Janitorial	\$ 97,900	\$ 26,844	27.4%		\$ 80,532
	MATERIALS AND SUPPLIES	\$ 20,712,873	\$ 6,292,404	30.4%	Trending under budget for trimester and FYE projections	\$ 18,774,940
			\$ -			
000580	Transfers Out	\$ 314,398	\$ -	0.0%	Will take place mid-year	\$ 314,398
000583	Operating Contingency	\$ 9,247,090	\$ -	0.0%		\$ -
	TRANSFERS AND CONTINGENCY	\$ 9,561,488	\$ -	0.0%		\$ 314,398
000595	Capital Purchase	\$ 405,000	\$ 146,119	36.1%		\$ 400,000
000596	Leasehold Improvement	\$ 66,000	\$ 9,413	14.3%	Toledo HVAC project complete, full charges realized in November	\$ 66,000
	CAPITAL OUTLAY	\$ 471,000	\$ 155,532	33.0%		\$ 466,000
	EXPENSE	\$ 51,959,719	\$ 12,381,807	23.8%	Trending under budget for trimester and FYE projections	\$ 37,952,596
	NET (GAIN/LOSS)		\$ (438,839)			\$ 19,444,699

2023 OCWCOG MEETING SCHEDULE

	BUDGET COMMITTEE	FINANCE COMMITTEE	FULL BOARD OF DIRECTORS	EXECUTIVE COMMITTEE	LPAC COMMITTEE
	1:00P - 1:30P	1:30P-2:00P	2:00P-4:00P	9:00A-11:00A	11:00A-11:30A
	<i>Teams Video Conference or Albany Downstairs ABC Conference Room</i>				
	Thursday	Thursday	Thursday	Thursday	Thursday
January	19	19	19		
February				23	23
March	*16	16	16		
April	*20			27	27
May	18	18	18		
June				22	22
July		20	20		
August				24	24
September		21	21		
October				26	26
November					
December		7	7		

Budget Committee meeting is Thursday's before the Finance Committee meeting.

Finance Committee meeting is Thursday's before the Full Board of Directors meeting.

Board of Director meeting is 3rd Thursday of the month.

Executive Committee meeting is the 4th Thursday of the month.

Loan Program Advisory Committee (LPAC) meeting is Thursday's directly after the Executive Committee meeting.

* Budget Committee work group meetings.

**Budget Committee may call an additional session to cover a Supplemental Budget.

Oregon Cascades West Council of Governments (OCWCOG)

Regional Bias Response and Hotline

ZILO
INTERNATIONAL GROUP

Zilo International Group LLC

3939 East Arapahoe Road
Suite 210
Centennial, CO 80122

www.zilointernational.com

Milena Zilo
Founder and CEO

December 8, 2022

Today's Agenda

Research Findings

Key Objectives
Importance of Bias Incident Reporting Systems
Hotline Status 2020-2022
Hotline Process
Community Outreach
Defining the Desired State
Final Report Objectives

Recommendations

Next Steps

Research Findings

Key Objectives

- Research and facilitate discussions around the feasibility of a regional Bias Response System, and the subsequent public and regional support for a more localized system within the geographic boundaries of Linn, Benton, and Lincoln Counties.

- Research bias response programs and approaches, research existing trainings, help facilitate community forums, and staff scheduled events which focus on Diversity, Equity, Racial Justice and Bias.

- Identify any other local bias incident response systems across the US
 - ◆ In Oregon:
 - Eugene (created its own system, but working with the Hotline as of 2022)
 - Salem (conducted discrimination survey)
 - Portland (created its own system via LEA reports)

Importance of Bias Incident Reporting Systems

- Visibility of these incidents, as well as understanding of resources and support available to all victims is of the utmost importance.
- These events can cause tension and distress all throughout communities and undermine the unity that the United States represents.
- OCWCOG are acting as **leaders** in the country for their diligence and efforts to understand bias and bias incidents in their regions.

OREGON DOJ'S BIAS RESPONSE HOTLINE
Were you targeted with bias due to your race, color, national origin, sexual orientation, gender identity, disability, or religion?
Make a report, receive support, learn about your options.

Call the Hotline
1-844-924-BIAS (2427)
240+ Interpreters/Languages
We Accept All Relay Calls

Live Operator
■ Monday - Friday 9am - 5pm
■ Receive support
■ Options for next steps
■ Options for community support

Leave a Voicemail
■ After Hours
■ Request a call back
■ Leave as much or as little detail as you'd like

Report Online
StandAgainstHate.Oregon.gov
8 Languages
Additional Languages Upon Request

↓

- Make a report anytime
- Request a call back
- Leave as much or as little detail as you'd like

Source: Oregon Criminal Justice Commission Bias Crimes (2021) Report

Hotline Status 2020-2022

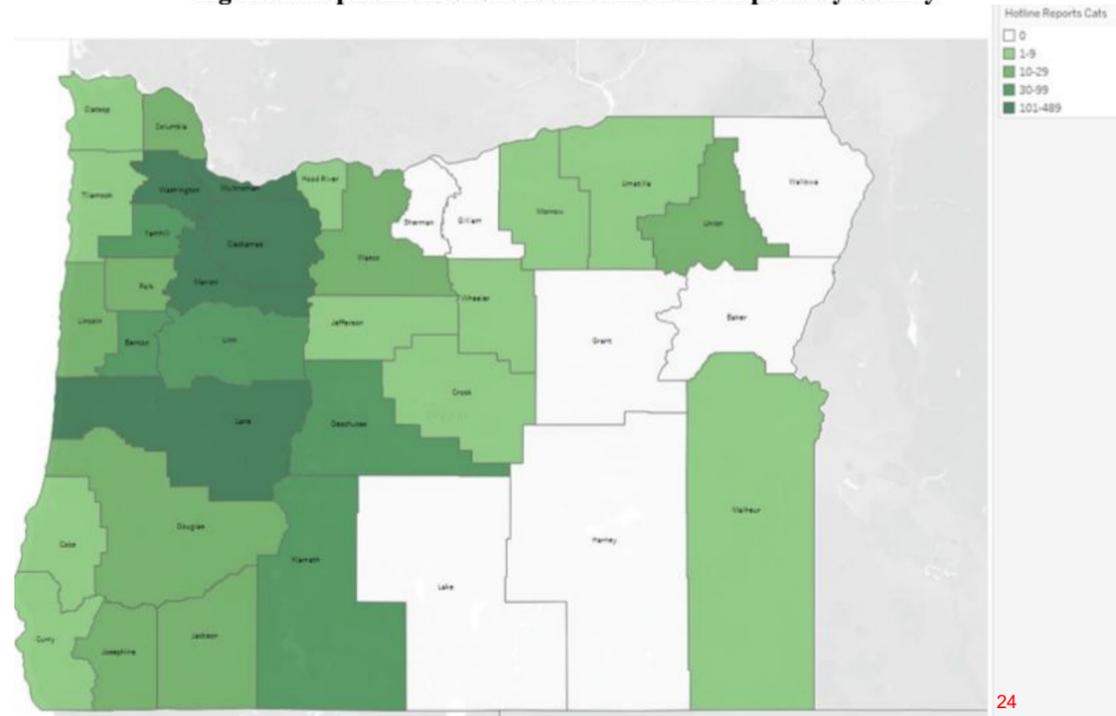
→ From 2020 to 2021:

- ◆ Reports to the Hotline increased by 53%
 - Underreporting was clearly an issue prior
- ◆ Anti-Asian incidents increased by almost 200%
- ◆ Bias incidents in schools increased by 300%
- ◆ 300% increase in bias incidents targeting Hotline advocates
 - Education and support of advocates/partners

→ From 2021-2022:

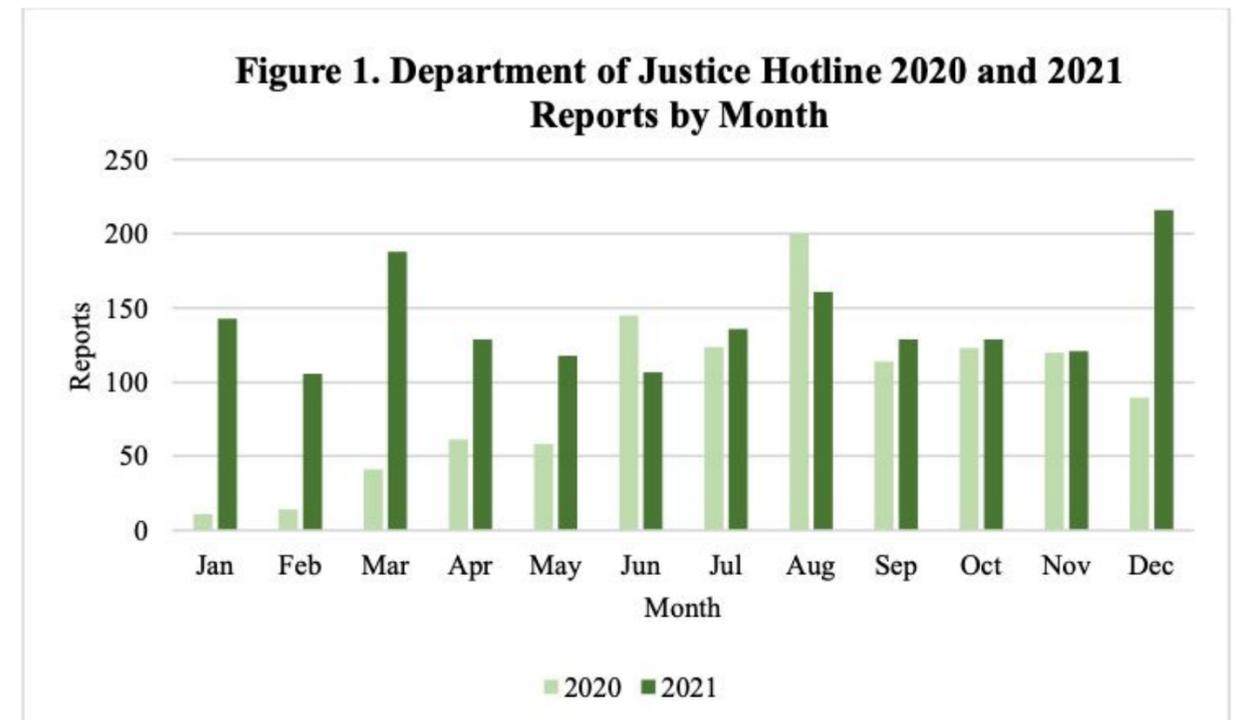
- ◆ Increase in reports by 55% as of August, 2022
- Hotline is a victim-driven process that provides trauma-informed and culturally responsive emotional support

Figure 4. Department of Justice Hotline 2021 Reports by County



Reports to the Hotline increased by 53% in 2021.

Figure 1. Department of Justice Hotline 2020 and 2021 Reports by Month



Source: Oregon Criminal Justice Commission Bias Crimes (2021) Report

Hotline Process

→ The process followed by the Hotline is as follows:

“Informed consent from the victim containing details about date, time, identity markers, and what transpired; provided safety planning and support options; to understanding the “survivor’s perception of intent and the impact of the offense”



Source: Oregon Criminal Justice Commission Bias Crimes (2021) Report

Community Outreach

- Conducted focus groups and interviews with numerous stakeholders across multiple counties
- Surveyed current staff and elected officials
- Created summary report with detailed observations and illustrative statistical analyses
- Held a Summit for the community and presented key findings, and actionable next steps
- Detailed final reports based on research and input from various stakeholders



BIAS RESPONSE FOCUS GROUPS

Discussion topics:

- Bias incidents observed or experienced within the community
- Key elements of an effective bias and response system
- Ways to best support victims of bias

AUGUST 23, 2022
PHILOMATH COMMUNITY LIBRARY
1050 APPLGATE ST,
PHILOMATH, OR 97370
11AM-1PM

*PARTICIPANTS WILL RECEIVE A \$50 VISA GIFT CARD.
LUNCH WILL BE PROVIDED.*

PLEASE RSVP at BIASRESEARCH@ZILOINTERNATIONAL.COM OR CALL 720-295-0054

We appreciate your time and willingness to share your thoughts and experiences.



Oregon Cascades West Council of Governments and
Zilo International Group LLC present



BIAS RESPONSE SUMMIT

Join us as we discuss the findings of the August Bias Response focus groups in Benton, Lincoln, and Linn Counties related to the feasibility of a regional bias response system.

WEDNESDAY, NOVEMBER 2
12:00PM - 1:00PM

REGISTER FOR THIS WEBINAR:
[HTTPS://US06WEB.ZOOM.US/WEBINAR/REGISTER/WN_PBDYPNOJRECLSyrko1o9k9](https://us06web.zoom.us/join/wn_pbdypnojrflsyrko1o9k9)

AFTER REGISTERING, YOU WILL RECEIVE A CONFIRMATION EMAIL CONTAINING INFORMATION ABOUT JOINING THE WEBINAR.

Defining the Desired State

Desired Goals

- What changes would you like to see in your future state would demonstrate a focus on and support of your goals?
- What resistance might we expect to encounter?

Defining Strategy

- Meets the needs of your diverse community
- Amplifies underserved and marginalized community members
- Public Information Strategy
- Recommendations for future services and support for the community

Goal Setting

- SMART technique
 - S = Specific
 - M = Measurable
 - A = Attainable
 - R = Relevant
 - T = Time-based

Final Reporting Objectives

1. Gathering and assimilating data, remaining transparent regarding key findings
2. Ensure accuracy, and quality of data collected
3. Solutions through an Equity/ Inclusivity/ Social Justice Approach
4. Align OCWCOG vision and mission that captures stakeholder feedback and targets desired state
5. Create actionable goals that are useful, realistic, and focused
6. Comprehensive summary of all findings and recommendations

Recommendations

Next Steps

- A major recommendation of the Bias Crimes (2021) Report by the Oregon Criminal Justice Committee was that the Hotline committee must leverage existing relationships with culturally- and population-specific community-based organizations.
 - ◆ 650% increase in referrals from community partner agencies (2020-2021)
 - ◆ Unique opportunity for OCWCOG to act as a liaison to the Hotline, bridging the gap between the community, organizations and solutions for victims.
 - ◆ The pairing of improved reporting and educational resources for anti-bias is uniquely powerful in attacking both implicit and explicit bias in all areas of OCWCOG.

- Recommendations:
 - ◆ 1 FTE as support/liaison for the Tri-County to the Hotline
 - ◆ Training development / Education
 - ◆ Prioritize Community-Based responses and partnerships
 - ◆ Prioritize cultural competence and language access
 - ◆ Promote allyship and understand intersectional community identities
 - ◆ Create public awareness campaigns

We are committed to the long-term success of our clients through strategies reinforced by Mission, Vision, and Values.

We integrate into the teams we work with from the start to the end of the project. You'll find our process to be highly adaptable, iterative, and collaborative.



**Thank you for your time and
consideration!**

**Zilo International Group is honored to have partner with
OCWCOG on this important initiative.**



1400 Queen Ave SE • Suite 201 • Albany, OR 97322
(541) 967-8720 • FAX (541) 967-6123

MEMORANDUM

DATE: December 8, 2022
TO: OCWCOG Board of Directors
FROM: Ryan Vogt, Executive Director
RE: OCWCOG / CSC Collaboration Update

This memo is being provided to update the Board of Directors on current collaboration and planning efforts between Oregon Cascades West Council of Governments (OCWCOG) and the Community Services Consortium (CSC).

History:

The OCWCOG Board has communicated an interest in OCWCOG and CSC evaluating the possibility of collaborating more in order to serve the residents of Linn/Benton/Lincoln communities better. Both agencies provide services to many of the same consumers, serve the same geographic region, and have similar missions; especially as it relates to providing a safety net for low-income families.

Current Situation:

For the last 2 years, OCWCOG and CSC have enjoyed an ever-expanding partnership. Since Pegge McGuire became the CSC Director, she and I have been working through strategic elements for operationalizing our partnership into something greater. We meet approximately weekly to discuss vision and leadership for approaching the collaboration. We are in support of regularly looking for opportunities to better serve our consumers. Our current focus is on streamlining administrative functions and preparing to co-house staff in our Albany and Corvallis offices. We are also looking at how our services cross-connect so we can begin making access easier for our consumers. We have used the anticipated retirement of a key position as our driver for a 3-year project timeframe to fully integrate our teams such that the customer experience is one of a single agency.

Over this last year, both agencies' Senior Leadership Teams have been working together to increase our understanding of each other's programs and build relationships. In October we had a 2 day combined meeting to create joint visioning for the future. The Technology Services Directors, Finance Directors, and Human Resources Managers have been meeting monthly to talk about similarities, differences, and opportunities. The vision is that the more we move "together", the more efficient our administrative functions will be; such that we can do exponentially more with what we have. For instance, between the 2 agencies, we have a combined Human Resources staffing of 5 ½ people. This effectively creates significant problems to daily operations or even future projects when any single person is on vacation or sick. However, if we can "function" as a single team of 5 ½, we will be able to continue forward momentum on everything even if we are missing a member.

Similarly, we are looking at all our software, processes, procedures, and policies to evaluate where we can adopt together. We have launched a Request for Proposals to purchase a single enterprise software solution for both agencies. This software will handle Human Resources processes, and all of our Financial Services processes, including contracts, grant administration, and payroll. By doing this together, we are not only hoping to be able to negotiate a lower price, but also to have cross trained staff who can help each other when needed. Similarly, we are in the process of negotiating a contract for an experienced Diversity, Equity and Inclusion contractor to assess both organizations, provide training for all of our staff, and bring a structured framework for us to use.

Next Steps:

The COG and CSC will continue to meet and explore areas of opportunities for greater collaboration. We are still looking to co-locate our Linn County and Benton County staff, by the end of 2023. The COG is currently recruiting for a Project Manager who will have primary responsibility for managing the details of our collaboration efforts. Pegge and I will also maintain our commitments to be available for future board meetings for each agency to discuss our ongoing collaboration efforts.



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: December 8, 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

Public Health Emergency Extension Allows For Continued Policy Provisions

The Public Health Emergency (PHE) that was put into place at the beginning of Covid has been extended again, currently through January 11, 2023. The extension allows for continued special policy provisions related to medical benefits. These include acceptance of consumer statements in meeting eligibility categories, and prohibits closure of medical benefits unless under specific circumstances (such as moved out of State, voluntary election of closure). OCWCOG staff are working hard to prepare consumers about the upcoming expected discontinuation of these special policy provisions after almost three years.

Emergency SNAP (Supplemental Nutritional Assistance Program) allotments continue to be approved for December 2023. Approval for Emergency SNAP allotments are extended on a month-to-month basis.

Program Management Evaluation Completed

The Eligibility Services team in the Albany branch completed a Program Management Evaluation at the end of September. Most audit areas were scored very high. Auditors commented on large number of best practices being utilized and implemented in our local offices. Auditors received very high scores on customer service satisfaction surveys. Additionally, the audit team commented on high morale of the employees, and the utilization of smart sheets and hot tips to support teams with policy changes and training needs. This is the first audit of team since rollout of the new Eligibility ONE Statewide System, and we are pleased with the good review of this hard-working team!

Adult Protective Services Data: August - October 2022

From August – October 2022, Adult Protective Services (APS) averages approximately 9 complaints a day across the region. Of those calls, an average of 3 result in a community investigation, and an average of 2 result in a facility investigation.

Location	Total Complaints	Community Investigations	Facility Investigations	Community Non-Abuse	Facility Non-Abuse
Linn	409	114	48	202	45
Benton	210	36	61	74	39
Lincoln	236	53	32	127	24

Aging and Disability Resource Connection Data: August – October 2022

From August – October 2022, The Aging and Disability Resource Connection (ADRC) received an average of 21 calls per day this quarter, with the highest call quantity coming in September.

August Calls	September Calls	October Calls
653	712	594

Long Term Care Services and Support Data: August – October 2022

Location	Total Service Recipients	Total In-Home Care Consumers	Total Community Based Care Consumers	Total Nursing Facility Consumers	August – October New Service Requests
Linn/Benton	1911	1187	513	211	425
Lincoln	650	471	157	22	143

Home Care Worker Application Data: August – October 2022

Location	Renewals	New
Linn/Benton	160	209
Lincoln	54	61

Community Service Program Updates

Stand By Me – Oregon (\$BM-OR)

The Stand By Me – Oregon Program continues to grow capacity for its financial coaching program around budget creation, debt reduction, increased savings, and credit improvement in Linn, Benton, Lincoln, and Marion Counties. A total of 49 clients have been served by the Program with **81% completing a new budget** with their coach, and **64% taking action to improve credit and decrease debt**. A total of **\$107,479 in savings** has been recorded since the start of coaching, along with a **total debt reduction of \$19,922**.

The Program continues to partner with KidCo Head Start, CARDV, and OCWCOG's RideLine as implementation partners. Since the last reporting period, Stand By Me hosted its first in-person coaches training October 17th, 19th and 21st, 2022, with new coaches representing:

- Oregon State University’s Center For Advancing Education (CAFE) (1)
- C.H.A.N.C.E. (3)
- Benton County’s Drug Treatment Court (1)
- AmeriCorps Seniors National Service (2)
- Strengthening Rural Families (1)
- Casa Latinos Unidos (1)

We’d would love for you to share this Program with your communities! A Western Oregon University intern at OCWCOG recently created the following promotional videos –please share!

- <https://vimeo.com/766699892> (For Clients)
- <https://vimeo.com/767082993> (For Volunteers)

Meals on Wheels

The OCWCOG Meals on Wheels Program served **a total of 63,412 meals** for the reporting period August – October 2022. Of these:

- 60,491 were home delivered meals
- 4,153 were congregate meals; and,
- 1,232 were blizzard box “shelf stable” meals, delivered ahead of the winter months.

Senior Health Insurance Benefits Assistance Program

The OCWCOG Senior Health Insurance Benefits Assistance (SHIBA) Programs is wrapping up a busy October- December Annual Enrollment Period (AEP) with Linn, Benton, and Lincoln counselors providing free Medicare options to local residents. During the last quarter, **a total of 466 OCWCOG region residents received free Medicare options counseling** with our accredited National Service SHIBA volunteers.

1:1 Counseling Appointments Held August – October 2022

Linn County	Benton County	Lincoln County
North Albany – 19	North Albany – 16	Blodgett -1
Albany – 39	Alea – 2	Depoe Bay – 6
Brownsville – 6	Corvallis – 152	Eddyville – 1
Crabtree – 2	97339 – 1	Newport – 46
Foster – 1	Philomath – 12	South Beach – 6
Lebanon – 39	Monroe – 2	Lincoln City – 9
Lyons – 3		Otis – 9
Mill City – 1		Otter Rock – 2
Scio – 5		Seal Rock – 9
Shedd – 1		Siletz – 5
Sweet Home – 18		Toledo – 22
Tangent – 2		Waldport – 17
Harrisburg – 4		Yachats – 8
Total - 140	Total – 185	Total - 141

In addition,

- SHIBA participated in the OSU Benefits Fair on October 5th and assisted an estimated 15 participants,
- On October 15th the OCWCOG SHIBA team hosted a Shred Event in Albany to help raise awareness around Medicare Fraud; an estimated 50 vehicles drove through the event, and
- “New to Medicare” Seminars were held

- At the Newport 60+ Center on September 13th (18 participants)
- For Lincoln County employees on October 17th (12 participants)
- Via Lumina's Illuming Series Zooms on October 18th (25 participants)
- At Linn-Benton Community College October 25th (13 participants)

For more information on Medicare Fraud and education, please visit
<https://www.smpresource.org/>.



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MEMORANDUM

DATE: December 8, 2022
TO: OCWCOG Board of Directors
FROM: Jenny Glass, Community and Economic Development Director
RE: **Community and Economic Development Updates**

Community and Economic Development Updates

Department Staffing

In July, Ashlyn Muzechenko joined the team as our department Administrative Assistant and Billy McGregor took the role of Assistant Planner for Albany Area Metropolitan Planning Organization. In August, we welcomed back Nick Meltzer, Transportation Program Manager, from his extended leave. CED Director Jenny Glass announced that she would be leaving to take another opportunity with her last day being December 2, 2022. Steph Nappa, transportation planner, announced her move to Chicago and will finish up her role remotely on December 31, 2022. The Ride Line team welcomed new customer service representatives Lorenza Sanchez and Sheila Kennedy-Martin.

Transportation

Corvallis Area Metropolitan Planning Organization (CAMPO)

- Surface Transportation Block Grant (STBG) solicitations were held open from mid September until October 14. There is over \$3 million in STBG funds available to be spent in the CAMPO region between FFY 2025 and 2027.
 - CAMPO received five STBG applications from member jurisdictions
 - CAMPO TAC scored STBG project proposals using adopted evaluations criteria
 - A combined AAMPO/CAMPO virtual open house/comment period on project proposals will begin November 18 and carry on through December 20
- Draft MTIP/STIP projects have been entered into STIP-FP for FY2024-27
- CAMPO is wrapping up work on the Adair Village Trails Plan with City of Adair Village
- CAMPO is participating with work on the Philomath School Circulation Study
 - Project kick off was held in late September and consultant site visit took place in October
- AAMPO/CAMPO supported Linn Benton Loop outreach at LBCC Welcome Day and the OSU Beaver Fair in September
- CAMPO staff attended the Association of MPOs conference in Minneapolis in October
- AAMPO and CAMPO are working on semi-annual reports to get ahead of deadline in January 2023
- AAMPO and CAMPO will be drafting work plans for FY2024 in November and December

Albany Area Metropolitan Planning Organization (AAMPO)

- AAMPO Staff training, ODOT & FHWA courses, OCWCOG Contract/Procurement Training, Title VI training, COG orientation events
- Local community Meet & Greets with Jefferson (Walt Perry), Tangent (Joe Samaniego), Millersburg (Janelle Booth), Albany (Stacey Bartholomew, Chris Cerklewski)
- Participated in Statewide conversations concerning STBG State Fund Exchange Program changes. Helped draft multi-governmental letter to petition state legislation on behalf of current program model
- AAMPO Regional Transportation Plan (RTP) progress continues, with Study Corridors approved, Goals writing continuing, and Scenarios modeling restarting
- AAMPO is continuing to look for ways to support partner organizations to build strong cooperative ties. Participated in tabling event at LBCC with Albany Transit Service (ATS)
- AAMPO continues to participate in statewide transportation planning events such as OMSC MPC meetings, OMPOC
- Surface Transportation Block Grant (STBG) solicitations were held open from mid-September until October 14. There is over \$3 million in STBG funds available to be spent in the AAMPO region between FFY 2025 and 2027. A similar amount is available for the CAMPO area.
 - AAMPO received five STBG applications from member jurisdictions
 - AAMPO TAC scored STBG project proposals using adopted evaluations criteria
 - A combined AAMPO/CAMPO virtual open house/comment period on project proposals will begin November 18 and carry on through December 20
 - Draft MTIP/STIP projects have been entered into STIP-FP for FY2024-27
- AAMPO is helping to facilitate transit system conversations between Tangent and Albany, to be included in the upcoming AAMPO RTP and Tangent Transportation System Plan (TSP)
- AAMPO and CAMPO are working on semi-annual reports to get ahead of deadline in January 2023
- AAMPO and CAMPO will be drafting work plans (UPWP) for FY2024 in November and December
- AAMPO is wrapping up the Bicycle and Pedestrian Plan, led by staff Stephanie Nappa

Projects

LBCC and OSU Mobility Hub Design

- Completed Phase 2 scope and budget
- Began permitting process
- Worked to identify and secure additional funding for Phase 2 cost overruns
- Identified funding opportunities for mobility hub construction
- Coordination meetings with Parametrix team as needed

Seamless Transit Experience

- Executive business review conducted by Swiftly in July
- Monthly check in with Swiftly and agencies
- CWRide website updates for broken links
- OSU Beaver Fair tabling event promoting transportation across the region using CWRide and Transit app

Cascades West Transportation Options

- 10th Annual Get There Challenge was held October 3rd – 16th with 224 participants in our Linn, Benton, and Lincoln County region.
- 11 participants won prizes from 5 local sponsors.

Linn, Benton, Lincoln County Human Services Coordinated Plan Update

- The advisory committee provided input on strategies and goals for the updated LBL Coordinated Plans in September.
- Drafts for existing conditions, demographics, and strategies and goals were submitted to the advisory committee and transit providers for feedback at an early December meeting after which finalized edits will be submitted to Nelson/Nygaard consults for the final draft.

Cascades West Training Center

- 2 trainings were held in Toledo office providing certification for 11 Non-Emergent Medical Transport (NEMT) and 3 public transit drivers
- 1 training was held in the Albany office providing certification for 4 NEMT drivers and 1 private citizen.

Cascades West Ride Line

Data below is from July 2022 to October 2022. During this time, Ride Line provided 45,000 physical trips throughout the region. The majority of these trips were sedan trips over 26,000. The second most utilized mode was Mileage reimbursements at over 14,000 reimbursements.

	Trips (Sedan, Wheelchair, Secure, Stretchers)	Clients (Unique members)	Reimbursement (Mileage, Meals, Lodging)	Clients (Unique members)
Linn County	26,809	2,022	8,815	327
Benton County	8,898	718	2,471	82
Lincoln County	8,536	707	3,219	196
All other counties	1,174	141	322	10
Regionally	45,417	3,588	14,827	615

Ride Line is preparing for a major software update, switching from the unsupported system OBSS to a system called QRyde. We are working to cross-train staff on specialized tasks as well as adding additional support for day-to-day supervision throughout the transition.

Planning

Cascades West Economic Development District (CWEDD)

- CWEDD Board meeting was held on November 10th, 2022 with updates from the broadband action team and Oregon Broadband Office.
- Staff continued convening Childcare Working Group for Linn, Benton, & Lincoln Counties. Staff are planning a virtual child care business workshop in partnership with Linn Benton Community College and Reinventing Rural.
- Staff continued work with 12 Linn/Benton rural cities to identify projects and supply grant writing if applicable.

- Kicked off the regional EDA Broadband Grant by promoting the Faster Internet Oregon speed test. This data will inform the broadband infrastructure planning for the region by identifying the largest gaps in service. The speed test can be taken from home: fasterinternetoregon.org

Land Use & Planning Projects

- The Cascade West Regional Consortium finished phase one of the work with ECONorthwest on the Wetland Mitigation Bank Feasibility Study. The study was presented to the CWRC in October 2022 followed by presentations from the Department of State Lands and the Army Corps of Engineers on wetlands development permitting. The CWRC is meeting November 15, 2022 to discuss action on next steps from recommendations that came out of the study.

Lending

Cascade West Business Lending

- Staff is working to transfer loan administration to a contract with CCD in order to free up time for outreach and activities leading to more lending

- END OF DOCUMENT -

MEMBER GOVERNMENTS — **COUNTIES:** Benton, Lincoln, and Linn **CITIES:** Adair Village, Albany, Brownsville, Corvallis, Depoe Bay, Halsey, Harrisburg, Lebanon, Lincoln City, Lyons, Millersburg, Monroe, Newport, Philomath, Siletz, Sweet Home, Tangent, Toledo, Waldport, Yachats **OTHER:** Confederated Tribes of Siletz Indians and Port of Newport



Technology Services

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MEMORANDUM

DATE: December 8, 2022

TO: OCWCOG Board of Directors

FROM: Jason Sele, Technology Services Director

RE: **Technology Services Update**

Enterprise Software Project

The closing date for RFP submissions to our Enterprise Software project has passed and we have received 6 proposals. These will be reviewed to choose the top 3 for the second phase of the selection process. In December we will begin viewing demos of the 3 final choices in more detail with a goal to select a winning proposal by January.

Teams Phone System

We are still in transition to our Teams Phone system. The final step of porting phone numbers over to the new system has been held up with our carrier. As a result, we extended the Star2Star service for one more month as we finish the last steps of migration.

City of Sweet Home Tech Services

The City of Sweet Home has expressed interest in us providing tech services for their city hall, police station, and fire department. We met with the new city manager Kelcey Young and she is presenting the option to the city council. If there is interest to engage in regular support, we believe this could be a significant volume of tickets for the COG tech team as compared to other cities and we will adjust accordingly. After reviewing the past few months of help desk requests, it looks like they will require about 30 hours support per month.



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MEMORANDUM

DATE: December 8, 2022
TO: OCWCOG Board of Directors
FROM: Ryan Schulze, Human Resources Manager
RE: **Human Resources Program Update**

Salary Study

OCWCOG is currently engaging an external consultant to perform a Salary Study of all represented positions. There has not been a comprehensive study of represented classifications for many years. Doing this study will allow HR to work proactively rather than reactively to ensure OCWCOG staff are appropriately paid. Work is underway to enter into a contract with one of two potential providers and we expect to have a consultant selected by early December.

Outreach

The HR team will be attending the Albany Area Chamber Youth Resource and Career Fair on Tuesday, December 13th. At the fair, staff will assist in mock job interviews to assist youth in their interview skills.

Recruiting

We are actively recruiting for a Community and Economic Development (CED) Director to provide leadership and vision to the CED program staff, clients, consumers, local governments, and agencies in Linn, Benton, and Lincoln Counties. Our first application screening is tentatively scheduled in January, but we may close the announcement at any time when we have received an adequate number of quality applications. We are encouraging any interested applicants to not delay in applying.