



Budget Committee Meeting Packet

March 18, 2021
11:30 am - 12:30 pm

Videoconference Information:
<https://zoom.us/j/94691641630>
Meeting ID: 946 9164 1630
Passcode: 299457

**Next OCWCOG Budget Committee Meeting:
May 20, 2021**

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



Cascades West Center
1400 Queen Avenue, SE Suite 201
Albany, OR 97322
541.967.8720



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

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE AGENDA
March 18, 2021
11:30 am – 12:30 pm**

Zoom Video Conference
<https://zoom.us/j/94691641630>
Meeting ID: 946 9164 1630
Passcode: 299457
Phone Number: +16699009128,,94691641630#

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

1. **Welcome and Introductions** (*Chair, Commissioner Pat Malone*)
(11:30 – 11:35)
2. **Public Comment** (*Chair, Commissioner Pat Malone*)
(11:35 – 11:40)

Floor will be open to the public for comment.

3. **Approval of Previous Meetings** (*Chair, Commissioner Pat Malone*)
(11:40 – 11:45)

Review of the September 17, 2020 Budget Committee minutes (Page 5).

ACTION: Motion to approve the minutes of the September 17, 2020 Budget Committee meeting.

4. **Presentation and discussion of the DRAFT FY2021-2022 Work Program and Budget**
(*Finance Director Sue Forty*)
(11:45 am– 12:05 pm)

Finance Director Forty will discuss the *FY2021-2022 Work Program and Budget*. (Page 7)

ACTION: Motion to send to the Full Board of Directors for review.

5. **Work Program and Budget process** (*Finance Director Sue Forty*)
(12:05 – 12:20)

Finance Director Forty will discuss adjusting timeframes, beginning FY2022 - 2023. (Page 113)

ACTION: Motion to send to the Full Board of Directors for review.

6. **Other Business** (*Chair, Commissioner Pat Malone*)
(12:20 – 12:25)

7. **Adjournment** (*Chair, Commissioner Pat Malone*)
(12:30 pm)

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE MINUTES
September 17, 2020
Via Zoom Video and Audio Conferencing**

Attendees: Commissioner Claire Hall, Lincoln County; Commissioner Pat Malone, Benton County; Mayor Sharon Konopa, City of Albany; Mayor Biff Traber, City of Corvallis.

Staff: Executive Director, Ryan Vogt; Finance Director, Sue Forty; Senior and Disability Services Director, Randi Moore; Technical Services and Operations Director, John Haytas; Human Resources Manager, Ryan Schulze; Transportation Manager, Nick Meltzer; Executive Assistant, Kathleen Codinha

Public: None

The Oregon Cascades West Council of Governments' (OCWCOG) Budget Committee Meeting was called to order by Chair Commissioner Claire Hall on September 17, 2020 at 12:27 pm via Zoom Video and Audio Conferencing.

1. Welcome and Introductions

Commissioner Hall asked everyone to introduce themselves.

2. Public Comment

Commissioner Hall opened the floor for public comments. No public, no comments.

3. Minutes of Previous Meeting

Chair Commissioner Hall asked if there were any additions or corrections to the June 25th, 2020 Special Session of the Budget Committee Meeting Minutes and if not, entertained a motion for approval. Commissioner Pat Malone moved to approve; Mayor Sharon Konopa seconded. A vote was taken and passed unanimously.

4. Discussion regarding FY 2020-2021 Supplemental Budget

Finance Director Sue Forty gave an update regarding the Supplemental budget due to COVID-19 related additional revenues and expenditures not already appropriated. She also anticipates additional Special Sessions scheduled for the Supplemental Budget Review in January, or at the latest, end of February due to more COVID-19 governmental decisions for reimbursable line items.

Finance Director Forty introduced a walk-on document identified as a replacement for page 24, due to a data entry error. A revised packet with financial pages only will be sent out.

A total revenue increase in the budget this year was \$437,000 over what was adopted in June. The beginning balances were increased due to lack of hiring last fiscal year because of COVID-19 related issues. The COG also received extra funds from FEMA and there was additional

contract revenue within the Finance department. Personnel cost went up \$163,000 after moving staff from one area to another, and increasing the number of staff. Materials Supplies increased by \$237,000 because restricted dollars that cannot be spent or must be spread across more than one year had to be moved to the unappropriated column. Some other changes were: a reduction in In-Directs, extra contract dollars received resulting in an expense decrease, General Administration also had a minor reduction in In-direct expense, and Technology Services had a small increase. Finance Director Forty guided everyone's attention to the memo in the packet which highlights the changes.

After Finance Director Forty gave her presentation and reiterated some numbers, Chair Commissioner Hall entertained a motion to approve the 2020-2021 Supplemental Budget and send to the Board of Directors for final review, approval, and adoption.

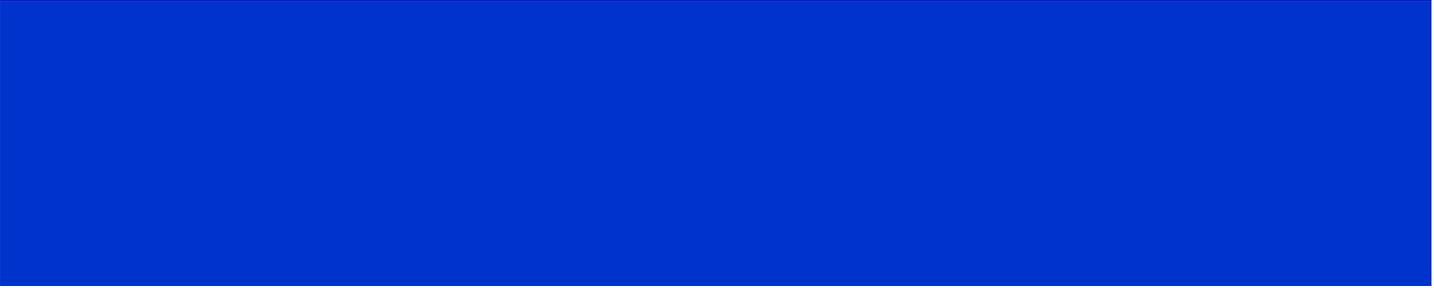
Mayor Sharon Konopa moved; Mayor Biff Traber seconded. Chair Commissioner Hall called for a vote and it passed unanimously.

5. Other Business

6. Adjournment

Chair Commissioner Hall adjourned the meeting at 12:37 pm.

Meeting minutes taken by Kathleen Codinha.



Work Program & Budget

Oregon Cascades West Council of Governments

Fiscal Year 2021-2022

DRAFT

Prepared by:
Oregon Cascades West Council of Governments
1400 Queen Avenue SE
Albany, OR 97322
541.967.8720 (p)
541.967.6123 (f)
www.OCWCOG.org
www.StateoftheRegion.org
March 2021

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Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2021-2022

Role of the Oregon Cascades West Council of Governments:

Oregon Cascades West Council of Governments (OCWCOG) is a volunteer, member organization created by local governments and districts within Linn, Benton, and Lincoln Counties, the Confederated Tribes of Siletz Indians, and the Port of Newport. Oregon law (ORS 190.010) authorizes OCWCOG to carry out, on behalf of its members, programs serving their residents, businesses, institutions, and agencies individually or as part of a regional solution. Only the authority of the member local governments, and their willingness to delegate their authority to OCWCOG, limits the range of services that OCWCOG can provide.

Program Areas:

General Administration

- Purpose and Intent
 - Oversee the finances, budget, physical infrastructure, information technology, human resources, and other administrative tasks to ensure the sustainability, viability, and growth of the agency, as well as members through service requests.
 - Provide consultative and technical assistance in the areas of Finance, Human Resources, and Technology to members.
 - Provide all internal human resources, technology, facilities, finance, and general agency management. OCWCOG contracts with private attorneys for legal services.
 - Assist member governments with personnel, technology, finance, and general administration matters.
- Geographic Service Area
 - General Administration staff provides services in all OCWCOG offices and to all OCWCOG staff.
 - By member request, General Administration staff provides services within its tri-County Region of Linn, Benton, and Lincoln Counties.

Community and Economic Development

- Purpose and Intent
 - Administer and staff State and federally authorized regional economic development planning and grant programs.
 - Assist local governments with goal setting, project development, and planning.
 - Assist local governments with infrastructure improvements.
- Geographic Service Area
 - The federally-designated Cascades West Economic Development District (CWEDD) serves Benton, Lane, Lincoln, and Linn Counties.

Cascades West Business Lending

- Purpose and Intent
 - Deliver professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs.
 - Assist new and expanding businesses in obtaining needed capital.
- Geographic Service Area
 - *Cascades West Business Lending (CWBL)* staff serves clients and commercial lenders primarily within Linn, Benton, and Lincoln Counties, though in some instances can offer its lending services Statewide.

Transportation

- Purpose and Intent
 - Administer State and federally authorized region-wide and sub-regional transportation planning programs.
 - Administer the non-emergency medical ride brokerage, *Cascades West RideLine*, which arranges rides for Medicaid and other clients.
 - Area elected officials and OCWCOG Staff participate in Statewide and multi-state efforts to gain resources and policy changes to improve the Region's transportation system.
- Geographic Service Area
 - The Cascades West Area Commission on Transportation (CWACTION) serves Linn, Benton, and Lincoln Counties.
 - The Corvallis Area Metropolitan Planning Organization (CAMPO) serves Adair Village, Corvallis, Philomath, and a portion of Benton County.
 - The Albany Area Metropolitan Planning Organization (AAMPO) serves Albany, Millersburg, Tangent; portions of Linn and Benton Counties; and the City of Jefferson, which is in Marion County.
 - *Cascades West RideLine* services Linn, Benton, and Lincoln County residents, and health care providers within the Region.
 - Statewide and multi-state coalitions include the Oregon Metropolitan Planning Organization Consortium (OMPOC).

Senior and Disability Services

- Purpose and Intent
 - Staff federal and State long-term care programs (Medicaid [Title XIX], *Supplemental Nutrition Assistance Program [SNAP]* benefits, and *Oregon Project Independence [OPI]*). The goal is to assist qualified clients in finding and maintaining the least restrictive living situation consistent with their physical and mental health.
 - Staff federally-designated Area Agency on Aging (AAA), including programs such as the *Aging and Disability Resource Connection (ADRC)*, which provides information and assistance that allows seniors and persons with disabilities to access needed resources.
- Geographic Service Area
 - All services are provided in OCWCOG's tri-County Region. Principle offices are in Albany, Corvallis, and Toledo.

Community Services Program

- Purpose and Intent
 - Provide nutritious meals through *Meals on Wheels (MOW)*.
 - Assist seniors and retired persons to serve their communities through volunteering with OCWCOG's Senior Corps Programs including *Foster Grandparent Program (FGP)*, *Retired Senior and Volunteer Program (RSVP)*, and *Senior Companion Program (SCP)*; and *Money Management Program (MMP)*.
 - Assist veterans in Benton County with obtaining all benefits they are entitled to receive.
- Geographic Service Area
 - All services, except Veterans Services, are provided in OCWCOG's tri-County Region. Principle offices are in Albany, Corvallis, and Toledo.
 - Benton County contracts with OCWCOG to staff its Veterans Services Office (VSO). Lincoln and Linn Counties provide their own Veterans Services staff.

Governance, Administration, and Programs of OCWCOG:

A Board of Directors (Board), consisting of a local elected representative from each member government, governs OCWCOG. No member or class of members has more authority than another, regardless of size of population or type of government. The Board meets bi-monthly.

The Board hires an Executive Director who is delegated all operational and contracting authority. However, the Board retains budget approval authority, including the setting of pay levels, benefits amounts, and approves the labor contract with the Service Employees International Union (SEIU), which represents the majority of OCWCOG's employees. The Executive Director makes recommendations to the Board regarding these matters prior to Board action.

The Board has an Executive Committee and a Finance Committee. The Executive Committee meets bi-monthly with OCWCOG management to discuss and advise on administrative and operational issues, in between meetings of the full Board. The Finance Committee consists of the full Executive Committee and OCWCOG standing sub-committee chairs. The Finance Committee meets on an as needed basis. Historically, the Finance Committee has also served as the Budget Committee, which is a committee required by State law. OCWCOG is required to follow a budgeting process similar to that specified for Oregon local governments.

In addition, there are several standing advisory bodies for specific programs. It is at the advisory body level that most deliberation regarding programs occurs. Whereas, the Board primarily focuses on the overall structure and finances of OCWCOG. The Board is nevertheless, the final policy authority for all programs that are the direct responsibility of OCWCOG.

OCWCOG provides staff by contract to several regional bodies and local governments. In these cases, the Board's role is limited to deciding if OCWCOG should provide staffing for the other agency. No member may independently require that OCWCOG operate a program on its behalf without the approval of the OCWCOG Board. However, members may ask for OCWCOG assistance with that members' specific project or program, as long as the general area of assistance is described herein. Given that general authority, OCWCOG staff may from time to time contract with a specific member to provide such a service, without that specific project being included in this document.

All work of OCWCOG staff is presented in this document. Consequently, this document can be correctly read as an "authorization" document, directing the Executive Director to carry out

programs and functions on behalf of the members consistent with this document.

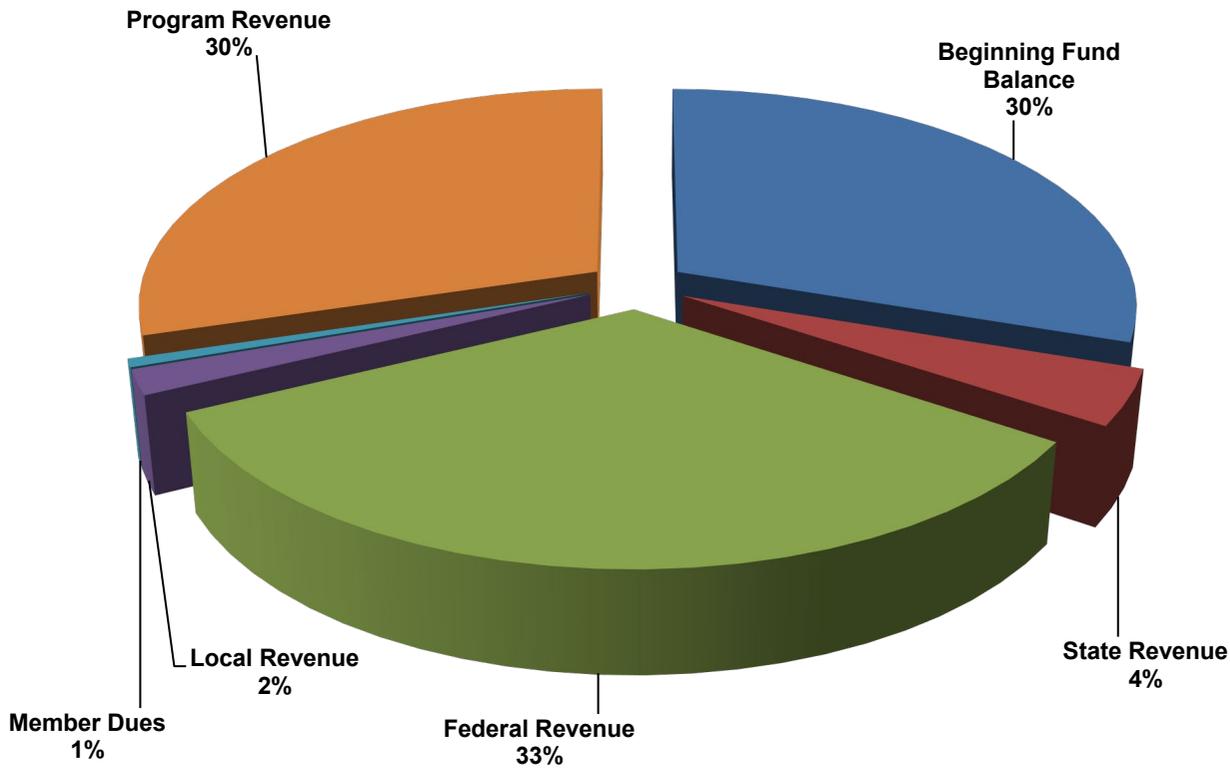
OCWCOG Funding:

Each member is assessed dues annually. Dues are assessed as General, Transportation, and Community Development. The General dues are allocated to each program area as described in the annually adopted budget. OCWCOG annual dues rates are adopted each year in January and are equal to approximately 1% of the total agency revenue. By law, ORS 190.010 entities may not establish a tax base as a source of revenue. Consequently, the General dues are the only general-purpose funding of the agency and, therefore, the only funds that the Board can redirect to different programs. Dues are used to provide required matching funds to gain State and federal program funding.

The vast majority of revenue is in the form of payment for contracted services through federal, State, and local contracts.

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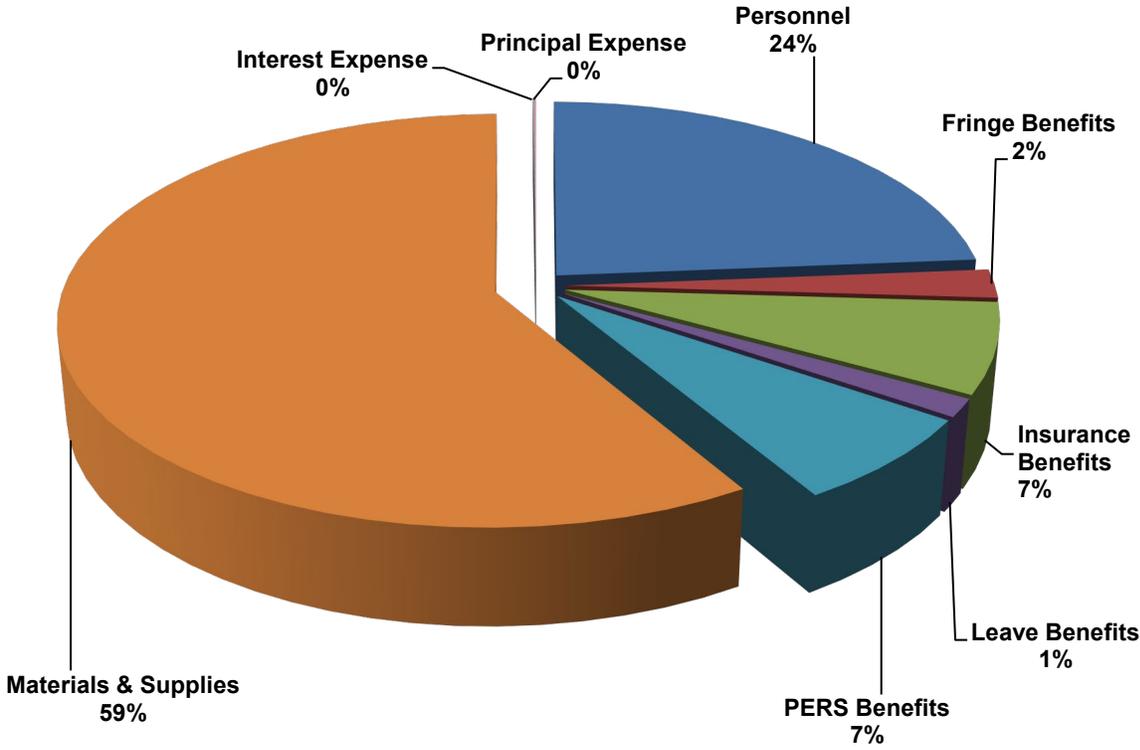
Agency Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

State Revenue	Federal Revenue
ODOT	Economic Development Administration
OPI	Environmental Protection Agency
Veterans	Federal Contracts
	Federal Match
	Older American Act
	Senior Meals XIX
	Siletz Revenue
	Title XIX
	USDA
Local Revenue	Program Revenue
Interest Revenue	Contracts Revenue
Donations	Coordinated Care
Dues	Indirect Income
Fee for Service	Loan Fees/Borrowers Fees
Grant Revenue	Loan Packaging Fees
Sponsorships	Match
	Miscellaneous Revenue
	Program Administration
	Program Income
	Program Meals Revenue
	Rent Income
	Service Fees
	Transfers In/Internal Transfers

Agency Expense Chart FY 2021-2022



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Agency and Department Budgets

In this section, you will find OCWCOG's budget, as well as each Department's consolidated budgets. They can be found on the following pages:

- 17 Agency Budget
- 19 Consolidated OCWCOG
- 24 Consolidated General Administration
- 26 Consolidated Community and Economic Development
- 29 Consolidated Business Lending
- 31 Consolidated Senior and Disability Services
- 34 Consolidated Community Services Program
- 37 Consolidated Technology Services
- 39 Consolidated Non-Departmental

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AGENCY CONSOLIDATED

FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	14,484,862
State Revenue	1,970,206
Federal Revenue	16,088,371
Local Revenue	1,183,482
Program Revenue	14,255,071
TOTAL REVENUE	47,981,992
Personnel	11,371,699
Fringe Benefits	1,083,075
Insurance Benefits	3,407,337
Leave Benefits	684,135
PERS Benefits	3,299,283
TOTAL PERSONNEL	19,845,529
Materials & Supplies	28,071,973
Interest Payments	21,157
Principal Payments	43,333
TOTAL MATERIALS & SUPPLIES	28,136,463
GAIN / (LOSS)	-

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Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
7,764	10,908	Beg Bal-Restricted for Grants	50,468	0	0	0	0	50,468	0	0
1,809,828	1,546,495	Beg Bal-Restrict for Contracts	3,310,617	5,000	3,018,659	0	24,064	262,894	0	0
1,337,884	1,337,886	Beg Bal-Restricted for Reconciliation	1,326,704	0	0	0	1,326,704	0	0	0
2,898,546	2,455,404	Beg Bal-Restricted for Other	3,215,291	91,740	0	595,938	0	1,074,619	0	1,452,994
2,337,700	2,342,700	Beg Bal-Restricted for Reserve	2,352,700	0	0	0	1,637,700	0	0	715,000
2,530,313	4,350,652	Beg Bal-Unrestricted	4,229,082	0	33,278	0	3,877,694	225,937	0	92,173
1,672	1,500	Borrower Fees	3,000	0	0	3,000	0	0	0	0
2,435,820	2,229,818	Contract Revenue	1,643,375	40,000	277,440	51,872	100,000	1,149,063	25,000	0
8,726,340	9,620,190	Coordinated Care	8,945,721	0	8,945,721	0	0	0	0	0
230,379	220,500	Donations	250,500	0	0	0	0	250,500	0	0
312,425	321,584	Dues	330,506	15,738	112,741	0	202,027	0	0	0
72,662	235,410	Economic Development Administration	265,500	0	265,500	0	0	0	0	0
165,555	150,000	Environmental Protection Agency	200,000	0	200,000	0	0	0	0	0
115,655	120,300	Federal Match	50,000	0	0	0	30,000	20,000	0	0
130,609	140,500	Fee for Service	115,000	0	0	0	0	15,000	35,000	65,000
168,724	187,500	Grant Revenue	227,220	0	0	41,500	0	175,720	0	10,000
1,770,063	2,312,181	Indirect Income	2,572,114	1,766,229	0	0	0	0	805,885	0
359,375	280,000	Interest Revenue	276,756	101,756	0	175,000	0	0	0	0
5,182	5,000	Internal Transfer	5,000	0	0	0	0	5,000	0	0
7,605	3,000	Loan Fees	4,000	0	0	4,000	0	0	0	0
0	0	Loan Processing Revenue	0	0	0	0	0	0	0	0
62,064	50,500	Match Revenue	50,708	0	0	0	0	50,708	0	0
13,515	1,900	Miscellaneous Revenue	0	0	0	0	0	0	0	0
639,780	981,378	ODOT	986,522	0	986,522	0	0	0	0	0
1,413,310	1,253,855	Older American Act	1,454,000	0	0	0	0	1,454,000	0	0
1,116,855	934,000	Oregon Project Independence	870,000	0	0	0	0	870,000	0	0
124,557	120,000	Program Administration	150,000	0	0	150,000	0	0	0	0
5,000	0	Program Income	0	0	0	0	0	0	0	0
181,463	180,000	Program Meals Revenue	160,000	0	0	0	0	160,000	0	0
638,712	682,049	Rent Income	711,153	0	0	0	0	0	0	711,153
641,285	1,085,054	Senior Meals XIX	800,000	0	0	0	0	800,000	0	0
5,901	6,500	Service Fees	5,000	0	0	5,000	0	0	0	0

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
9,861	8,000	Siletz Revenue	8,000	0	0	0	0	8,000	0	0
32,482	10,000	Special Event Revenue	20,000	20,000	0	0	0	0	0	0
24,400	0	Sponsorship	0	0	0	0	0	0	0	0
12,779,993	13,186,831	Title XIX	13,174,371	0	376,791	0	12,677,580	120,000	0	0
34,417	195,000	Transfer In	10,000	0	0	0	10,000	0	0	0
107,065	107,064	USDA	95,000	0	0	0	0	95,000	0	0
112,687	109,687	Veterans	113,684	0	0	0	0	113,684	0	0
43,367,449	46,783,346	REVENUE	47,981,992	2,040,463	14,216,652	1,026,310	19,885,769	6,900,593	865,885	3,046,320
544,622	630,739	Leave Benefits	684,135	45,865	72,251	9,241	461,368	75,013	16,223	4,174
825,688	1,057,704	Fringe Benefits	1,083,075	79,313	135,527	11,578	665,161	135,649	29,750	26,097
2,535,980	3,151,012	Insurance Benefits	3,407,337	204,656	405,933	48,957	2,193,938	407,752	104,846	41,255
2,110,479	2,783,120	PERS Benefits	3,072,098	222,301	379,620	35,263	1,967,701	337,075	106,930	23,208
80,774	222,222	PERS Reserve	227,185	16,216	28,004	2,638	146,511	25,370	6,553	1,893
58,110	144,100	Executive Director	147,401	147,401	0	0	0	0	0	0
63,381	0	Deputy Director	0	0	0	0	0	0	0	0
105,302	109,245	Accounting Specialist	58,391	58,391	0	0	0	0	0	0
45,906	51,589	Accounting Clerk II	52,510	39,543	0	0	0	0	6,157	6,810
336,726	314,383	Administrative Assistant	353,059	0	88,860	0	229,744	34,455	0	0
162,226	236,917	ADRC Specialist	243,569	0	0	0	158,069	85,500	0	0
498,680	648,119	Adult Protective Services Specialist	770,755	0	0	0	770,755	0	0	0
0	0	Assistant Loan Officer	50,079	0	12,459	37,620	0	0	0	0
100,533	113,907	Assistant AFH Licensing Worker	119,481	0	0	0	119,481	0	0	0
168,540	101,451	Assistant Planner	110,656	0	110,656	0	0	0	0	0
4,063	58,576	Business Officer	62,916	62,916	0	0	0	0	0	0
0	0	Case Aide	0	0	0	0	0	0	0	0
2,106,011	2,753,296	Case Manager	2,686,844	0	0	0	2,477,271	209,573	0	0
202,565	447,686	CED Planner	376,527	0	376,527	0	0	0	0	0
-17	0	CED Planner II	0	0	0	0	0	0	0	0
0	0	Clerical Assistant	0	0	0	0	0	0	0	0
299,028	377,325	Clerical Specialist	393,757	0	0	0	330,186	63,571	0	0
58,944	59,813	Clerical Supervisor	128,672	64,594	64,078	0	0	0	0	0
124,656	107,138	Confidential Executive Assistant	46,320	46,320	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
76,886	83,933	Contract Coordinator	87,918	16,560	22,860	0	33,234	15,264	0	0
187,598	207,251	Diversion & Transition Coordinator	201,122	0	0	0	201,122	0	0	0
1,073,561	1,246,686	Eligibility Specialist	1,349,473	0	0	0	1,159,469	190,004	0	0
89,241	77,577	Executive Assistant	81,369	0	54,837	0	26,532	0	0	0
37,148	139,978	Extra Hire	162,405	0	0	0	162,405	0	0	0
49,157	48,962	Facility Maintenance Coordinator	52,425	0	0	0	0	0	0	52,425
341,399	463,787	In Home Assistant	430,497	0	0	0	430,497	0	0	0
33,497	0	Information & Referral Spec	0	0	0	0	0	0	0	0
73,334	54,287	Information Systems Specialist	0	0	0	0	0	0	0	0
102,169	273,793	Lead Case Manager	227,501	0	0	0	200,969	26,532	0	0
49,854	53,209	Lead Eligibility Specialist	57,080	0	0	0	0	57,080	0	0
42,926	47,326	Lead Trans Brokerage Specialist	48,994	0	48,994	0	0	0	0	0
0	0	Loan Officer	0	0	0	0	0	0	0	0
194,774	201,954	Meal Site Manager 3	194,502	0	0	0	0	194,502	0	0
9,791	0	Medical Resource Worker	42,358	0	42,358	0	0	0	0	0
32,032	47,146	Money Management Coordinator	50,478	0	0	0	0	50,478	0	0
0	0	MPO Director	0	0	0	0	0	0	0	0
72,086	65,184	Network Operations Specialist	65,454	0	0	0	0	0	65,454	0
0	0	Other Personnel Costs	0	0	0	0	0	0	0	0
97,467	96,780	Personnel Manager	105,817	105,817	0	0	0	0	0	0
328,551	451,699	Program Director	479,993	152,142	93,510	10,246	73,044	43,737	71,900	35,414
62,615	146,097	Program Manager	268,586	0	0	0	179,319	89,267	0	0
701,647	793,189	Program Supervisor	871,477	0	0	0	773,474	98,003	0	0
0	53,637	Public Informations Officer	111,063	54,698	56,365	0	0	0	0	0
14,462	25,000	Relief Site Manager	25,000	0	0	0	0	25,000	0	0
73,659	76,825	RSVP Supervisor	0	0	0	0	0	0	0	0
71,323	0	Services Director	0	0	0	0	0	0	0	0
0	0	Senior Accountant	62,393	62,393	0	0	0	0	0	0
72,014	82,233	Senior Loan Officer	84,007	0	0	84,007	0	0	0	0
0	0	Senior Meals Supervisor	0	0	0	0	0	0	0	0
35,948	47,916	Senior Meals Coordinator	40,885	0	0	0	0	40,885	0	0
0	0	Senior Systems Admin	76,570	0	0	0	0	0	76,570	0

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
0	75,069	Software Support Specialist	0	0	0	0	0	0	0	0
68,931	0	Technology Services Manager	0	0	0	0	0	0	0	0
13,400	42,791	Technology Support Specialist	0	0	0	0	0	0	0	0
311,044	444,157	Transportation Brokerage Specialist	359,544	0	359,544	0	0	0	0	0
46,921	77,869	Transportation Program Manager	81,655	0	81,655	0	0	0	0	0
35,308	51,266	Veterans Service Officer	44,634	0	0	0	0	44,634	0	0
53,175	114,771	Workstation Support Specialist	107,562	0	0	0	0	0	107,562	0
14,884,117	18,958,714	PERSONNEL	19,845,529	1,379,126	2,434,038	239,550	12,760,250	2,249,344	591,945	191,276
19,793	21,834	Advertising	19,690	6,000	3,600	90	800	9,000	200	0
18,397	17,000	Auto Expense	12,000	0	0	0	0	12,000	0	0
19,039	15,300	Bank Charges	15,100	12,000	1,650	650	0	800	0	0
20,108	41,214	Board/Comm/Meeting Expense	32,100	25,500	4,600	0	800	1,000	200	0
1,387	850	Borrowers Fees	3,100	0	0	3,100	0	0	0	0
539,704	500,000	CEP Contract	500,000	0	0	0	0	500,000	0	0
205,856	166,795	Computer Maintenance/Equipment	147,630	57,500	14,000	0	32,000	4,000	39,630	500
1,462	2,500	Contract Administration	1,500	0	1,500	0	0	0	0	0
10,000,155	11,467,756	Contract Expense	10,350,246	275,129	8,075,012	2,500	120,492	1,680,000	61,113	136,000
59,045	84,990	Copying	61,950	7,000	7,250	600	21,000	9,200	700	16,200
54,179	68,075	Dues and Memberships	31,065	8,500	5,815	0	15,000	1,250	500	0
5,628	1,000	Equipment Expense	1,000	0	1,000	0	0	0	0	0
482,609	560,476	Finance Indirect	568,185	0	86,721	6,107	380,316	95,041	0	0
65,149	135,450	Furniture & Fixtures	111,800	1,300	100,000	3,000	2,500	0	4,000	1,000
984,553	968,735	Indirect Expense	1,198,046	0	182,855	12,877	801,916	200,398	0	0
27,773	18,000	Interest Expense	16,000	0	0	16,000	0	0	0	0
68,618	70,050	Insurance	76,700	0	0	0	0	3,700	0	73,000
76,948	79,614	Janitorial	87,800	0	0	0	0	2,800	0	85,000
42,386	48,000	Legal Expense	39,250	13,000	3,750	0	20,000	0	2,500	0
89,124	140,719	Licenses and Fees	139,380	28,480	9,000	3,000	26,000	16,400	55,500	1,000
131,990	120,000	Loan Admin Expense	150,000	0	0	150,000	0	0	0	0
112	0	Loan Legal Expense	50	0	0	50	0	0	0	0
86,617	51,250	Maintenance and Repairs	93,178	0	3,500	0	1,000	23,500	5,000	60,178
4,418	8,050	Marketing Expense	4,150	0	4,000	150	0	0	0	0

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
18,363	17,750	Meal Delivery Travel	0	0	0	0	0	0	0	0
63,667	65,250	Postage	44,620	750	6,250	400	35,200	1,800	120	100
18,946	24,600	Printing	8,550	2,250	3,500	0	200	2,500	0	100
656,404	708,730	Rent	735,039	49,450	86,595	5,368	452,868	109,131	31,627	0
41,758	60,000	Resource Reserve	30,000	0	0	0	30,000	0	0	0
126,116	159,620	Stipend	147,072	0	0	0	3,000	144,072	0	0
145,029	148,716	Supplies	70,150	6,000	11,500	350	15,800	13,000	3,000	20,500
14,315	10,000	Special Event	20,000	20,000	0	0	0	0	0	0
0	3,500	Taxes	2,500	0	0	0	0	0	0	2,500
669,485	785,901	Technology Indirect	805,944	0	123,059	8,662	539,422	134,801	0	0
149,529	174,047	Telephone	130,707	5,200	21,150	800	41,200	29,857	32,000	500
69,138	169,506	Training	104,702	45,000	22,500	1,000	7,002	18,200	10,000	1,000
138,449	177,234	Travel	98,850	11,500	13,000	2,000	55,000	11,500	2,850	3,000
35,000	185,000	Transfers Out	35,000	0	0	0	35,000	0	0	0
59,733	68,000	Utilities	65,000	0	0	0	0	0	0	65,000
36,839	55,000	Volunteer Travel	40,000	0	0	0	0	40,000	0	0
14,126	20,500	Volunteer Recognition	18,000	0	0	0	0	18,000	0	0
6,351,339	4,921,921	Operating Contingency	7,237,807	86,778	2,945,807	0	1,523,277	1,301,969	0	1,379,976
6,577,391	4,634,209	Unappropriated EFB for future	4,649,112	0	0	570,056	2,965,726	267,330	0	846,000
7,735	5,157	Interest Payment	5,157	0	0	0	0	0	0	5,157
43,333	43,333	Principal Payment	43,333	0	0	0	0	0	0	43,333
48,783	339,000	Capital Purchases	75,000	0	0	0	0	0	15,000	60,000
192,807	460,000	Leasehold Improvements	110,000	0	45,000	0	0	0	10,000	55,000
28,483,332	27,824,632	MATERIALS AND EXPENSES	28,136,463	661,337	11,782,614	786,760	7,125,519	4,651,249	273,940	2,855,044
43,367,449	46,783,346	TOTAL EXPENSES	47,981,992	2,040,463	14,216,652	1,026,310	19,885,769	6,900,593	865,885	3,046,320
0	0	NET GAIN/LOSS	0	0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

General Administration

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	GA	HR	Finance	Special Dues
35,000	0	6,000	Beg Bal - Restricted for Contracts		5,000	0	5,000	0	0
0	0	700	Beg Bal-Restricted for Grants		0	0	0	0	0
26,427	90,892	0	Beg Bal-Restricted for Other		91,740	0	700	20,000	71,040
0	0	40,414	Beg Bal-Unrestricted		0	0	0	0	0
1,141,310	1,149,699	1,525,952	Indirect Income		1,766,229	761,969	436,076	568,184	0
8,849	2,041	0	Miscellaneous Revenue		0	0	0	0	0
112,066	154,908	141,078	Contract Revenue		40,000	0	0	40,000	0
176,005	182,249	100,000	Interest Revenue		101,756	10,000	0	91,756	0
14,110	14,877	15,313	Special Dues Project		15,738	0	0	0	15,738
22,221	14,315	10,000	Special Event Revenue		20,000	20,000	0	0	0
1,535,987	1,608,982	1,839,457	REVENUE		2,040,463	791,969	441,776	719,940	86,778
38,943	42,678	46,692	Leave Benefits		45,865	10,902	12,436	22,527	0
78,909	64,134	80,212	Fringe Benefits		79,313	28,251	21,186	29,876	0
134,991	157,733	164,868	Insurance Benefits		204,656	74,671	62,520	67,465	0
128,744	164,491	221,443	PERS Benefits		222,301	72,589	57,212	92,500	0
5,754	5,708	16,443	PERS Reserve		16,216	4,968	4,667	6,581	0
144,637	58,110	144,100	Executive Director	1.00	147,401	147,401	0	0	0
73,444	46,602	0	Deputy Director		0	0	0	0	0
105,324	120,062	125,370	Program Director	1.00	152,142	0	0	152,142	0
80,889	97,467	96,780	Personnel Manager	1.00	105,817	0	105,817	0	0
0	0	58,576	Business Officer	1.00	62,916	0	62,916	0	0
57,856	62,615	70,158	Program Manager		0	0	0	0	0
11,985	13,526	18,403	Contract Coordinator	0.30	16,560	0	0	16,560	0
32,581	34,430	38,731	Accounting Clerk II	0.75	39,543	0	0	39,543	0
52,630	105,302	109,245	Accounting Specialist	1.00	58,391	0	0	58,391	0
7,630	0	0	Administrative Assistant		0	0	0	0	0
0	0	0	Clerical Supervisor	1.00	64,594	0	64,594	0	0
97,428	124,656	107,138	Conf. Executive Assistant	1.00	46,320	46,320	0	0	0

Oregon Cascades West Council of Governments

General Administration

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	GA	HR	Finance	Special Dues
0	0	53,637	Public Informations Officer	1.00	54,698	54,698	0	0	0
0	0	0	Senior Accountant	1.00	62,393	0	0	62,393	0
1,731	0	0	Extra Hire		0	0	0	0	0
1,053,475	1,097,513	1,351,796	PERSONNEL	10.05	1,379,126	439,800	391,348	547,978	0
4,534	9,712	5,200	Advertising		6,000	4,000	1,500	500	0
8,689	16,363	12,500	Bank Charges		12,000	0	0	12,000	0
8,595	12,470	26,000	Board/Comm/Meeting Expense		25,500	25,000	200	300	0
45,574	46,140	55,000	Computer Maintenance/Equipment		57,500	1,800	1,700	54,000	0
152,869	198,020	130,000	Contract Expense		275,129	215,129	5,000	55,000	0
9,459	6,388	10,500	Copying		7,000	2,000	1,500	3,500	0
11,005	5,733	11,500	Dues and Memberships		8,500	5,500	500	2,500	0
228	2,056	3,200	Furniture & Fixtures		1,300	500	800	0	0
12,728	3,751	20,000	Legal Expenses		13,000	10,000	3,000	0	0
13,183	25,269	21,300	Licenses and Fees		28,480	10,000	15,000	3,480	0
635	0	0	Maintenance and Repair		0	0	0	0	0
863	612	1,050	Postage		750	200	400	150	0
603	36	1,500	Printing		2,250	2,000	0	250	0
58,699	53,278	58,284	Rent		49,450	18,040	12,128	19,282	0
8,878	9,109	5,700	Supplies		6,000	2,500	500	3,000	0
4,380	4,450	5,400	Telephone		5,200	2,000	1,200	2,000	0
20,751	14,315	10,000	Special Event Expense		20,000	20,000	0	0	0
23,627	15,775	42,000	Training		45,000	30,000	5,000	10,000	0
6,320	7,866	12,800	Travel		11,500	3,500	2,000	6,000	0
90,892	80,127	55,727	Operating Contingency		86,778	0	0	0	86,778
0	0	0	Unappropriated EFB for future		0	0	0	0	0
482,512	511,468	487,661	MATERIALS AND SUPPLIES		661,337	352,169	50,428	171,962	86,778
1,535,987	1,608,981	1,839,457	TOTAL EXPENSES		2,040,463	791,969	441,776	719,940	86,778
0	0	0	GAIN / (LOSS)		0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
1,147,697	1,162,822	1,078,520	Beg Bal-Restrict for Contracts		3,018,659	0	88,710	1,843,691	89,989	199,867	796,402
0	244,428	0	Beg Bal-Restricted for Other		0	0	0	0	0	0	0
224,294	0	0	Beg Bal-Unrestricted		33,278	33,278	0	0	0	0	0
104,412	110,093	110,092	Dues		112,741	112,741	0	0	0	0	0
10,608	8,023	7,000	Fees For Service		0	0	0	0	0	0	0
1,171	2,722	1,900	Miscellaneous Revenue		0	0	0	0	0	0	0
602,200	439,023	318,100	Contract Revenue		277,440	252,440	25,000	0	0	0	0
13,166	24,400	0	Sponsorship		0	0	0	0	0	0	0
0	15,000	0	Match Revenue		0	0	0	0	0	0	0
486,722	639,780	981,378	ODOT		986,522	518,000	238,352	0	230,171	0	0
8,288,512	8,726,340	9,620,190	Coordinated Care		8,945,721	0	0	8,945,721	0	0	0
75,000	72,662	235,410	Economic Development Admin		265,500	265,500	0	0	0	0	0
301,538	228,008	468,547	Title XIX		376,791	0	0	376,791	0	0	0
81,983	165,555	150,000	Environmental Protection Agency		200,000	200,000	0	0	0	0	0
0	0	0	Federal Contracts		0	0	0	0	0	0	0
11,337,302	11,838,857	12,971,137	REVENUE		14,216,652	1,381,959	352,062	11,166,203	320,160	199,867	796,402
54,593	63,425	73,880	Leave Benefits		72,251	22,425	4,550	38,040	4,788	0	2,448
102,071	103,407	130,176	Fringe Benefits		135,527	40,467	13,540	62,880	13,522	0	5,118
268,383	327,211	411,341	Insurance Benefits		405,933	89,022	32,725	222,702	35,361	0	26,123
174,154	274,084	344,692	PERS Benefits		379,620	122,197	27,864	186,914	27,573	0	15,072
8,122	10,341	27,327	PERS Reserve		28,004	8,913	2,068	13,850	2,046	0	1,127
88,736	94,535	107,353	Program Director	0.90	93,510	41,560	5,195	41,560	5,195	0	0
12,232	0	0	Program Manager		0	0	0	0	0	0	0
0	46,921	77,869	Transportation Manager	1.00	81,655	24,640	24,640	8,213	24,162	0	0
30,193	74,055	0	Administrative Assistant	2.00	88,860	0	0	88,860	0	0	0
0	0	0	Assistant Loan Officer	0.25	12,459	12,459	0	0	0	0	0
64,182	168,540	101,451	Assistant Planner	1.50	110,656	76,196	5,743	22,974	5,743	0	0
0	4,063	0	Business Officer		0	0	0	0	0	0	0
194,472	202,565	447,686	CED Planner	6.00	376,527	252,432	62,502	0	61,593	0	0
26,707	-17	0	CED Planner II		0	0	0	0	0	0	0
52,841	58,944	59,813	Clerical Supervisor	1.00	64,078	0	0	64,078	0	0	0
21,471	25,344	28,017	Contracts Coordinator	0.40	22,860	22,860	0	0	0	0	0
49,224	53,050	52,726	Executive Assistant	1.00	54,837	27,985	5,310	15,931	5,611	0	0
17,218	33,497	0	Information and Referral Spec		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
41,588	42,926	47,326	Lead Trans Brokerage Spec.	1.00	48,994	0	0	48,994	0	0	0
16,080	9,791	0	Medical Resource Worker	1.00	42,358	0	0	42,358	0	0	0
2,427	0	0	MPO Director		0	0	0	0	0	0	0
0	0	0	Public Information Spec.	1.00	56,365	0	0	0	0	0	56,365
295,827	311,044	444,157	Transportation Brokerage Spec.	9.30	359,544	0	0	359,544	0	0	0
21,026	1,990	0	Extra Hire		0	0	0	0	0	0	0
1,541,548	1,905,715	2,353,814	PERSONNEL	26.35	2,434,038	741,156	184,137	1,216,898	185,594	0	106,253
3,170	3,263	3,000	Advertising		3,600	1,500	1,000	100	1,000	0	0
831	191	5,000	Auto Expense		0	0	0	0	0	0	0
1,392	1,342	1,650	Bank Charges		1,650	0	0	1,650	0	0	0
3,818	2,954	4,300	Board/Comm/Meeting Expense		4,600	2,000	1,000	600	1,000	0	0
8,144	23,692	15,795	Computer Maintenance/Equipment		14,000	1,500	0	2,500	0	10,000	0
1,588	1,462	2,500	Contract Administration		1,500	0	0	1,500	0	0	0
7,911,340	7,653,853	9,222,417	Contract Expense		8,075,012	422,500	37,762	7,602,810	11,940	0	0
8,235	7,159	8,000	Copying		7,250	1,750	500	4,500	500	0	0
2,478	4,770	6,250	Dues and Memberships		5,815	3,500	1,000	315	1,000	0	0
0	5,628	1,000	Equipment Expense		1,000	0	0	1,000	0	0	0
47,933	61,855	85,901	Finance Indirect		86,721	28,703	3,054	48,856	3,054	0	3,054
127,953	124,621	148,112	Indirect Expense		182,855	60,522	6,439	103,016	6,439	0	6,439
7,710	1,269	110,000	Furniture & Fixtures		100,000	0	0	30,000	0	70,000	0
56	18,469	3,000	Legal Expenses		3,750	1,250	1,000	500	1,000	0	0
10,995	6,568	9,750	Licenses and Fees		9,000	4,500	1,000	2,500	1,000	0	0
8,491	2,864	2,000	Maintenance and Repair		3,500	0	1,000	0	1,000	1,500	0
1,593	4,092	7,700	Marketing Expense		4,000	2,500	0	1,500	0	0	0
5,295	4,494	5,550	Postage		6,250	250	500	5,000	500	0	0
1,372	2,471	4,200	Printing		3,500	1,500	500	1,000	500	0	0
74,420	77,229	84,366	Rent		86,595	28,472	9,812	42,943	2,684	0	2,684
18,392	11,682	11,300	Supplies		11,500	3,000	500	7,500	500	0	0
94,572	99,829	120,574	Technology Indirect		123,059	40,771	4,331	69,295	4,331	0	4,331
18,402	18,518	19,450	Telephone		21,150	3,500	2,400	13,000	1,000	0	1,250
19,554	24,360	28,006	Training		22,500	7,000	4,000	7,500	4,000	0	0
10,770	16,725	16,450	Travel		13,000	8,000	2,000	1,000	2,000	0	0
1,169,440	1,055,934	646,052	Operating Contingency		2,945,807	18,085	90,127	2,000,720	91,118	73,367	672,391
237,810	697,849	0	Unappropriated EFB for future		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
0	0	0	Capital Purchase		0	0	0	0	0	0	0
0	0	45,000	Leasehold Improvements		45,000	0	0	0	0	45,000	0
9,795,754	9,933,143	10,617,323	MATERIALS AND SUPPLIES		11,782,614	640,803	167,925	9,949,305	134,566	199,867	690,149
11,337,302	11,838,857	12,971,137	TOTAL EXPENSES		14,216,652	1,381,959	352,062	11,166,203	320,160	199,867	796,402
0	0	0	GAIN / (LOSS)		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Business Lending

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Admin	Loan Fund
437,228	491,919	475,000	Beg Bal-Restricted for Other		595,938	37,732	558,206
2,913	25	0	Miscellaneous Revenue		0	0	0
53,132	58,863	60,000	Contract Revenue		51,872	51,872	0
0	0	0	Grant Revenue		41,500	41,500	0
163,653	177,108	180,000	Interest Revenue		175,000	0	175,000
0	0	10,000	Transfers In		0	0	0
9,360	7,605	3,000	Loan Fees		4,000	1,500	2,500
0	5,000	0	Program Income		0	0	0
303	0	0	Loan Processing Revenue		0	0	0
1,563	1,672	1,500	Borrowers Fees		3,000	0	3,000
6,442	5,901	6,500	Service Fees		5,000	1,000	4,000
118,973	124,557	120,000	Program Administration		150,000	150,000	0
793,566	872,650	856,000	REVENUE		1,026,310	283,604	742,706
7,448	8,273	6,495	Leave Benefits		9,241	9,241	0
8,239	8,167	8,344	Fringe Benefits		11,578	11,578	0
24,967	25,401	25,802	Insurance Benefits		48,957	48,957	0
17,904	23,180	24,083	PERS Benefits		35,263	35,263	0
875	915	1,901	PERS Reserve		2,638	2,638	0
9,348	10,504	12,803	Program Director	0.10	10,246	10,246	0
0	72,014	82,233	Senior Loan Officer	1.00	84,007	84,007	0
69,821	0	0	Loan Officer		0	0	0
0	0	0	Assist. Loan Officer	0.75	37,620	37,620	0
138,602	148,455	161,661	PERSONNEL	1.85	239,550	239,550	0
0	0	84	Advertising		90	90	0
628	607	650	Bank Charges		650	0	650
0	10	0	Board/Comm/Meeting Expense		0	0	0
2,301	1,387	850	Borrowers Fees		3,100	100	3,000
462	4,200	5,000	Contract Expense		2,500	2,500	0

Oregon Cascades West Council of Governments

Business Lending

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Admin	Loan Fund
467	749	450	Copying		600	600	0
0	90	100	Dues and Memberships		0	0	0
3,929	1,436	3,160	Finance Indirect		6,107	6,107	0
10,488	2,781	5,813	Indirect Expense		12,877	12,877	0
0	0	0	Furniture & Fixtures		3,000	0	3,000
8,732	27,773	18,000	Interest Expense		16,000	0	16,000
0	112	0	Loan Legal Expense		50	50	0
0	305	0	Legal Expenses		0	0	0
2,157	2,296	2,500	Licenses and Fees		3,000	3,000	0
116,041	131,990	120,000	Loan Admin Expense		150,000	0	150,000
1,154	326	350	Marketing Expense		150	150	0
338	415	450	Postage		400	400	0
121	0	0	Printing		0	0	0
5,429	2,545	2,617	Rent		5,368	5,368	0
537	376	350	Supplies		350	350	0
7,751	3,331	3,915	Technology Indirect		8,662	8,662	0
780	522	700	Telephone		800	800	0
77	0	1,000	Training		1,000	1,000	0
1,355	2,054	3,000	Travel		2,000	2,000	0
0	0	50,350	Operating Contingency		0	0	0
492,219	540,891	475,000	Unappropriated EFB for future		570,056	0	570,056
654,965	724,196	694,339	MATERIALS AND SUPPLIES		786,760	44,054	742,706
793,566	872,650	856,000	TOTAL EXPENSES		1,026,310	283,604	742,706
0	0	0	GAIN / (LOSS)		0	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
24,463	24,822	24,064	Beg Bal-Restrict for Contracts		24,064	0	0	0	0	24,064
1,562,985	1,337,884	1,337,886	Beg Bal-Restricted Reconcile		1,326,704	608,365	432,161	286,178	0	0
1,530,000	1,637,700	1,637,700	Beg Bal-Restricted Reserve		1,637,700	1,637,700	0	0	0	0
2,271,779	2,426,007	3,464,219	Beg Bal-Unrestricted		3,877,694	971,124	1,454,026	1,362,912	89,632	0
177,781	187,454	196,179	Dues		202,027	0	131,318	70,709	0	0
0	0	0	Fee for Service		0	0	0	0	0	0
2,511	310	0	Miscellaneous Revenue		0	0	0	0	0	0
100,000	100,000	100,000	Contract Revenue		100,000	0	0	0	0	100,000
10,000	10,000	10,000	Transfer In		10,000	0	0	0	0	10,000
0	0	0	Oregon Project Independence		0	0	0	0	0	0
0	0	0	Older American Act		0	0	0	0	0	0
9,870,586	12,417,074	12,598,284	Title XIX		12,677,580	371,108	9,925,000	2,349,472	32,000	0
55,095	57,828	60,000	Federal Match		30,000	30,000	0	0	0	0
15,605,200	18,199,080	19,428,332	REVENUE		19,885,769	3,618,297	11,942,505	4,069,271	121,632	134,064
305,180	338,639	407,329	Leave Expense		461,368	9,307	353,573	98,488	0	0
475,779	486,055	638,919	Fringe Benefits		665,161	11,881	504,817	148,463	0	0
1,325,710	1,565,037	2,018,328	Insurance Benefits		2,193,938	37,889	1,760,081	395,968	0	0
927,382	1,251,559	1,757,318	PERS Benefits		1,967,701	37,483	1,495,345	434,873	0	0
45,219	49,359	141,020	PERS Reserve		146,511	2,617	111,193	32,701	0	0
70,033	84,210	58,542	Program Director	0.65	73,044	28,094	28,094	16,856	0	0
15,088	14,265	0	Services Director		0	0	0	0	0	0
0	0	64,548	Program Manager	2.00	179,319	0	125,523	53,796	0	0
481,547	566,993	712,991	Program Supervisor	9.40	773,474	42,989	487,079	243,406	0	0
171,131	175,770	204,960	Administrative Assistant	4.90	229,744	0	180,682	49,062	0	0
116,889	87,737	156,858	ADRC Specialist	3.25	158,069	0	88,974	69,095	0	0
392,305	498,680	648,119	Adult Protective Services Spec	12.00	770,755	0	715,112	55,643	0	0
94,679	100,533	113,907	AFH Licensing Worker	2.00	119,481	0	119,481	0	0	0
1,602,341	1,807,402	2,402,355	Case Manager	41.18	2,477,271	0	1,885,892	591,379	0	0
0	0	0	Clerical Assistant		0	0	0	0	0	0
178,360	244,444	350,635	Clerical Specialist	8.00	330,186	0	227,024	103,162	0	0
13,632	15,591	17,287	Contracts Coordinator	0.55	33,234	33,234	0	0	0	0
175,996	187,598	207,251	Diversion & Transition Coord	3.00	201,122	0	145,827	55,295	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
912,013	941,127	1,200,140	Eligibility Specialist	22.00	1,159,469	0	946,447	213,022	0	0
0	36,191	24,851	Executive Assistant	0.50	26,532	26,532	0	0	0	0
183,850	340,253	463,787	In Home Assistant	10.00	430,497	0	298,633	131,864	0	0
170,907	102,169	248,942	Lead Case Manager	3.00	200,969	0	200,969	0	0	0
0	0	0	Lead Eligibility Specialist		0	0	0	0	0	0
0	0	0	Senior Meals Coordinator		0	0	0	0	0	0
0	0	21,395	Technology Support Spec.		0	0	0	0	0	0
0	9,453	14,469	Workstation Support Specialist		0	0	0	0	0	0
20,174	24,222	139,978	Extra Hire	3.00	162,405	0	109,925	52,480	0	0
7,678,215	8,927,287	12,013,929	PERSONNEL	125.43	12,760,250	230,026	9,784,671	2,745,553	0	0
410	799	1,100	Advertising		800	200	100	500	0	0
4,218	3,146	7,900	Board/Comm/Meeting Expense		800	0	0	100	0	700
55,048	106,305	40,000	Computer Maint./Equipment		32,000	0	0	0	32,000	0
237,525	218,725	130,492	Contract Expense		120,492	0	2,000	0	0	118,492
36,667	27,206	39,000	Copying		21,000	0	12,000	9,000	0	0
24,218	36,791	35,000	Dues and Memberships		15,000	15,000	0	0	0	0
27	0	0	Equipment Expense		0	0	0	0	0	0
309,374	320,229	392,301	Finance Indirect		380,316	10,840	277,870	91,606	0	0
612,915	655,141	676,416	Indirect Expense		801,916	22,857	585,904	193,155	0	0
16,286	9,453	11,500	Furniture & Fixtures		2,500	0	0	2,500	0	0
0	176	0	Insurance		0	0	0	0	0	0
18,299	17,342	20,000	Legal Expenses		20,000	20,000	0	0	0	0
1,623	5,638	23,000	Licenses and Fees		26,000	1,000	25,000	0	0	0
3,808	2,813	2,000	Maintenance and Repair		1,000	0	0	1,000	0	0
55,472	52,480	53,200	Postage		35,200	200	35,000	0	0	0
5,248	9,900	7,300	Printing		200	200	0	0	0	0
388,042	387,870	431,537	Rent		452,868	11,910	314,359	126,599	0	0
54,792	41,758	60,000	Resource Reserve		30,000	30,000	0	0	0	0
1,520	1,120	3,000	Stipend		3,000	0	0	0	0	3,000
50,117	57,092	63,000	Supplies		15,800	300	10,000	5,000	0	500
393,562	427,598	550,645	Technology Indirect		539,422	15,375	394,118	129,929	0	0
76,245	73,371	77,500	Telephone		41,200	3,200	23,000	15,000	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
24,802	17,361	56,000	Training		7,002	2,000	5,000	2	0	0
100,355	71,382	98,000	Travel		55,000	3,000	40,000	12,000	0	0
10,000	35,000	35,000	Transfers Out		35,000	35,000	0	0	0	0
1,483,203	2,590,784	1,445,108	Operating Contingency		1,523,277	971,124	0	451,149	89,632	11,372
3,943,210	4,060,184	2,955,404	Unappropriated EFB for future		2,965,726	2,246,065	433,483	286,178	0	0
0	35,659	0	Capital Purchase		0	0	0	0	0	0
20,000	6,472	200,000	Leasehold Improvements		0	0	0	0	0	0
7,926,985	9,271,794	7,414,403	MATERIALS AND SUPPLIES		7,125,519	3,388,271	2,157,834	1,323,718	121,632	134,064
15,605,199	18,199,080	19,428,332	TOTAL EXPENSES		19,885,769	3,618,297	11,942,505	4,069,271	121,632	134,064
0	0	0	GAIN / (LOSS)		0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
789	7,764	10,208	Beg Bal-Restricted for Grants		50,468	50,468	0	0	0	0	0	0
608,239	622,184	437,911	Beg Bal-Restrict for Contracts		262,894	0	0	0	250,079	0	12,815	0
88,891	61,390	244,003	Beg Bal-Restricted for Other		1,074,619	0	0	988,734	0	19,616	0	66,269
125,714	104,306	652,787	Beg Bal-Unrestricted		225,937	0	22,066	0	192,871	0	0	11,000
24,547	36,126	31,500	Fee for Service		15,000	2,000	0	0	0	0	0	13,000
3,416	5,182	5,000	Internal Transfer		5,000	0	0	0	0	0	0	5,000
3,667	209	0	Miscellaneous Revenue		0	0	0	0	0	0	0	0
1,319,283	1,610,054	1,570,615	Contract Revenue		1,149,063	435,563	200,000	14,000	0	122,500	377,000	0
140,602	168,724	177,500	Grant Revenue		175,720	34,800	15,920	125,000	0	0	0	0
157,914	230,379	220,500	Donations		250,500	500	0	250,000	0	0	0	0
19	17	0	Interest Revenue		0	0	0	0	0	0	0	0
25,000	25,000	25,000	Transfer In		0	0	0	0	0	0	0	0
0	18,167	0	Special Event Revenue		0	0	0	0	0	0	0	0
174,645	181,463	180,000	Program Meals Revenue		160,000	0	0	160,000	0	0	0	0
0	0	0	Program Income		0	0	0	0	0	0	0	0
67,433	47,064	50,500	Match Revenue		50,708	50,708	0	0	0	0	0	0
105,166	112,687	109,687	Veterans		113,684	0	113,684	0	0	0	0	0
855,527	1,116,855	934,000	Oregon Project Independence		870,000	0	0	130,000	740,000	0	0	0
1,316,742	1,413,310	1,253,855	Older American Act		1,454,000	0	0	700,000	754,000	0	0	0
119,604	134,911	120,000	Title XIX		120,000	0	0	120,000	0	0	0	0
383,031	641,285	1,085,054	Senior Meals XIX		800,000	0	0	800,000	0	0	0	0
102,257	107,065	107,064	USDA		95,000	0	0	95,000	0	0	0	0
55,095	57,828	60,300	Federal Match		20,000	0	20,000	0	0	0	0	0
11,271	9,861	8,000	Siletz Revenue		8,000	0	0	8,000	0	0	0	0
5,688,853	6,711,831	7,283,484	REVENUE		6,900,593	574,039	371,670	3,390,734	1,936,950	142,116	389,815	95,269
66,047	75,100	74,036	Leave Expense		75,013	7,102	7,748	21,770	24,836	3,626	9,931	0
110,172	131,353	141,636	Fringe Benefits		135,649	11,777	14,444	55,618	34,507	4,043	15,260	0
329,981	385,496	384,087	Insurance Benefits		407,752	36,105	38,576	124,887	128,243	14,912	65,029	0
211,247	307,948	323,554	PERS Benefits		337,075	34,682	40,075	98,185	107,289	11,905	44,939	0
9,554	11,996	26,448	PERS Reserve		25,370	2,594	3,182	7,742	7,601	890	3,361	0
25,190	19,239	47,397	Program Director	0.45	43,737	0	0	11,429	22,475	4,286	5,547	0
60,352	57,059	0	Services Director		0	0	0	0	0	0	0	0
0	0	11,391	Program Manager	1.00	89,267	26,898	4,396	17,932	26,637	8,966	4,438	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
32,017	134,654	80,198	Program Supervisor	1.60	98,003	0	0	52,044	38,349	0	7,610	0
67,171	73,659	76,825	RSVP Supervisor		0	0	0	0	0	0	0	0
111,689	86,901	109,423	Administrative Assistant	0.70	34,455	10,058	10,058	0	14,339	0	0	0
88,486	74,490	80,059	ADRC Specialist	1.75	85,500	0	0	0	85,500	0	0	0
192,438	298,608	350,941	Case Manager	3.52	209,573	0	0	0	147,838	31,270	30,465	0
0	0	0	Clerical Assistant		0	0	0	0	0	0	0	0
20,464	54,584	26,690	Clerical Specialist	1.50	63,571	0	0	43,946	0	0	19,625	0
18,576	22,425	20,226	Contracts Coordinator	0.30	15,264	1,380	1,353	1,353	9,798	0	1,380	0
74,460	132,434	46,546	Eligibility Specialist	4.50	190,004	91,366	98,638	0	0	0	0	0
0	0	0	Executive Assistant		0	0	0	0	0	0	0	0
0	1,146	0	In Home Assistant		0	0	0	0	0	0	0	0
18,971	0	24,851	Lead Case Manager	0.50	26,532	0	0	0	26,532	0	0	0
45,088	49,854	53,209	Lead Eligibility Specialist	1.00	57,080	0	0	0	8,562	0	48,518	0
11,497	32,032	47,146	Money Management Coordinator	1.00	50,478	0	0	0	0	0	50,478	0
177,725	194,774	201,954	Meal Site Manager 3	5.10	194,502	0	0	194,502	0	0	0	0
22,556	14,462	25,000	Relief Site Manager	0.75	25,000	0	0	25,000	0	0	0	0
47,951	0	0	Senior Meals Supervisor		0	0	0	0	0	0	0	0
61,305	35,948	47,916	Senior Meals Coordinator	1.00	40,885	0	0	40,885	0	0	0	0
0	0	21,396	Technology Support Spec.		0	0	0	0	0	0	0	0
0	7,903	0	Workstation Support Specialist		0	0	0	0	0	0	0	0
18,766	35,308	51,266	Veterans Service Officer	1.00	44,634	0	44,634	0	0	0	0	0
43,580	5,695	0	Extra Hire		0	0	0	0	0	0	0	0
1,865,285	2,243,071	2,272,195	PERSONNEL	25.67	2,249,344	221,962	263,104	695,293	682,506	79,898	306,581	-
2,575	5,820	12,100	Advertising		9,000	6,000	500	1,000	1,500	0	0	0
10,921	18,207	12,000	Auto Expense		12,000	0	0	12,000	0	0	0	0
614	727	500	Bank Charges.		800	0	0	800	0	0	0	0
1,717	1,528	2,764	Board/Comm/Meeting Expense		1,000	1,000	0	0	0	0	0	0
22,907	7,441	6,000	Computer Maint./Equipment		4,000	1,000	0	3,000	0	0	0	0
1,540,008	1,751,984	1,758,197	Contract Expense		1,680,000	0	0	1,500,000	180,000	0	0	0
456,658	539,704	500,000	CEP Contract		500,000	0	0	0	500,000	0	0	0
8,887	7,898	10,340	Copying		9,200	3,500	1,000	2,700	2,000	0	0	0
6,330	6,695	14,225	Dues and Memberships		1,250	1,000	0	250	0	0	0	0
83,863	99,089	79,114	Finance Indirect		95,041	9,237	15,344	39,772	18,397	3,054	9,237	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
198,731	202,010	138,394	Indirect Expense		200,398	19,476	32,353	83,862	38,792	6,439	19,476	0
3,060	1,170	2,250	Furniture & Fixtures		0	0	0	0	0	0	0	0
3,085	2,438	3,050	Insurance		3,700	2,500	0	1,200	0	0	0	0
140	0	2,000	Legal Expenses		0	0	0	0	0	0	0	0
12,573	8,752	15,304	Licenses and Fees		16,400	5,000	2,400	7,500	1,500	0	0	0
21,984	16,512	24,750	Maintenance and Repair		23,500	1,000	0	5,000	0	0	0	17,500
35	0	0	Marketing Expense		0	0	0	0	0	0	0	0
5,101	5,568	4,875	Postage		1,800	1,000	300	0	500	0	0	0
9,184	6,528	11,250	Printing		2,500	2,000	0	0	500	0	0	0
111,647	106,357	100,170	Rent		109,131	15,301	11,989	50,000	20,213	5,814	5,814	0
72,658	49,976	45,366	Supplies		13,000	12,000	1,000	0	0	0	0	0
104,525	124,996	156,620	Stipend		144,072	144,072	0	0	0	0	0	0
139,868	138,727	110,767	Technology Indirect		134,801	13,101	21,763	56,411	26,094	4,331	13,101	0
29,531	27,817	30,697	Telephone		29,857	2,000	3,100	20,000	4,000	188	569	0
-93	0	0	Special Event		0	0	0	0	0	0	0	0
26,448	8,724	33,000	Training		18,200	15,000	2,000	0	1,200	0	0	0
19,572	14,126	20,500	Volunteer Recognition		18,000	18,000	0	0	0	0	0	0
17,676	18,363	17,750	Meal Delivery Travel		0	0	0	0	0	0	0	0
47,306	36,839	55,000	Volunteer Travel		40,000	40,000	0	0	0	0	0	0
39,558	36,467	38,884	Travel		11,500	5,000	1,500	0	5,000	0	0	0
28,416	0	0	Transfers Out		0	0	0	0	0	0	0	0
402,955	857,634	1,278,003	Operating Contingency		1,301,969	34,890	12,517	911,946	187,418	42,392	35,037	77,769
2,408	2,572	2,614	Janitorial Expense		2,800	0	2,800	0	0	0	0	0
392,719	364,090	377,805	Unappropriated EFB for future		267,330	0	0	0	267,330	0	0	0
0	0	147,000	Capital Purchase		0	0	0	0	0	0	0	0
3,823,568	4,468,760	5,011,289	MATERIALS AND SUPPLIES		4,651,249	352,077	108,566	2,695,441	1,254,444	62,218	83,234	95,269
5,688,853	6,711,831	7,283,484	TOTAL EXPENSES		6,900,593	574,039	371,670	3,390,734	1,936,950	142,116	389,815	95,269
0	0	0	GAIN / (LOSS)		0	0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Technology Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Technology Services	Contracts	Communications
0	0	50,000	Beg Bal-Unrestricted		0	0	0	0
21,239	35,000	37,000	Fee for Service		35,000	0	0	35,000
612,612	620,364	786,229	Indirect Income		805,885	805,885	0	0
0	223	0	Miscellaneous		0	0	0	0
88,948	72,973	40,025	Contract Revenue		25,000	5,000	20,000	0
0	-583	150,000	Transfers In		0	0	0	0
722,800	727,978	1,063,254	REVENUE		865,885	810,885	20,000	35,000
18,492	13,485	18,421	Leave Expense		16,223	16,223	0	0
29,203	26,087	33,430	Fringe Benefits		29,750	29,750	0	0
81,705	68,492	112,097	Insurance Benefits		104,846	104,846	0	0
62,497	71,329	90,275	PERS Benefits		106,930	106,930	0	0
2,795	2,222	7,363	PERS Reserve		6,553	6,553	0	0
0	0	67,157	Program Director	0.67	71,900	71,900	0	0
84,578	68,931	0	Technology Manager		0	0	0	0
0	0	0	Accounting Specialist		0	0	0	0
5,213	5,509	6,172	Accounting Clerk II	0.12	6,157	6,157	0	0
0	0	75,069	Software Support Specialist		0	0	0	0
0	0	0	Senior Systems Admin	1.00	76,570	76,570	0	0
3,539	13,400	0	Technology Support Specialist		0	0	0	0
34,176	35,819	100,302	Workstation Support Specialist	2.00	107,562	107,562	0	0
76,789	72,086	65,184	Network Supp Specialist	1.00	65,454	65,454	0	0
66,486	73,334	54,287	Information Support Specialist		0	0	0	0
19,506	5,242	0	Extra Hire		0	0	0	0
484,978	455,937	629,757	PERSONNEL	4.79	591,945	591,945	0	0
0	200	350	Advertising		200	200	0	0
0	0	250	Board/Comm/Meeting Expense		200	200	0	0
58,299	22,279	50,000	Computer Maintenance/Equipment		39,630	35,000	4,630	0
68,699	94,103	101,451	Contract Expense		61,113	46,113	15,000	0
686	684	500	Copying		700	700	0	0

Oregon Cascades West Council of Governments

Technology Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Technology Services	Contracts	Communications
575	100	1,000	Dues and Memberships		500	500	0	0
1257	2366	4000	Furniture & Fixtures		4,000	4,000	0	0
4413	2519	3000	Legal Expenses		2,500	2,500	0	0
31,442	40,180	68,365	Licenses and Fees		55,500	50,000	0	5500
1,986	472	1,500	Maintenance and Repair		5,000	5,000	0	0
61	44	125	Postage		120	100	20	0
0	11	200	Printing		0	0	0	0
29,214	29,124	31,756	Rent		31,627	31,627	0	0
2,369	1,831	3,000	Supplies		3,000	3,000	0	0
22,968	24,159	39,500	Telephone		32,000	2,500	0	29,500
4,325	2,917	8,500	Training		10,000	10,000	0	0
1,230	1,852	5,000	Travel		2,850	2,500	350	0
10,298	49,200	0	Unappropriated EFB for future		0	0	0	0
0	0	115,000	Capital Purchase		15,000	15,000	0	0
0	0	0	Leasehold Improv.		10,000	10,000	0	0
237,822	272,041	433,497	MATERIAL & SUPPLIES		273,940	218,940	20,000	35,000
722,799	727,978	1,063,254	TOTAL EXPENSES		865,885	810,885	20,000	35,000
0	0	0	GAIN/ (LOSS)		0	0	0	0

Oregon Cascades West Council of Governments

Non-Departmental

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Albany	Toledo	Copier
1,875,834	2,009,916	1,736,401	Beg Bal-Restricted for Other		1,452,994	1,234,776	107,218	111,000
700,000	700,000	705,000	Beg Bal-Restrict Reserve		715,000	565,000	150,000	0
0	0	143,232	Beg Bal-Unrestricted		92,173	0	0	92,173
64,590	51,459	65,000	Fee for Services		65,000	0	0	65,000
8,416	7,984	0	Miscellaneous		0	0	0	0
0	0	10,000	Grant Revenue		10,000	10,000	0	0
649,480	638,712	682,049	Rent Income		711,153	578,857	132,296	0
3,298,320	3,408,072	3,341,682	REVENUE		3,046,320	2,388,633	389,514	268,173
4,193	3,021	3,886	Leave Expense		4,174	3,117	1,057	0
8,213	6,486	24,987	Fringe Benefits		26,097	16,983	9,114	0
16,039	6,609	34,489	Insurance Benefits		41,255	31,356	9,899	0
10,377	17,888	21,755	PERS Benefits		23,208	17,216	5,992	0
549	233	1,720	PERS Reserve		1,893	1,404	489	0
27,163	16,779	0	Deputy Director		0	0	0	0
0	0	33,077	Program Director	0.33	35,414	21,463	13,951	0
5,647	5,968	6,686	Accounting Clerk II	0.13	6,810	6,810	0	0
39,126	49,157	48,962	Facility Maint. Coordinator	1.00	52,425	41,940	10,485	0
15,248	0	0	Extra Hire		0	0	0	0
126,554	106,141	175,562	PERSONNEL	1.46	191,276	140,289	50,987	0
65	0	0	Advertising		0	0	0	0
0	0	0	Computer Mainenance & Equipment		500	500	0	0
96,600	79,270	120,199	Contract Expense		136,000	60,000	16,000	60,000
11,081	8,960	16,200	Copying		16,200	200	0	16,000
448	48,836	4,500	Furniture & Fixtures		1,000	1,000	0	0
55,519	66,004	67,000	Insurance		73,000	53,000	20,000	0
72,902	74,376	77,000	Janitorial		85,000	73,000	12,000	0
322	0	0	Legal Expenses		0	0	0	0
515	421	500	Licenses and Fees		1,000	1,000	0	0
33,448	63,956	21,000	Maintenance and Repair		60,178	55,178	5,000	0

Oregon Cascades West Council of Governments

Non-Departmental

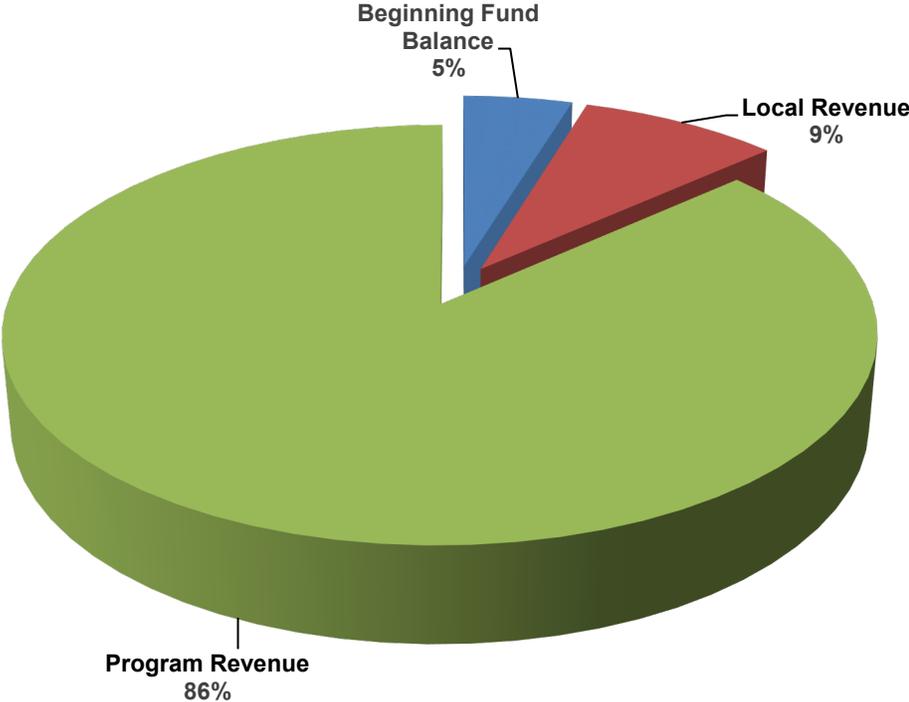
Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Description	FTE	2022 Proposed	Albany	Toledo	Copier
70	54	0	Postage		100	100	0	0
12	0	150	Printing		100	100	0	0
20,514	14,963	20,000	Supplies		20,500	16,000	3,500	1,000
0	0	3,500	Taxes		2,500	2,500	0	0
446	692	800	Telephone		500	500	0	0
359	0	1,000	Training		1,000	1,000	0	0
2,372	2,103	3,100	Travel		3,000	1,000	2,000	0
0	0	150,000	Transfers Out		0	0	0	0
64,702	59,733	68,000	Utilities		65,000	55,000	10,000	0
1,849,453	1,766,860	1,446,681	Operating Contingency		1,379,976	1,204,776	95,027	80,173
860,463	865,177	826,000	Unappropriated EFB for future		846,000	585,000	150,000	111,000
48,829	13,124	77,000	Capital Purchase		60,000	60,000	0	0
0	186,335	215,000	Leasehold Improv.		55,000	30,000	25,000	0
43,333	43,333	43,333	Principal Payment		43,333	43,333	0	0
10,313	7,735	5,157	Interest Payment		5,157	5,157	0	0
3,171,766	3,301,931	3,166,120	MATERIAL & SUPPLIES		2,855,044	2,248,344	338,527	268,173
3,298,320	3,408,072	3,341,682	TOTAL EXPENSES		3,046,320	2,388,633	389,514	268,173
0	0	0	GAIN/ (LOSS)		0	0	0	0

GENERAL ADMINISTRATION

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	96,740
State Revenue	-
Federal Revenue	-
Local Revenue	177,494
Program Revenue	1,766,229
TOTAL REVENUE	2,040,463
Personnel	810,775
Fringe Benefits	79,313
Insurance Benefits	204,656
Leave Benefits	45,865
PERS Benefits	238,517
TOTAL PERSONNEL	1,379,126
Materials & Supplies	661,337
Principal Expense	-
Interest Expense	-
TOTAL MATERIALS & SUPPLIES	661,337
GAIN / (LOSS)	-

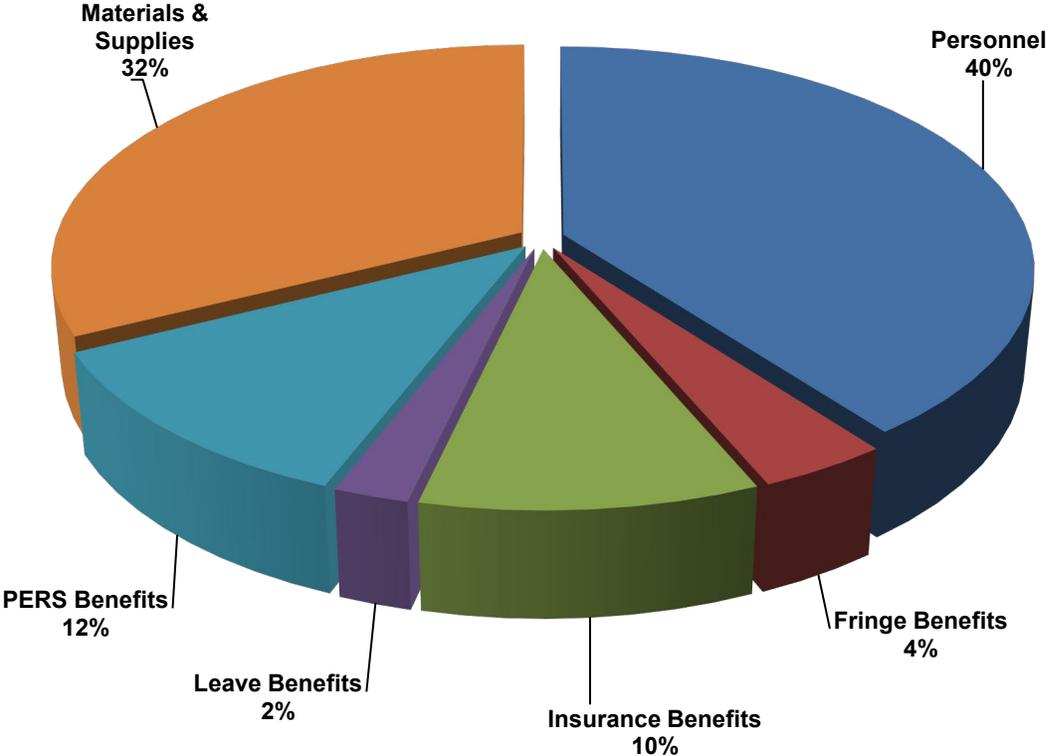
General Administration Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

Local Revenue	Program Revenue
Interest Revenue	Contracts Revenue
	Indirect Income
	Transfers In
	Special Project Dues

General Administration Expense Chart FY 2021-2022



General Administration Work Program

OCWCOG's General Administration (GA) Department provides overall management of the agency's programs, staff, finances, technology, and facilities. The Department also delivers services and support to OCWCOG's Board of Directors and member jurisdictions. GA is responsible for major communications, advocacy, oversight of program development, and a consolidated work plan to ensure OCWCOG sustainability, viability, and growth.

General Administration consists of five primary areas: General Management; Financial Services Management; Human Resources Management; Technology Services Management; and Facilities Management (referred to as Non-Departmental in this document's Consolidated Budget). General Administration may also oversee research initiatives, corporate and philanthropic development, and events.

Funding:

Funding to support General Administration is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Program Area Oversight Committees or Commissions:

- OCWCOG's Board of Directors
- OCWCOG's Executive Committee

Program Contact:

Ryan Vogt
541.924.8465
rvogt@ocwcog.org

General Management

The Executive Director is responsible for oversight of all OCWCOG programs and activities, and communicating with OCWCOG members, and federal, State and local governments regarding current and potential programs. The Executive Director and appointed staff ensure that issues are presented to the OCWCOG Board of Directors (Board) and its adopted policy is implemented. All services overseen by General Management are also available to support member jurisdictions, as requested.

Funding:

Funding to support General Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Continue to improve regional awareness of OCWCOG's program and services, and to facilitate regional activities. OCWCOG will continue regular visits to member jurisdictions; provide timely, regular reports of agency activities to members; and begin preparation and planning to host OCWCOG's annual Awards Dinner.
- Update regional demographic data for the second *State of the Region* report.
- Evaluate the need to continue working on Legislative Advocacy efforts in coordination with the Region's City Managers and County Administrators, and OCWCOG Board.
- Provide a clear direction and values for agency staff, members, and stakeholders, by creating and codifying the agencies Mission Statement, Vision, and Guiding Principles.
- Continue to build OCWCOG's partnerships and collaboration with local universities and community partners.
- Increase agency awareness in Diversity, Equity and Inclusion to deliver better services for our member agencies and our regions residents.

Financial Management

OCWCOG's Finance Department is responsible for the consolidated budget of the agency, its programs' financial functions, and ensuring compliance with budget law and Generally Accepted Accounting Principles (GAAP). The Department handles agency payroll, accounts payable and receivables, contracts management, audit, and centralized purchasing. The Finance staff advises the Executive Director on fiscal matters, presents reports to the OCWCOG Finance and Budget Committees, and researches tools, programs, and projects to expedite and maximize financial services and support. All services managed by Finance are also available to support member jurisdictions, as requested.

Funding:

Funding to support Financial Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Maintain a comprehensive standard operating procedures (SOP) manual for all duties in the Finance department.
- Evaluate positions within the Finance Department to improve and standardize services provided to both internal and external customers.
- Standardize all printed materials by exploring a single source printing solution.
- Research new Contract and Project Management software solutions to ensure we have the best solution to offer both internal and external customers.
- Continue to improve internal contract/grant tracking and monitoring with contract and project management software.
- Provide a suite of financial services at a competitive rate to members, including audit preparation, internal controls, payroll, accounts payable, accounts receivable, contract management, and SOP preparation.
- In coordination with the agency's current accounting software provider, Springbrook®, develop a cost-effective financial solution for small municipalities and member jurisdictions.

Human Resources Management

OCWCOG's Human Resources Department provides consolidated management of all agency and program personnel matters; and manages agency recruitments, onboarding, compensation, job classifications, and employee benefits. The Department develops and recommends to the Executive Director, for OCWCOG Board of Directors, approval of agency-wide personnel policies, and manages agency labor relations, including collective bargaining. All services managed by Human Resources are also available to support member jurisdictions, as requested.

Funding:

Funding to support Human Resource Management is received through indirect charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Evaluate onboarding and orientation processes and procedures for opportunities to improve, act on opportunities when appropriate.
- Create opportunities for management development in areas to include labor relations, performance management, coaching and mentoring to better assist managers in becoming successful leaders.
- Identify strategy for ongoing management/leadership development and develop implementation plan including vendors to facilitate skill/knowledge enhancement.
- Evaluate long term viability of SutiHR®.
- Support new and ongoing committees and workgroups including:
 - Wellness Committee
 - Safety Committee
 - Labor Management Advisory Committee
 - Diversity Equity and Inclusion Committee
 - Social Committee
 - Learning/Development Committee
 - Health Insurance Committee
- Provide Human Resource expertise and consultation to members at a competitive rate.
- Enhance HR staff skills and knowledge through continuing education.

Technology Services Management

OCWCOG's Technology Services (TS) Department manages information, data security, and telecommunications services for the agency. This includes video conferencing, desktop computers, servers, network, phones, related infrastructure, and associated software, as well as technical support and systems administration. TS advises the Executive and Program Directors on new technology, tools and processes to meet changing requirements and demands in information delivery and security. TS also provides contracted managed information services to member jurisdictions.

Funding:

Funding to support Technology Services Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Stabilize and enhance operations.
- Modernize information systems.
- Align information technology with program area business needs.
- Leverage cloud services to maximize staff collaboration and service delivery.
- Revitalize and maintain continuity of member managed services.

Facilities Management (Non-Departmental)

OCWCOG owns a building in Albany and Toledo, and leases a third office space in Corvallis. The Facilities Management Department administers and maintains the Albany and Toledo facilities, including the surrounding grounds, to ensure safe and convenient public access to agency services as well as provide a secure, professional business environment for staff and agency partners. The department also coordinates maintenance and related activities for its Corvallis office.

Funding:

Facilities Management funding consists of board-authorized reserves, an environmental sustainability reserve, and an operational fund calculated as part of a square footage rental rate established for each facility. Ultimately, operational funding is provided through direct cost recovery from each OCWCOG program area based on building occupancy.

Goals:

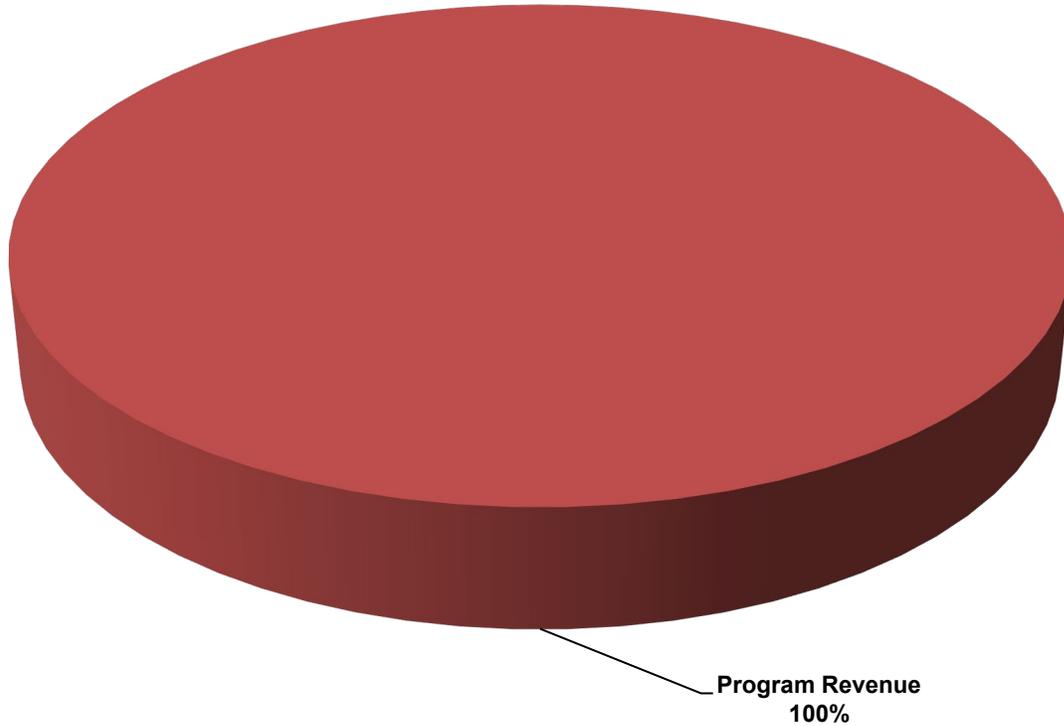
- Establish standard and competitive processes to obtain contractors, ensure compliance with state procurement law, and complete facilities projects on-time and within budget.
- Validate five-year maintenance plan, facilities improvement investments and contracts.
- Operate all OCWCOG facilities consistent with program area needs to enhance staff work flows, provide building security and reception to better serve the public.

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TECHNOLOGY SERVICES

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	-
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	865,885
TOTAL REVENUE	865,885
Personnel	327,643
Fringe Benefits	29,750
Insurance Benefits	104,846
Leave Benefits	16,223
PERS Benefits	113,483
TOTAL PERSONNEL	591,945
Materials & Supplies	273,940
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	273,940
GAIN / (LOSS)	-

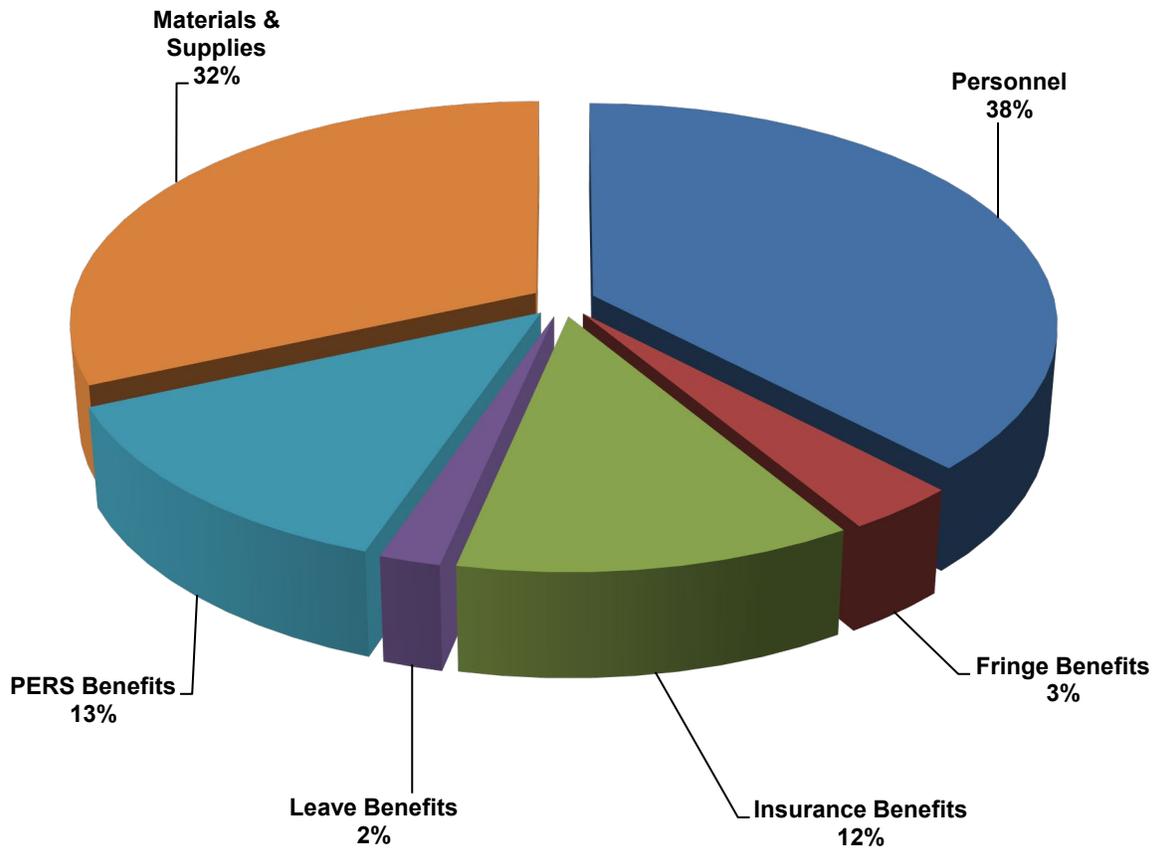
Technology Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

Program Revenue
Contracts Revenue
Indirect Income
Transfers In

Technology Expense Chart FY 2021-2022



Technology Services Work Program

Technology Services manages computer, telephone, networking systems, and related services to the agency's departments. The Department manages the agency video conferencing system, desktop computers, and associated software, as well as helpdesk tech support. Technology Services also advises the Executive Director on new tools and processes to meet changing requirements and demands in the information delivery space. Technology Services also provides helpdesk and network support to member jurisdictions through contracts.

Funding:

Funding to support Technology Services Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run programs. Funding is also provided through contracts for services with member jurisdictions.

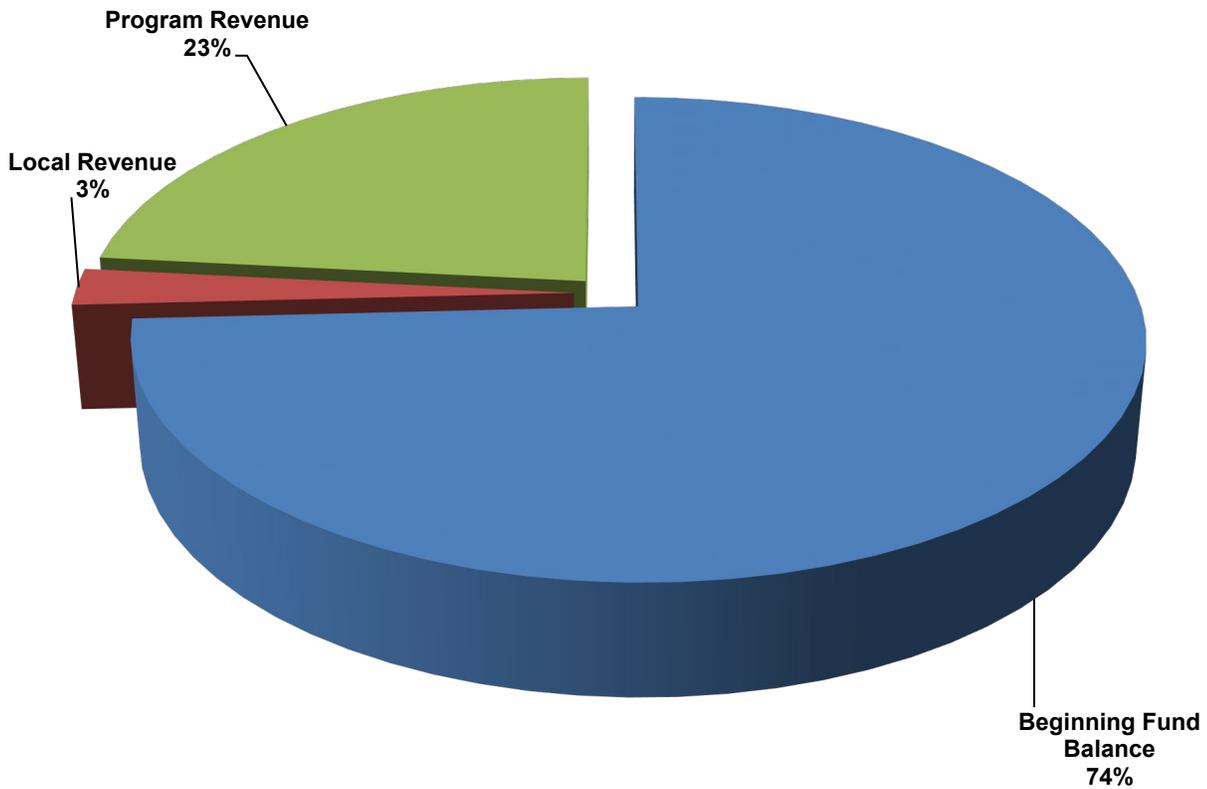
Goals:

- Continue database project in order to automate internal reporting and enable staff to derive insights and intelligence from OCWCOG and partner data.
- Upgrade network and documentation with the goal of increasing speed, stability, and security.
- Align Technology Services with Information Technology Infrastructure Library (ITIL) best practices.
- Conduct an internal risk assessment for all agency data storage and transfer.
- Continue efforts to reduce the number of physical servers in house and begin migrating operations to cloud services.
- Upgrade building wireless access to state-of-the-art devices.
- Continue developing shared workspaces based on staff needs.
- Continue research for alternative telephone system options to reduce telephone costs and enhance telephonic features

NON-DEPARTMENTAL

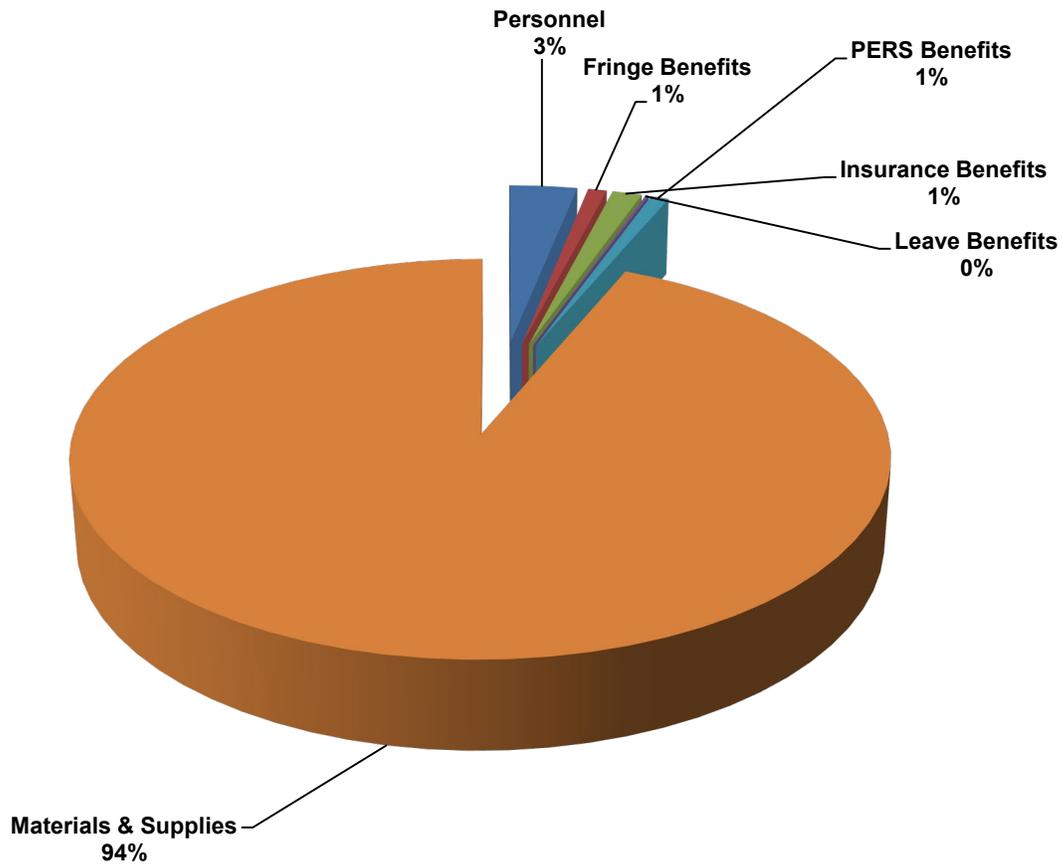
CASCADES WEST COUNCIL OF GOVERNMENTS	
FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	2,260,167
State Revenue	-
Federal Revenue	-
Local Revenue	75,000
Program Revenue	711,153
TOTAL REVENUE	3,046,320
Personnel	94,649
Fringe Benefits	26,097
Insurance Benefits	41,255
Leave Benefits	4,174
PERS Benefits	25,101
TOTAL PERSONNEL	191,276
Materials & Supplies	2,806,554
Interest Expense	5,157
Principal Expense	43,333
TOTAL MATERIALS & SUPPLIES	2,855,044
GAIN / (LOSS)	-

Non-Departmental Revenue Chart FY 2021-2022



Local Revenue	Program Revenue
Fee for Service	Rent Income
Grant Revenue	

Non-Departmental Expense Chart FY 2021-2022



Non-Departmental Work Program

Facilities Management coordinates facilities maintenance and related services for OCWCOGs Albany, Corvallis and Toledo facilities.

Funding:

Funding to support Facilities Management is received through in-direct charges to each program. In-directs are determined by the number of staff hired by the program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Continue with Albany facility remodel efforts to maximize building efficiency and staff workflows.
- Begin efforts to enhance reception area to better serve the public.
- Review five-year maintenance plan and contracts; and conduct request for proposal (RFP) process to obtain new contractors ensuring maintenance projects are completed timely, and costs are within budget.

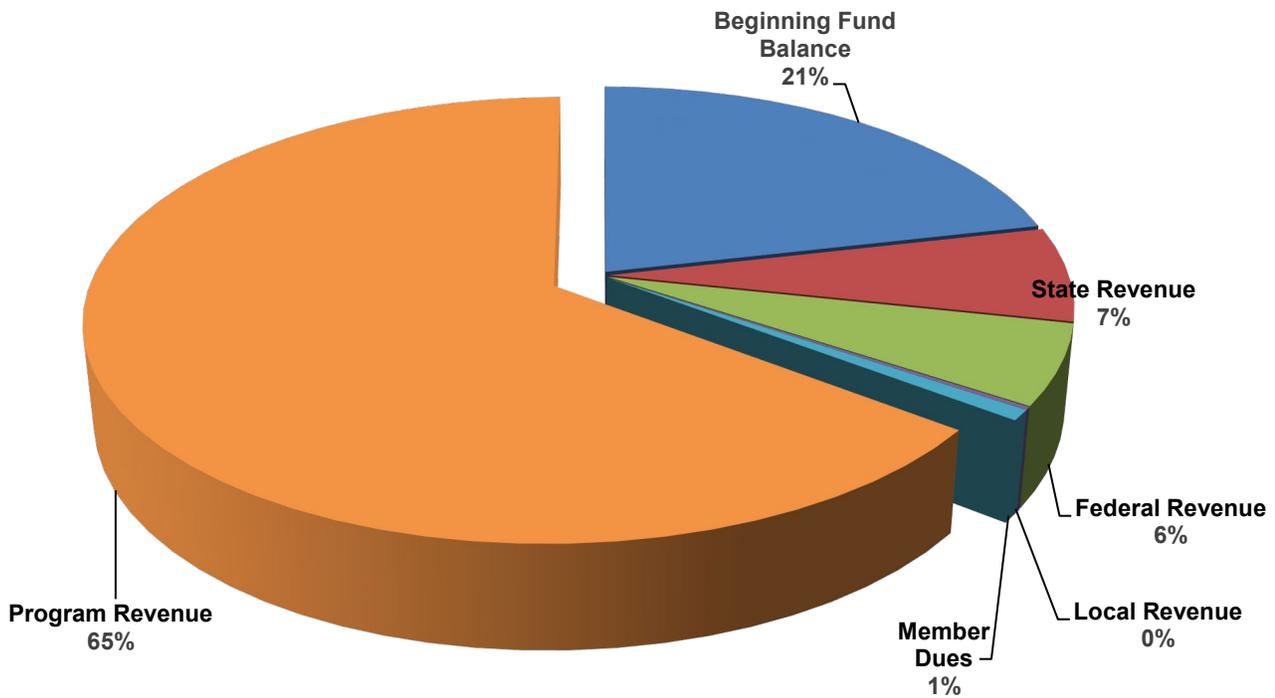
COMMUNITY AND ECONOMIC DEVELOPMENT

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	3,051,937
State Revenue	986,522
Federal Revenue	842,291
Local Revenue	112,741
Program Revenue	9,223,161
TOTAL REVENUE	14,216,652
Personnel	1,412,703
Fringe Benefits	135,527
Insurance Benefits	405,933
Leave Benefits	72,251
PERS Benefits	407,624
TOTAL PERSONNEL	2,434,038
Materials & Supplies	11,782,614
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	11,782,614
GAIN / (LOSS)	-

Community and Economic Development Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Planning	<i>Contract Revenue</i>	Program/Federal	\$252,440.00
	<ul style="list-style-type: none"> • Geographic information systems (GIS) services • Planning services • CAMPO • AAMPO • Project • Federal Emergency Management Association (FEMA) 	Local	\$112,741.00
	<i>Dues</i>	Federal	\$265,500.00
	<i>Economic Development Administration</i>	Federal	\$200,000.00
	<i>Environmental Protection Agency (EPA) – Brownfield</i>	Federal/State	\$518,000.00
	<i>Oregon Department of Transportation (ODOT)</i> <ul style="list-style-type: none"> • CWACTION • Transportation Demand Management • Regional Park and Ride • Safe Routes to School 		
CAMPO	<i>Contract Revenue</i>		\$25,000.00
	<i>ODOT</i>		\$238,352.00
Cascades West RideLine	<i>Coordinated Care Organization</i>		\$8,945,721.00
	<i>Title XIX (Oregon Health Plan)</i>		\$376,791.00
AAMPO	<i>ODOT</i>		\$230,171.00

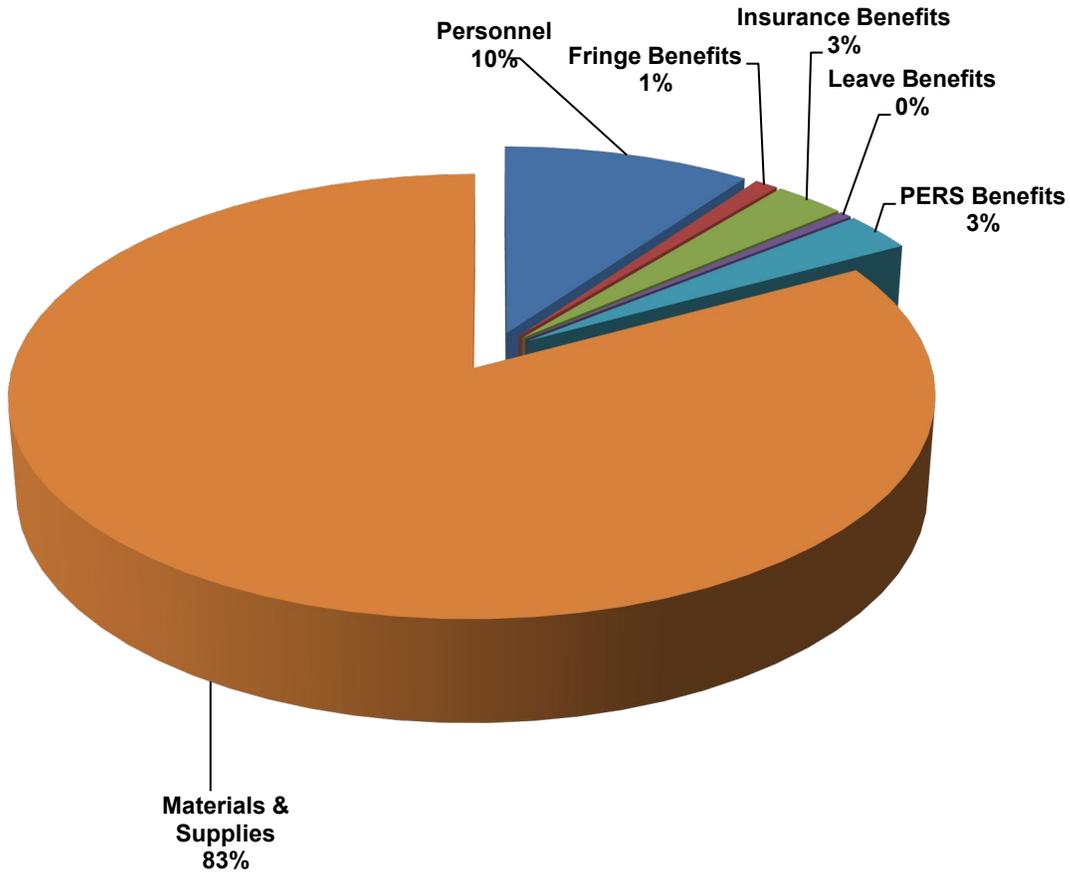
Community and Economic Development Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

State Revenue	Federal Revenue
ODOT	Economic Development Administration Title XIX Federal Contracts Environmental Protection Agency
Local Revenue	Program Revenue
Dues Fee for Service Interest Revenue Sponsorships	Contracts Revenue Coordinated Care Department of Land Conservation Development

Community and Economic Development Expense Chart FY 2021-2022



Community and Economic Development Work Program

OCWCOG's Community and Economic Development (CED) Department engages in a variety of programs that support the Region and member communities to improve overall economic health, mobility, access, and resiliency. CED also staffs the Metropolitan Planning Organizations (MPOs), and Economic Development District (EDD), as well as providing unique transportation services, such as Non-Emergent Medical Transportation (NEMT), the Cascades West Area Commission on Transportation (CWACT), and *Cascades West Transportation Options* programs.

The largest areas of the Department, in terms of budget and staffing, are transportation services programs. The fastest growing of these has been *Cascades West RideLine*, which coordinates NEMT services, and Special Transportation Improvement Fund grants. The department has also significantly increased its shared planning services in both current and long range efforts.

The Department staffs the two MPOs in the Region – the Corvallis Area MPO (CAMPO) and the Albany Area MPO (AAMPO), as well as the Cascades West Area Commission on Transportation (CWACT). Additionally, CED provides a wide range of services to convene and resolve regional transportation issues related to transportation options, Transportation Demand Management (TDM), transit integration, mobility management, and unique explorations, such as the nexus between health, transportation, and housing.

CED provides a robust business lending program, *Cascades West Business Lending*, designed to help businesses obtain financing for start-up and expansion. CED operates the four-County Cascades West Economic Development District (CWEDD) which supports local and regional economic development efforts, provides the Region's *2020-2025 Comprehensive Economic Development Strategy (CEDS)*, and acts as a conduit to additional Federal and State funding sources and programs.

CED offers planning services to our members, such as Geographic Information System (GIS), data analysis, mapping capabilities, and general planning support, and engages in partnerships with members on development projects. Other planning efforts include grants and contracts with the U.S. Environmental Protection Agency (EPA), for assessing and prioritizing clean-up of brownfield sites in Lincoln County, coalition work on wetland mitigation issues, *Safe Routes to School (SRTS)* programming, and Federal Lands Access Program.

Program Area Oversight Committees or Commissions:

- Community and Economic Development Committee
- CWEDD Board of Directors

- CWACT Full Commission
- CWACT Executive Committee
- CWACT Technical Advisory Committee

- AAMPO Policy Board
- AAMPO Technical Advisory Committee
- AAMPO Project Advisory Committee

- CAMPO Policy Board
- CAMPO Technical Advisory Committee
- CAMPO Project Advisory Committee

- LPAC Loan Program Advisory Committee
- LRS Loan Review Subcommittee

Program Contact:

Jenny Glass

jglass@ocwcog.org

541.924.8474

Planning: Community Development

OCWCOG has a professional CED staff to assist communities, especially smaller communities, with specialized tasks for which they do not have in-house expertise or capacity. These tasks generally fall into two broad categories: Community Infrastructure Development, and Planning and Technical Assistance. OCWCOG provides planning services to cities within the region with the need for technical assistance to support their Land Use Planning Department and Planning Commission.

These efforts align with the implementation of the Region's *CEDS*, the State's Regional Solutions priorities, housing, land use, and local economic development efforts. Work plans with each city and broader statewide or regional plans provide the framework and direction for work tasks and pursuit of new opportunities.

Funding:

- State of Oregon Transportation Growth Management (TGM)
- Business Oregon
- U.S. EPA Community Brownfields Assessment
- U.S. Department of Commerce's (DOC) Economic Development Administration (EDA)
- U.S. Department of Agriculture (USDA)
- Direct service contracts with cities, counties, ports, and tribes.
- Projects may include substantial funding for contract expenses for technical expertise outside OCWCOG, such as brownfield mitigation

Goals:

- Provide staffing level sufficient to meet demand for shared planning services.
- Maintain staffing that allows CED/CWEDD/OCWCOG to be responsive, proactive, and supportive of members.
- Build better understanding for members on regional wetland issues, State processes, and development barriers. Support efforts for Partial State Assumption of Clean Water Act Section 404 Administration.
- Prepare business plan for local municipal wetland mitigation banking proposal to the State Legislature.
- Advance brownfield mitigation efforts in Lincoln County and build Region-wide brownfield capacity.
- Engage in implementation of housing legislation; related to workforce, transportation and economic impacts.
- Provide suite of GIS services and internship matching in coordination with OSU.

Planning: Economic Development

The objectives of the Economic Development Planning program are to encourage new employment and investment opportunities and promote a more stable and diversified economy in OCWCOG's tri-County Region, and four-County CWEDD. The function of this program is guided by the implementation of the *2020-2025 CEDS*; responsiveness to member needs, as they arise; and continued services of the *Cascades West Business Lending (CWBL)* program.

CWBL provides access to capital for small businesses through five direct loan programs, and packaging of two U.S. Small Business Administration (SBA) programs.

Technical assistance aims to provide member agencies services, such as assistance in grant writing, project development/management, and funding. Regional economic development efforts will leverage opportunities, build capacity, and respond to private sector feedback on best practices to support entrepreneurship, business retention and expansion.

Funding:

- EDA
- State of Oregon
- Transportation Growth Management
- Business Oregon
- EPA Community Brownfields Assessment
- USDA
- Service contracts with cities, counties, ports, and tribes

Goals:

- Begin implementation of the 2020-2025 CEDS; leverage the Region's efforts on economic development.
- Provide increased CWEDD value added data sets and member engagement opportunities.
- Implement EDA CARES grant for regional Economic Recovery from COVID-19 impacts.
- Increase marketing and services of CWBL, in coordination with the CWEDD's activities.

Transportation Programs

CASCADES WEST AREA COMMISSION ON TRANSPORTATION

OCWCOG staffs the Cascades West Area Commission on Transportation (CWACT). This includes maintaining information and decision-making systems, conducting research, assisting in the identification of regional transportation issues, and providing meeting support. These services are provided to the jurisdictions within our Region.

CASCADES WEST TRANSPORTATION OPTIONS

The Cascades West Transportation Options program aids residents, travelers, and employers in the Region overcome barriers and gaps in the transportation network. These include: Cascades West Rideshare, Valley Vanpool, other services, including planning, and web-based resources. Staff works with local jurisdictions and employers, to expand transportation options available in our Region. Services coordinated under this program area include:

- *Get There* (Ridematching)
- Valley VanPool
- *Safe Routes to School*
- Regional Park and Ride Plan
- Community bikeshare program(s), including *Pedal Corvallis*

CASCADES WEST RIDE LINE

Cascades West RideLine (RideLine) provides Non-Emergent Medical Transportation (NEMT) for Medicaid-eligible clients enrolled in the Oregon Health Plan through either Intercommunity Health Network-Coordinated Care Organization or the Oregon Health Authority (OHA). In accordance with Oregon Administrative Rules, traveling to and from covered medical services is available for Medicaid recipients. *RideLine* coordinates the most appropriate and cost-effective rides using a variety of modes of transport, including transit, sedan, wheelchair, stretcher, secured, or mileage reimbursement.

Funding:

- Oregon Department of Transportation (ODOT)
- ODOT Region 2 Planning
- ODOT Statewide Transportation Improvement Program (STIP)
- ODOT Rail and Public Transit Division
- *Safe Routes to School (SRTS)*
- Intercommunity Health Network-Coordinated Care Organization (IHN-CCO)
- Oregon Health Authority (OHA)

Goals:

- Assist communities in accessing transportation funding; including SRTS infrastructure.
- Provide input and recommendations regarding State plans, policies, and programs.
- Advocate for enhanced coordination and collaboration with CAMPO and AAMPO, as well as with other ACTs, regional members, and ODOT staff.
- Provide guidance on regional transportation planning efforts
- Expansion of vanpool services to link the Mid-Willamette Valley and the Central Oregon Coast.
- Improve medical service access in coordination with IHN-CCO and OHA.

Albany Area Metropolitan Planning Organization

AAMPO is the federally-designated MPO for the Albany Urbanized Area. AAMPO members include the cities of Albany, Jefferson, Millersburg, and Tangent; Linn and Benton Counties; and ODOT. Staffing for AAMPO is provided through a five-year contract with OCWCOG.

MPOs provide a venue for collaborative regional transportation planning, with key tasks being the development of a *Regional Transportation Plan (RTP)*, and prioritization of regional transportation projects for federal funding.

Funding:

- Federal Highway Administration (FHWA) Planning (PL)
- Federal Transit Administration (FTA) 5303
- ODOT

ODOT State Planning and Research (SPR) funds, also a federal source, are occasionally received to support specific planning efforts. The combined PL and 5303 funding level are anticipated to remain relatively unchanged for AAMPO.

Goals:

- Benefit member jurisdictions through OCWCOG and AAMPO's increased staffing and services, like mapping and data analysis.
- Facilitate the Linn-Benton Loop Board, and support strategic regional transit planning in partnership with CAMPO and regional partners.
- Work on regionally significant commuter issues into and out of the AAMPO area.
- Provide planning coordination support for the implementation of Oregon House Bill (HB) 2017.
- Continue support of regional planning efforts, including local transportation system planning, transit coordination, local visioning efforts, and transportation options planning.

Corvallis Area Metropolitan Planning Organization

CAMPO is the designated MPO for the Corvallis Urbanized Area, which includes the cities of Corvallis, Philomath, Adair Village, and adjacent parts of Benton County. CAMPO coordinates transportation planning and programming, and serves as a forum for cooperative decision-making. CAMPO's transportation planning and programming activities are driven by the federal transportation planning regulations, and are managed by the CAMPO Policy Board.

Major responsibilities of CAMPO are the development of the *RTP*, updated every five years; *Transportation Improvement Program (TIP)*, updated every two years, and; *Unified Planning Work Program (UPWP)*, which outlines the annual work program and budget.

Funding:

- Federal Highway Administration (FHWA) Planning (PL)
- Federal Transit Administration (FTA) 5303
- ODOT

Funding for CAMPO operation comes mainly from federal and State sources; 89.73% of CAMPO's revenue is from the U.S. Department of Transportation and a 10.27% required match is provided by ODOT. The federal dollars are passed through ODOT to CAMPO. Funding is expected to remain stable in the coming years.

Goals:

- Benefit member jurisdictions through OCWCOG and CAMPO's increased staffing and services like mapping and data analysis.
- Provide planning coordination support for the implementation of HB2017.
- Facilitate the Linn-Benton Loop Board, and support strategic regional transit planning in partnership with AAMPO and regional partners.
- Work on regionally significant commuter issues into and out of the CAMPO area.
- Seek Federal and State grant opportunities for local projects.

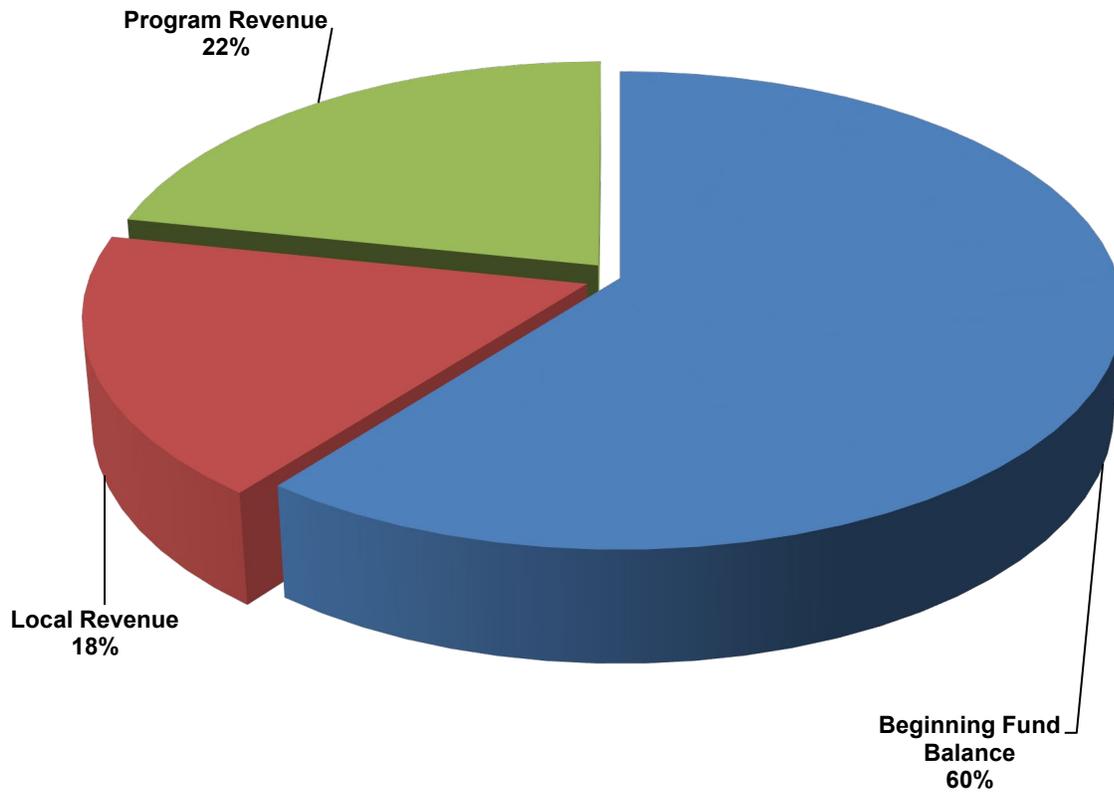
BUSINESS LENDING

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	595,938
State Revenue	-
Federal Revenue	41,500
Local Revenue	175,000
Program Revenue	213,872
TOTAL REVENUE	1,026,310
Personnel	131,873
Fringe Benefits	11,578
Insurance Benefits	48,957
Leave Benefits	9,241
PERS Benefits	37,901
TOTAL PERSONNEL	239,550
Materials & Supplies	770,760
Interest Expense	16,000
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	786,760
GAIN / (LOSS)	-

Business Lending Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
	<i>Borrower Fees</i>	Program	\$3,000.00
	<i>Contract Revenue</i>	Program	\$51,872.00
	<ul style="list-style-type: none"> • CCD Business Development Corporation • Oregon Business Development Corporation 		
	<i>Interest Revenue</i>	Local	\$175,000.00
	<i>Loan Processing Fees (Program Administration)</i>	Program	\$150,000.00
	<i>Grant Revenue</i>	Federal	\$41,500.00

Business Lending Revenue Chart FY 2021-2022

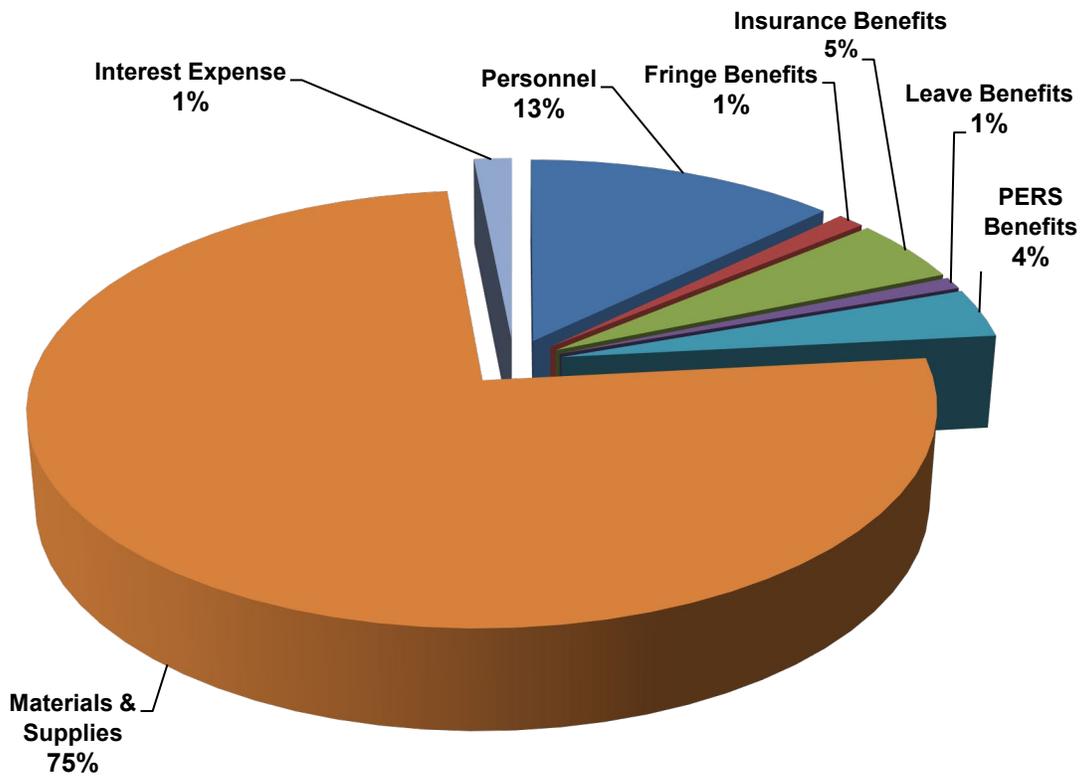


* Federal contracts including funds passed through the State Government

Local Revenue	Program Revenue
Fee for Service	Borrowers Fees
Interest Revenue	Contracts Revenue
	Loan Fees
Federal Grant Revenue	Program Administration
	Program Income
	Service Fees
	Transfers In

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Business Lending Expense Chart FY 2021-2022



Business Lending Work Program

OCWCOG's *Cascades West Business Lending (CWBL)* program delivers professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs. *CWBL* also provides administrative services, technical assistance, and professional lending services to government and non-profit entities managing economic development loan programs. The combined activities of the contractual and direct loan programs provide small businesses with a single source of non-conventional capital in the Region.

Private small businesses rely on *CWBL* for access to capital and technical assistance through various loan programs that aren't readily available from traditional lenders. *CWBL* loan programs provide access to federal, State and local funding to cover gaps in traditional funding, and to provide new and emerging business with guaranteed funding in partnership with banks and other lending institutions. In addition to the portfolio of lending programs, *CWBL* assists Lincoln County and the Lincoln City Urban Renewal District to manage their business loan programs, which includes packaging, closing, and servicing of loans. *CWBL* also contracts with CCD Business Development Corporation, a Certified Development Company (CDC), to provide SBA 504 loans to businesses throughout Oregon.

Funding:

- Fees on U.S. Small Business Administration (SBA) loans
- Loan program revenue (fees and interest)
- Contracts with other entities for which OCWCOG manages business lending programs

Goals:

- Re-capitalization of loan funds.
- CDC relationships, marketing, outreach to new markets, new partners, and new programs are designed to enhance program revenue diversification.
- Establishment of new local/Regional loan programs, as appropriate.
- Develop and implement a new program marketing plan.
- Coordinate with economic development programs and small business development centers (SBDC) to promote OCWCOG loan programs.
- Continuation of a sustainability plan for ongoing revenues and operations.

Program Area Oversight Committees or Commissions:

- Loan Program Advisory Committee
- Loan Review Subcommittee

Program Contact:

Jenny Glass

jglass@ocwcoq.org

541.924.8474

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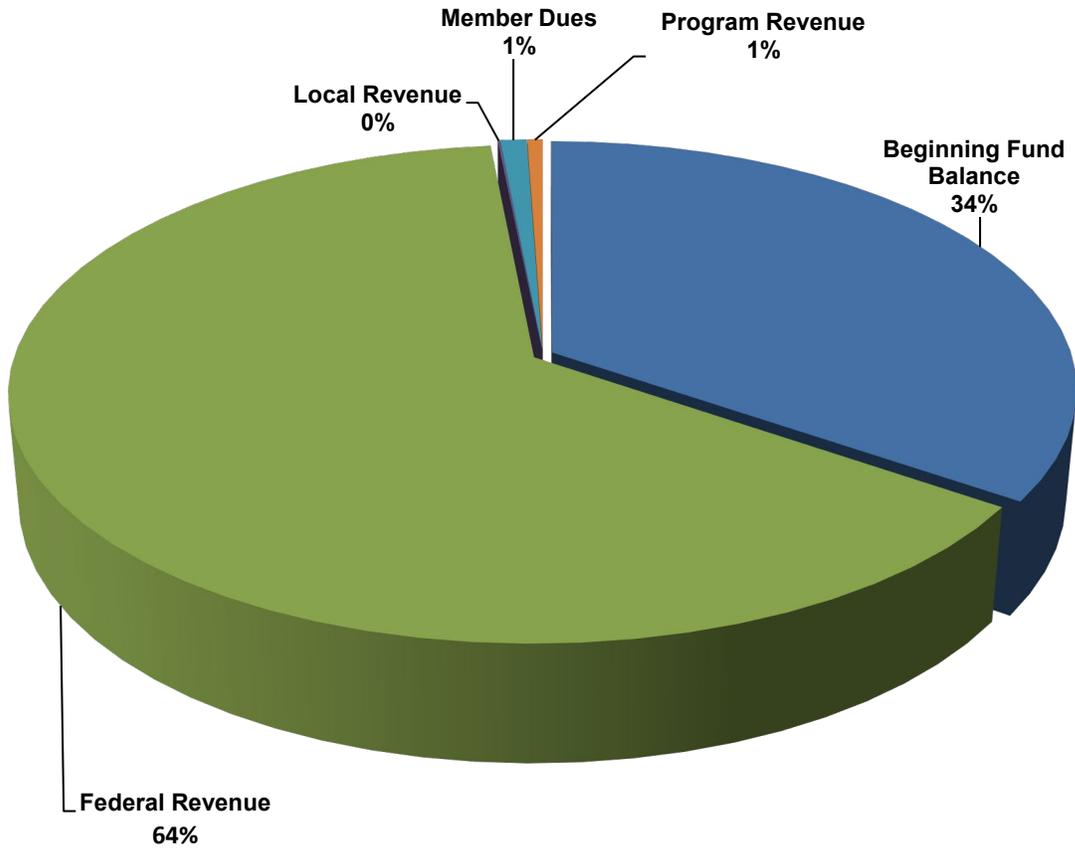
SENIOR AND DISABILITY SERVICES

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	6,866,162
State Revenue	-
Federal Revenue	12,707,580
Local Revenue	202,027
Program Revenue	110,000
TOTAL REVENUE	19,885,769
Personnel	7,325,571
Fringe Benefits	665,161
Insurance Benefits	2,193,938
Leave Benefits	461,368
PERS Benefits	2,114,212
TOTAL PERSONNEL	12,760,250
Materials & Supplies	7,125,519
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	7,125,519
GAIN / (LOSS)	-

Senior and Disability Services Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Administration	<i>Title XIX</i>	Federal	\$371,108.00
	<i>Federal Match</i>	Federal	\$30,000.00
Albany Title XIX	<i>Title XIX</i>	Federal	\$9,925,000.00
	<i>Dues</i>	Local	\$131,318.00
Toledo Title XIX	<i>Title XIX</i>	Federal	\$2,349,472.00
	<i>Dues</i>	Local	\$70,709.00

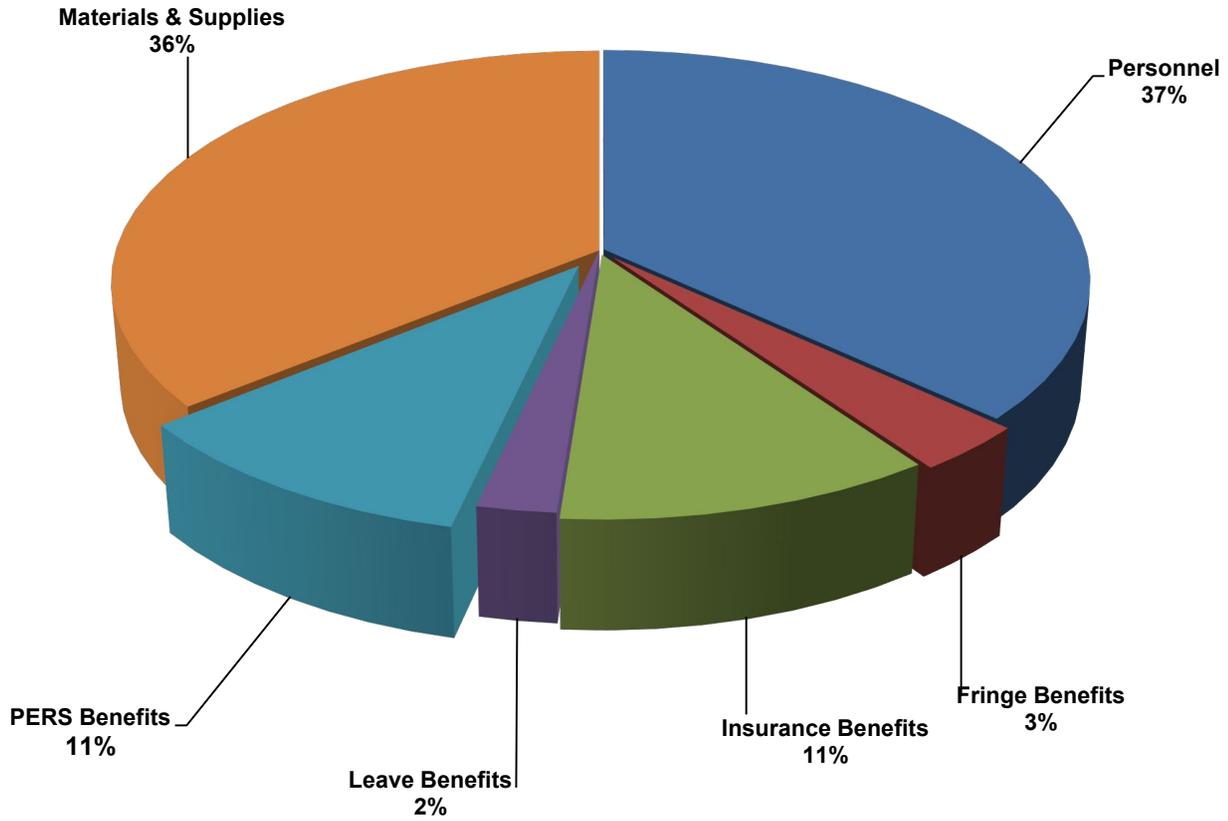
Senior and Disability Services Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

State Revenue	Federal Revenue
	Title XIX Federal Match
Local Revenue	Program Revenue
Dues	Contracts Revenue Transfers In

Senior and Disability Services Expense Chart FY 2021-2022



Senior and Disability Services Work Program

OCWCOG's Senior and Disability Services (SDS) Department manages a variety of Federal, State, and local programs that support advocacy, and promote dignity, independence, and choice for seniors and people with disabilities. SDS coordinates and collaborates with OCWCOG's Community Services Programs (CSP) to provide services that are unique and complementary with others provided by community partners. SDS also continues to strengthen relationships with a variety of public and private entities in our service area, such as Samaritan Health Services, the regional Coordinated Care Organization (CCO), Intercommunity Health Network (IHN), and the County public health departments.

OCWCOG, through a biennial contract with Oregon's Department of Human Services, administers Medicaid, the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Employment Related Day Care (ERDC), and Refugee Cash benefits. Consumers of all ages may access any of these services by coming to any OCWCOG office or calling 1- 800-699-9075. Staff also collaborate with Self-Sufficiency offices to provide Temporary Assistance for Domestic Violence Survivors.

Case managers coordinate the Long-Term Services and Supports that people over 65 and adults with physical disabilities receive in their homes or care facilities. In addition, OCWCOG Adult Protective Services Specialists (APSS) investigate reports of abuse of people over 65 and adults over age 18 with disabilities.

As the lead agency of the Aging and Disability Resource Connection (ADRC) of Linn, Benton, and Lincoln Counties, OCWCOG's Information and Referral Specialists provide access to programs administered by SDS and serve as a "no wrong door" entry point to external community resources and programs.

All SDS programs aim to help seniors and people with disabilities stay as independent and safe as possible in their homes and communities. This is not only what most people's goal is as they age, but also is more cost effective, helping reduce the amount of local, State, and Federal funds needed to pay for more costly hospital and nursing facility stays.

Funding:

The majority of SDS funding is disbursed through a contract with the Oregon Department of Human Services (ODHS). This contract allocates State Medicaid dollars and is a pass-through for Older American Act funding that comes from the Federal government. The remainder of SDS funding comes in the form of in-kind match, local income from OCWCOG member government dues, and local contracts.

Program Area Oversight Committees or Commissions:

- Aging and Disability Resource Connection Council
- Senior Services Advisory Council
- Disability Services Advisory Council Issues and Advocacy Committee
- Contract Monitor and Review Committee
- Care Planning Committee

Program Contact:

Randi Moore
rmoore@ocwcog.org
541.924.8438

Program Administration, Quality Assurance, and Training

SDS Program Administration services are provided by the Department Director, Program Supervisor, Quality Assurance/Training team, Contract Procurement, and Administration staff. The function of this unit is to advise OCWCOG's Executive Director and other leadership, manage the Senior Services and Disability Services Advisory Councils (SSAC and DSAC), the ADRC Advisory Council, and support the programs across the agency, including providing comprehensive training for staff and ensuring the quality of customer service provided to our communities and consumers. Public education and advocacy efforts are targeted to assist and inform all citizens of Linn, Benton, and Lincoln Counties regarding developments in the field of aging and disability services.

The SSAC and DSAC meet jointly every other month allowing the Council members to use the alternate months to focus on work supported by the following committees: Issues and Advocacy (IA), Contract Monitor and Review, Membership and Nominating, Care Planning (CPC) and the Meals on Wheels Advisory Committee (MOWAC). The understanding that the Councils and Committees gain about the long-term services and supports administered by OCWCOG helps support advocacy and outreach in our communities.

Funding:

Funding for Program Administration comes from Medicaid and OAA allocations.

Goals:

- Continue to increase membership on the Advisory Councils, including adding a representative from an agency which impacts housing in the region.
- Provide a quarterly report to the Board and Councils about progress made in accomplishing goals identified in the Area Plan.
- Develop and implement a plan to complete regularly scheduled quality assurance audits to assess success in meeting contract deliverables and goals of the Area Plan.

Medicaid Benefits, Case Management, and Adult Foster Home Licensing

OCWCOG's SDS staff determine eligibility for Medicaid programs for those in our Tri-County region and State-wide. In addition, SDS administers Medicare Savings Programs (MSP) for older adults and people with physical disabilities. Medicare Savings Programs may pay deductibles, coinsurance, and copayments for those that qualify. SNAP, TANF, ERDC, and refugee benefits are offered for these same individuals, as well as those who are not eligible for Medicaid or MSP. SNAP consumers receive food benefits through the Oregon Trail card and are eligible based on income and household living expenses.

Case Managers complete functional assessments to determine eligibility of Medicaid consumers requesting assistance with Long-Term Services and Supports. Assessments are completed at the time of the request for services, annually, and if there is a change in need level. Once eligible, consumers can receive help managing activities of daily living in a variety of home and community-based facility settings, including nursing facilities. Support programs emphasize consumer choice and maximize independence and cost effectiveness. Consumers and families work with SDS staff to develop a service plan appropriate for each individual's goals, strengths, and preferences.

One long term care option that is available to Medicaid consumers in Linn, Benton, and Lincoln Counties are Adult Foster Homes (AFH). AFHs are small home-like care settings that provide around the clock support for to up to five residents. This can include assistance with tasks such as bathing, grooming, dressing, and toileting. Though ultimate authority over AFHs belongs to the State, which can charge fines or even close an AFH that is non-compliant in following State rules. Local AFH licensing staff are responsible for recruitment, licensing, monitoring, and oversight of the homes in the region.

Funding:

Ninety-nine percent of the funding used to administer Medicaid and other Federal benefit programs like SNAP comes through an Intergovernmental Agreement (IGA) with ODHS. The remaining one percent is funded through member dues as Medicaid match.

Goals:

- Complete quarterly outreach and recruitment efforts to increase the number of licensed AFHs in the region.
- Focus AFH recruitment on rural communities where care options are limited. Assess case manager workload monthly and implement corrective action when caseloads exceed standards for more than 90 days.
- Increase the utilization of SNAP benefits by older adults in Linn, Benton, and Lincoln Counties.

Adult Protective Services

Adult Protective Service Specialists (APSS) investigate allegations of verbal, sexual, and physical abuse, as well as neglect and financial exploitation. Protective services are provided to those 65 and older, and people with physical disabilities over the age of 18. Investigators work collaboratively with other agencies, such as the State Long-Term Care Ombudsman program, County mental health programs, local law enforcement agencies, and district attorney offices.

APS investigations involve interviewing the alleged victim, the alleged perpetrator, and any other pertinent witnesses. The Investigator makes a determination as to whether the event occurred and if the allegation of wrongdoing is substantiated. In the event of substantiated allegations, APS staff work to intervene and support the safety of the victim. Risk intervention can be provided for persons who are reported “at risk” and continue to be vulnerable. Risk intervention includes continued contact, reassessment, intervention, and the implementation of an individualized plan to reduce the risk of harm.

Staff from OCWCOG’s Adult Protective Services team participate in monthly Multidisciplinary Teams (MDT) in each of OCWCOG’s three counties. MDTs are organized and facilitated by the District Attorney’s office for their jurisdiction and bring together community partners such as law enforcement, fire department and emergency medical technicians (EMTs) and mental health providers to discuss cases that rise to the level of a crime. Time at the meetings is also dedicated to staffing issues involving older adults or people with disabilities in the community, such as a senior living in a home that has become unsafe to live in or no longer meets city building standards.

Funding:

APS is funded solely by the Oregon Legislature through a contract with Oregon DHS.

Goals:

- Maintain or exceed 90% of mandated response and report timeframes for APS Investigations.
- Enhance the impact of Multidisciplinary Team meetings by increasing the agencies represented at the table, specifically focus these efforts on Benton County.
- Increase cross training of staff to support team and have options for coverage when workload exceeds desired standard for investigators (14 or less monthly) for more than 90 days.
- Enhance partnership with law enforcement to increase the number of APS cases that are investigated by the criminal justice system.

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COMMUNITY SERVICES PROGRAM

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	1,613,918
State Revenue	983,684
Federal Revenue	2,497,000
Local Revenue	441,220
Program Revenue	1,364,771
TOTAL REVENUE	6,900,593
Personnel	1,268,485
Fringe Benefits	135,649
Insurance Benefits	407,752
Leave Benefits	75,013
PERS Benefits	362,445
TOTAL PERSONNEL	2,249,344
Materials & Supplies	4,651,249
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	4,651,249
GAIN / (LOSS)	-

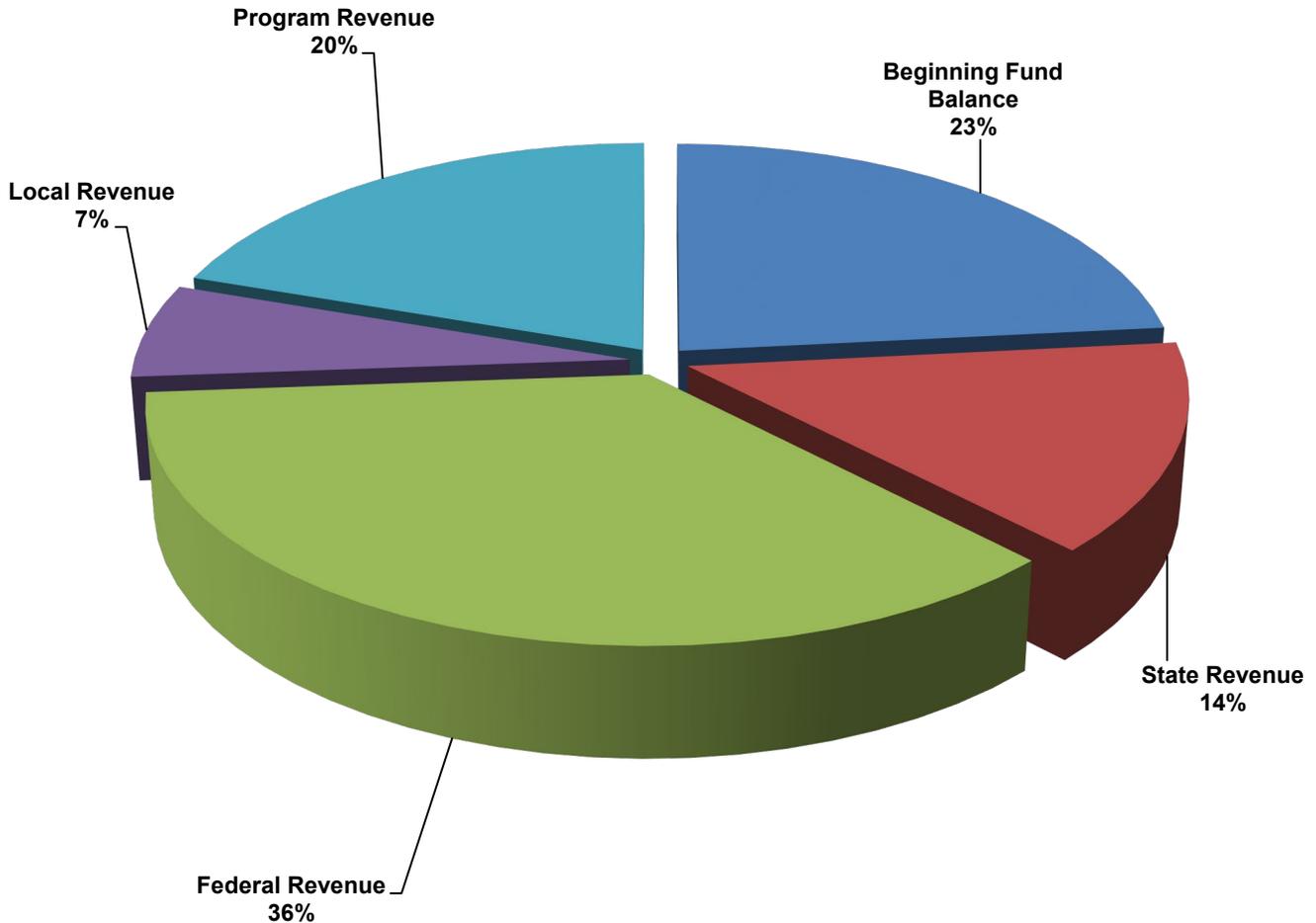
Community Services Program Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Senior Corps Program, Retired and Senior Volunteer Program (RSVP), and Foster Grandparent Program (FGP)	<i>Contract Revenue</i> <ul style="list-style-type: none"> • Corporation for National and Community Service (CNCS), RSVP • CNCS, FGP 	Federal	\$435,563.00
	<i>Donations</i> <ul style="list-style-type: none"> • Voluntary Donations 	Local	\$500.00
	<i>SHIBA Program Revenue</i> <ul style="list-style-type: none"> • State of Oregon • Medicare Improvements for Patients and Providers Act (MIPPA) • Senior Medicare Patrol (SMP) 	State/Local	\$34,800.00
	<i>Match Grants</i> <ul style="list-style-type: none"> • City of Yachats • City of Lincoln • City of Toledo • United Way of Linn County • United Way of Benton and Lincoln Counties • Lincoln County Commissioners • Samaritan Social Accountability • Siletz Tribal Charitable Contribution Fund (FGP) • Siletz Tribal Charitable Contribution Fund • Trust Management Services • Early Learning Hub of Linn, Benton, and Lincoln Counties 	State/Local	\$50,708.00

Benton County Veterans Services	<i>Contract Revenue</i> • Benton County	Local	\$200,000.00
	<i>Federal Match</i> • Benton County	Federal	\$20,000.00
	<i>Veterans</i> • Oregon Department of Veterans Affairs (ODVA)	State	\$113,684.00
	• Grants	Local	\$15,920.00
Meals on Wheels	<i>Contract Revenue</i> • OPI Young Disabled	State	\$130,000.00
	<i>Donations</i> • Annual solicitation to member jurisdictions • Mother's Day tea solicitation mailing • Senior Services Foundation (SSF) • Voluntary donations to the meal sites	Local	\$250,000.00
	<i>Grants</i> • Samaritan • United Way of Linn County • United Way of Benton and Lincoln Counties • Kiwanis and other service organizations and local foundations • Banfield Pet Food • Lincoln County Commissioners	Local	\$125,000.00
	<i>Older American Acts (OAA)</i>	Federal	\$700,000.00
	<i>Program Meals Revenue</i> • Self-pay meals at the meal-sites	Local	\$160,000.00
	<i>Meals on Wheels</i>	Federal	\$800,000.00
	<i>XIX Siletz</i>	Federal	\$8,000.00
	<i>Revenue Title XIX</i>	Federal	\$120,000.00
	<i>USDA</i>	Federal	\$95,000.00

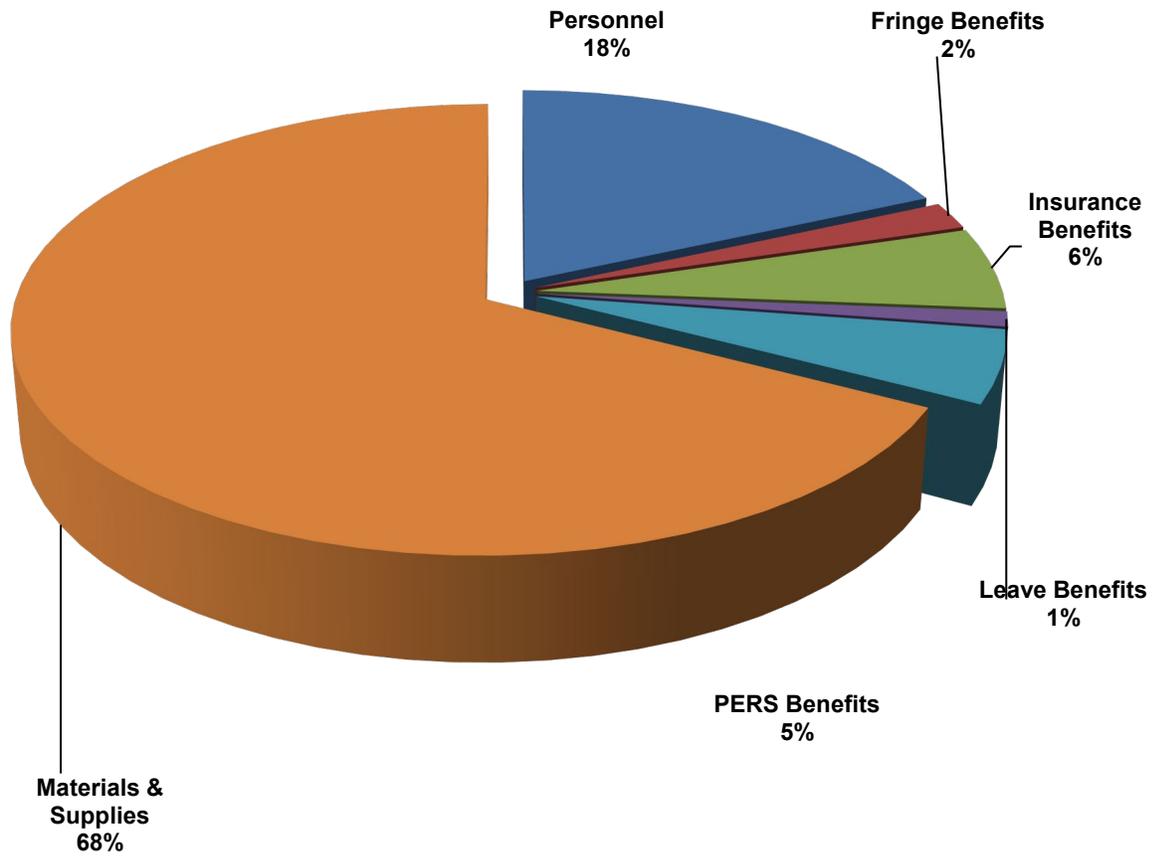
OPI/OAA	<i>OAA</i>	Federal	\$754,000.00
	<i>OPI</i>	Federal	\$740,000.00
Stand By Me	<i>Contracts</i>	Local	\$122,500.00
Special Contracts and Grants	<i>Contracts</i> <ul style="list-style-type: none"> • Money Management • Evidence Based Funds • Older Health Specialist • PEARLS • STEPS • Linn County Special Transportation Funds (STF) • Benton County Special Transportation Funds (STF) • In-Take CM Lincoln County Hospitals • Private Admission Assessments (PAA) Options Counseling/ No Wrong Door (NWD)	State/Local	\$377,000.00
Meal Reserve	<i>Fee for Service</i> <ul style="list-style-type: none"> • This is an internal transfer based off meals delivered to help with the purchase of a delivery vehicle, if needed. 	Local	\$13,000.00
	<i>Internal Transfer</i> <ul style="list-style-type: none"> • This is an internal transfer to help with the purchase or repair of large kitchen equipment, if needed. 	Local	\$5,000.00

Community Services Program Revenue Chart FY 2021-2022



State Revenue	Federal Revenue
Oregon Project Independence Veterans	Older American Act Title XIX Federal Match Senior Meals XIX Siletz Revenue USDA
Local Revenue	Program Revenue
Donations Dues Fee for Service Grant Revenue Special Event Revenue	Contracts Revenue Match Miscellaneous Revenue Program Income Transfers In

Community Services Program Expense Chart FY 2021-2022



Community Services Work Program

Community Services Programs (CSP) support older adults, individuals with disabilities, and Veterans to maintain their health, wellness, independence, and dignity.

As the lead agency of the Aging and Disability Resource Connection (ADRC) of Linn, Benton, and Lincoln Counties, OCWCOG's Information and Referral Specialists provide "no wrong door" access to a full range of long-term supports and services, many of which are available through OCWCOG's own Community Services Programs. OCWCOG Options Counseling helps consumers or families learn more about these resources and develop an action plan to address individual needs. The suite of CSP Programs highlighted below provides greater access to care, nutrition, respite, financial literacy, social companionship, transportation, and more, all which helps consumers age in place. Information and Referral and Options Counseling, as well as several other CSP services, are available to people of all ages, income, and disability types.

Dedicated community volunteers support CSP in its delivery of services, offering volunteer and advocacy opportunities to area residents. Many OCWCOG volunteers are older adults themselves and benefit from the engagement that comes from being an integral part of the lifesaving programs that help their neighbors. OCWCOG serves as the region's sponsor to the cost-effective AmeriCorps Seniors Programs, whose national mission is to utilize seniors 55+ to "improve lives, strengthen communities, and foster civic engagement through service and volunteering."

Reducing and preventing the abuse of vulnerable adults through outreach, education, and training, including scam prevention and awareness, is one of the most important roles of the CSP staff. Screeners refer complaints that do not meet the scope of the Adult Protective Services (APS) program to other resources and supports which can help stabilize consumers who are at risk. Many of these supports are housed in the CSP unit making cross collaboration between the teams streamlined, decreasing the chance that vulnerable community members fall through the cracks.

All CSP programs work to build and maintain connections in the community, whether that be on a small scale by reducing loneliness for an older adult who has become socially isolated or on a larger scale by bringing together programs and agencies across the region to improve the quality of life of the residents we serve.

Funding:

CSP has a diverse funding stream, including Medicaid, the Older Americans Act (OAA), *Oregon Project Independence (OPI)*, AmeriCorps, and State and County contracts. Additionally programs receive client donations, conduct private and corporate fundraising, engage in grant-writing, and benefit from in-kind donations.

Program Contact:

Randi Moore

rmoore@ocwcog.org

541-924-8438

AmeriCorps for Seniors: Foster Grandparent Program, Retired and Senior Volunteer Program, and Senior Companion Program

The AmeriCorps for Seniors Programs (formerly known as SeniorCorps), in partnership with the Corporation for National and Community Service, connects senior volunteers, aged 55 and over, with the people and organizations that need them most in the region. Volunteers serve as tutors, mentors, counselors, and/or companions to people in need, or contribute their job skills and expertise to community projects and organizations. Volunteers receive guidance and training, so they can make a contribution that suits their talents, interests, and availability. Volunteers are offered volunteer insurance, mileage and meal reimbursements, and recognition for their service. Income-eligible volunteers are offered a tax-exempt stipend.

Retired and Senior Volunteer Program (RSVP): *RSVP* is America's largest volunteer network for people age 55 and over, matching volunteers with agencies whose primary focus is to assist seniors to age in place. *RSVP* volunteers primarily serve in local food share and Gleaners programs, as Medicare and Tax-Aide counselors, and as friendly visitor volunteers.

RSVP also operates the Department of Consumer and Business Services' Senior Health Insurance Benefits Assistance (SHIBA) program through an Intergovernmental Agreement with the State of Oregon. SHIBA provides training and certification of volunteers who help residents navigate the complexities of Medicare, identify Medicare fraud, and apply for help with Part D costs if eligible

Foster Grandparent Program (FGP): *FGP* recruits and matches volunteers to children aged five to 18 in Linn, Benton, and Lincoln Counties. The *FGP* is intergenerational, providing volunteers the opportunity to mentor, nurture, and support children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. OCWCOG has a priority placement of literacy volunteers working with young English Language Learners (ELLs)

Senior Companion Program (SCP): *SCP* volunteers serve less able seniors and other adults, helping them maintain independence and age in place. Among other activities, Senior Companions assist with daily living tasks, such as non-medical transportation; provide friendship and companionship; alert doctors and family members to potential problems; and provide respite to family caregivers.

Funding:

Funding for AmeriCorps Programs includes: Federal and State grants, local governments, contracts, partnerships with local community organizations, and in-kind donations. AmeriCorps programs operate within a single team, creating efficiencies in operational costs, while maximizing staff capacity. Senior Corps also applies a 10% de minimis from the Corporation for National and Community Service (CNCS), which helps to offset indirect costs.

Goals:

- Build Senior Companion Program to 21 Volunteer Service Years (VSYs) to support an additional 15 companionship, respite, and transportation outreach work plans in FY22.
- Streamline internal referral policies and care plan evaluations between OAA/Options Counseling and the *Senior Companion Program*.
- Explore new evidence-based literacy grants within the What Works Clearinghouse to supplement existing *Foster Grandparent Program* K-12 evidence-based assignments.
- Expand RSVP SHIBA Medicare benefits elections counseling by 10% for total client contacts to include Low Income Subsidy screening.
- Increase AmeriCorps Seniors match revenue by 5% through grant writing.

Benton County Veteran Services

The Benton County Veterans Service Office (VSO) program serves over 7,000 Veterans and their dependents living in Benton County providing them direction, support, and advocacy. The VSO files claims for U.S. Department of Veterans Affairs entitlements, such as compensation and pension. Also offered is information, referral, and assistance with other entitlements, such as Veterans Administration (VA) medical care, home loan guaranty, education programs, State home loans, and other State and local benefits.

Funding:

OCWCOG holds a contract with Benton County who funds the Veterans program with County general fund dollars, as well as pass through dollars from the Oregon Department of Veterans Affairs (ODVA). In addition, OCWCOG uses Benton County funds to access and leverage Medicaid match dollars, enabling the VSO to link Veterans to Medicaid and other “wraparound” services administered by SDS.

The VSO also receives funding from ODVA made available to all Oregon Counties for Veteran Suicide Awareness and Prevention efforts to raise awareness and publicize available options for mental health assistance and wellness.

Goals:

- Increase Benton County VSO staff to two full-time Assistant Veteran Services Officers and one fulltime Veteran Services Officer.
- Train all VSO staff on Mental Health First Aide for Veterans.
- Provide assistance to Veterans who have a need for additional behavioral health support.
- Support a Veteran specific Stand By Me Financial Coach in the region.
- Bring awareness of the program to the community by completing outreach via advertisement in print or radio media at least quarterly.

Meals on Wheels

Since 1980, the *Meals on Wheels (MOW)* Program at OCWCOG has offered nutritious meals to aging adults, and adults with disabilities. While providing nutritious meals is the program's top priority, *MOW* also provides for the health, safety, and socialization of the region's most vulnerable. A volunteer corps of approximately 350 serve in meal site kitchens and as delivery drivers throughout OCWCOG's three county service area.

Home Delivery: Volunteers deliver nutritious meals, specifically formulated for the needs of the elderly to the consumer's front door. For 1,973 homebound clients, who often live alone and have limited resources or ability to care for themselves, this volunteer may be the only person they see each day and provides the opportunity for a daily well-check and socialization, reducing isolation.

Dining Room: For those able to travel, 11 meal sites across the tri-County region serve meals in a dining room atmosphere where attendees can socialize and build a community.

Funding:

MOW funding is comprised of local, State, and Federal government funding (Medicaid, OAA, OPI, and U.S. Department of Agriculture [USDA]), client donation, private and corporate fundraising, grant funding, and in-kind donations.

Goals:

- Commit 5% of the CSP Program Manager's time to *MOW* volunteer recruitment and retention efforts.
- Use the *Meal on Wheels Advisory Committee (MOWAC)* to complete an annual assessment of the *MOW* budget looking for cost savings and revenue earning opportunities.
- Increase the *Meals on Wheels* program revenue by 5% through fundraising and grant writing.

Older American Act Programs and Oregon Project Independence

Older Americans Act (OAA) and *Oregon Project Independence* (OPI) programs help older adults and people with disabilities to live and thrive in communities of their choice for as long as possible. These programs provide information and assistance, personal and home care services, case management, preventative Evidence-Based Health Promotion programming, legal services, elder abuse prevention, Family Caregiver Support, and Options Counseling.

Funding:

Funding for OAA programs and *OPI* come from multiple sources including Federal dollars, State General Funds, local income from program participant fees, in-kind match, and contracts.

OCWCOG works to find the most cost-efficient way to serve the members of our community and make resources stretch further including contracting with local non-profits, such as local hospice and adult day service agencies to provide respite and caregiver training, or the local YMCA and senior centers to provide evidence-based falls prevention classes.

Goals:

- Pilot a “Sudden Service” care program using OAA case managers to improve customer service, provide more support in a timely way, and reduce or defer Medicaid costs.
- Create an OPI demonstration project for Tribal Elders that allows for more flexibility in accessing long term care services.
- Create a Tribal Navigator position that assists Tribal Elders and their families in accessing benefits.
- Develop a streamlined application process for consumers that utilize OCWCOG and Community Services Consortium (CSC) programs.

Financial Wellness: *Stand By Me* – Oregon Money Management and Elder and Disability Justice

The Money Management Program (MMP) provides free assistance with personal money management tasks through specially trained volunteers to people over age 60 and adults with a disability. Service is personalized, confidential, and safe. All MMP services are offered free of charge to eligible individuals. Services are provided by trained and supervised volunteers who support the program in the following ways:

Bill-Pay: Volunteers provide one-on-one assistance to individuals who remain in control of their finances, but need ongoing assistance to keep on track. Budgeting, organizing financial papers, paying bills, banking, and help filling out forms are examples of how Bill-Pay volunteers help their clients.

Representative Payee: MMP Coordinators provide one-on-one assistance to individuals who do not have the capacity to manage their Federal benefits, such as Social Security, Social Security Disability Insurance, Veterans, and Railroad Retirement.

Stand By Me-Oregon (\$BM-OR) is a financial empowerment program that through coaching and toolkits helps provide financial stability to individuals and families struggling to afford basic needs. Created in Delaware the program focuses on four primary outcomes: budgeting, reducing debt, improving credit ratings, and building savings. Since 2011 the Delaware program has helped more than 110,000 individuals reach their financial goals; with participants' personal debt down \$19.6M, credit scores up an average of 64 points, and personal savings up by more than \$3.3M.

Stand By Me (\$BM) is a coalition of community partners providing free, one-on-one coaching. Services are embedded in the community to create employment, financial education, and effective personal financial strategies. The program uses a Collective Impact Model in which coaches are trained specifically on the *\$BM* financial model, client management, and data collection allowing for flexibility while still maintaining the umbrella structure of the *\$BM* program regardless of what sector they serve.

Elder and Disability Justice, the work of preventing abuse and providing for the safety and well-being of seniors and persons with disabilities in our communities, is a top priority. All calls coming into the agency reporting a concern about an at-risk vulnerable adult are screened and triaged to identify the best course of action. Some of these calls are referred to the Adult Protective Services (APS) unit for investigation, but many that don't rise to the level of abuse or neglect are referred to a variety of supports and

services by the screening unit. The APS screening unit also provides training, outreach, and support to bring awareness to the community about elder and disability justice issues, including scam and fraud awareness

Funding:

Financial Wellness programs come from multiple sources including Federal funding (OAA), State General Funds (*OPI*), local income, in-kind match, and contracts. Expansion of the impact of this work through more grant writing in the coming year is a goal.

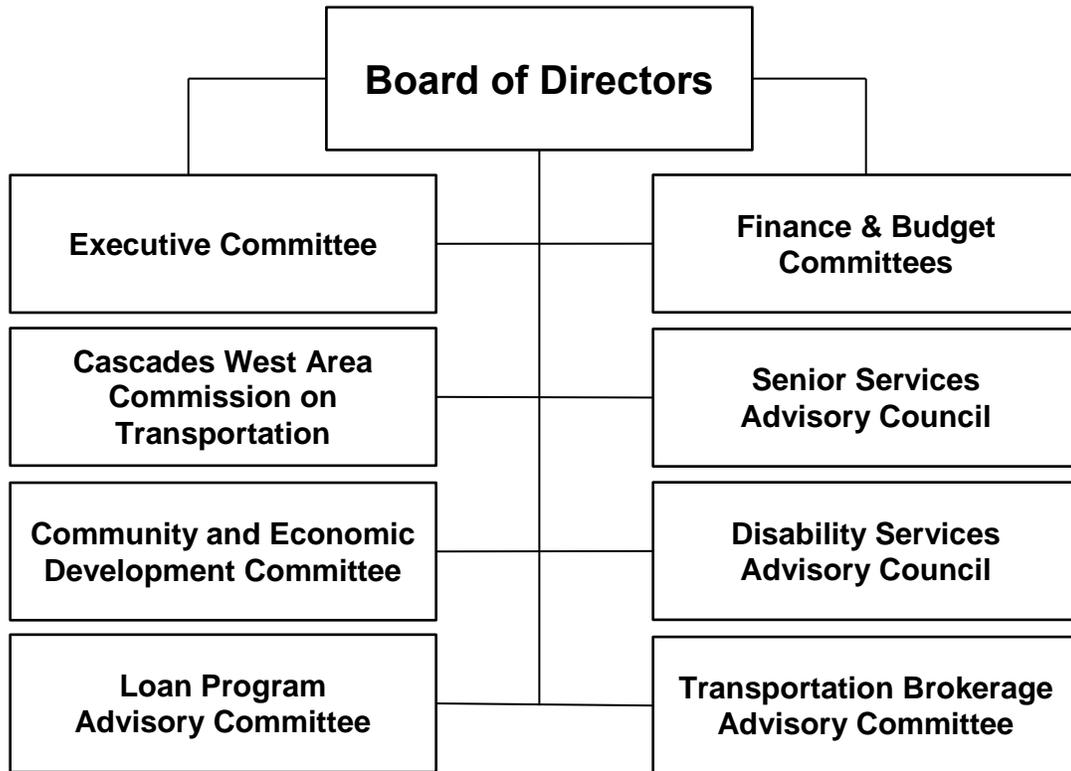
Goals:

- Launch a scam awareness program focused on reducing the exploitation of older adults.
- Provide *Stand By Me* financial coaching to 80 unduplicated clients/ 240 coaching hours.
- Increase the number of consumers served by MMP Bill Pay Service to at least 45 people.
- Expand financial wellness programming to create a system which utilizes volunteers to help consumers' complete applications for benefits available to them.

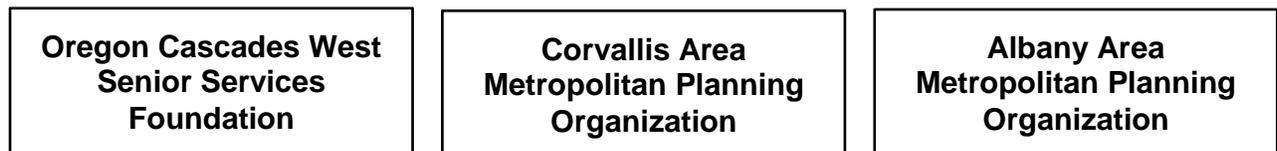
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OCWCOG Board and Committees



Independent Bodies Staffed by OCWCOG



Acronym List

AAA	Area Agency on Aging	ELL	English Language Learner
AAMPO	Albany Area Metropolitan Planning Organization	EPA	U.S. Environmental Protection Agency
APS	<i>Adult Protective Services</i>	ERDC	Employment Related Day Care
ADRC	<i>Aging and Disability Resource Connection</i>	ESL	English as Second Language
Board	Board of Directors	FEMA	Federal Emergency Management Agency
CAMPO	Corvallis Area Metropolitan Planning Organization	FLAP	Federal Lands Access Program
CCO	Coordinated Care Organizations	FGP	<i>Foster Grandparents Program</i>
CDC	Certified Development Corporation	FHWA	Federal Highway Administration
CED	OCWCOG's Community and Economic Development Prog.	FTA	Federal Transit Administration
CEDS	<i>Comprehensive Economic Development Strategy</i>	FTE	Full-Time Employee
CNCS	Corporation for National and Community Service	FY	Fiscal Year
CPC	OCWCOG's Care Planning Committee	GA	General Administration
CSP	OCWCOG's Community Services Program	GAAP	Generally Accepted Accounting Principles
CWAAA	Cascades West Area Agency on Aging	GIS	Geographic Information Systems
CWACT	Cascades West Area Commission on	HB	Oregon House Bill
CWBL	<i>Cascades West Business Lending</i> Transportation	HCW	Homecare Worker
CWEDD	Cascades West Economic Development District	IA	Issues and Advocacy Committee
DHS	Oregon Department of Human Services	IGA	Intergovernmental Agreement
DOC	U.S. Department of Commerce	IHN	Intercommunity Health Services
DSAC	Disability Services Advisory Council	IHN-CCO	Intercommunity Health Services Coordinated Care Organizations
EDA	U.S. Department of Commerce's Economic Development Administration	ITIL	Information Technology Infrastructure Library
EFB	Ending Fund Balance	MDT	Multi-Disciplinary Teams
EDD	Economic Development District	MMP	<i>Money Management Program</i>
		MOU	Memorandum of understanding
		MOW	<i>Meals on Wheels</i>
		MOWAC	<i>Meals on Wheels</i> Advisory Committee
		MPO	Metropolitan Planning Organization
		MSP	Medicare Savings Program
		NEMT	Non-Emergent Medical Transportation

NWD	No Wrong Door	SBDC	Small Business Development Centers
OAA	Older Americans Act	\$BM	<i>\$tand By Me</i>
OABHI	<i>Older Adult Behavioral Health Initiative</i>	SCP	<i>Senior Companion Program</i>
OCWCOG	Oregon Cascades West Council of Governments	SDS	OCWCOG'S Senior and Disability Program
OMPOC	Oregon Metropolitan Planning Organization Consortium	SEIU	Service Employees International Union
ODOT	Oregon Department of Transportation	SHIBA	<i>Senior Health Insurance Benefits Assistance</i>
ODVA	Oregon Department of Veterans Affairs	SNAP	<i>Supplemental Nutrition Assistance Program</i>
OHA	Oregon Health Authority	SOP	Standard Operating Procedures
OPI	<i>Oregon Project Independence</i>	SPR	State Planning and Research
ORS	Oregon Revised Statutes	SRTS	<i>Safe Routes to Schools</i>
OSU	Oregon State University	SSAC	Senior Services Advisory Council
PEARLS	<i>Program to Encourage Active and Rewarding Lives</i>	STIP	<i>Statewide Transportation Improvement Program</i>
PERS	Oregon Public Employees Retirement System	TDM	Transportation on Demand
PL	Planning	TGM	Transportation Growth Management
RFP	Request for Proposal	TIP	<i>Transportation Improvement Plan</i>
<i>RideLine</i>	<i>Cascades West RideLine</i>	Title XIX	Medicaid Program
<i>RSVP</i>	<i>Retired Seniors Volunteer Program</i>	TNAF	Temporary Assistance for Needy Families
<i>RTP</i>	<i>Regional Transportation Plan</i>	UPWP	<i>Unified Planning Work Program</i>
SBA	U.S. Small Business Administration	USDA	U.S. Department of Agriculture
		VSO	Veterans Service Office / Officer

Oregon Cascades West Council of Governments



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

MEMORANDUM

DATE: March 18, 2021
TO: OCWCOG Budget Committee
FROM: Sue Forty, Finance Director
RE: **OCWCOG Work Program and Budget Process**

Oregon Cascades West Council of Governments' long standing Work Program and Budget process has included the creation and presentation of a draft annual Work Program and Budget to the Budget Committee, Finance Committee, and Full Board for review in the March meetings, with the final budget review, approval and adoption at the May meetings.

Per Oregon Budget Law for 190 Intergovernmental Agencies, each budgeted fund (agency program) must include numbers that consist of two (2) year prior actuals, current year adopted and estimated actuals and a proposed new budget, but does not require a draft budget.

We have historically started the process in December each year for the upcoming budget cycle, using the actual revenue and expense through the month of November for the estimated actual calculations, as well as the numbers for the upcoming year. Due to this timing, staff are using numbers that consist of only five (5) months of actual operations to compete the estimated actuals and new budget numbers for the upcoming year. This timing is problematic at times due to some revenue and expenses being paid or billed quarterly.

At the time this draft budget process starts there are many unknowns and this often leads to staff having to estimate revenues and expenditures in order to complete this draft within the timeline allowable to get the published document to the March meetings. We have many revenue sources that have not been identified due to granting cycles and contracts not yet determined many months prior to the actual award. Therefore our initial draft budget is substantially limited in its accuracy, and of very little value.

In the four (4) cities I have worked in over the last several years, their budget meetings start near the time we present our draft budget, in March. Work sessions are scheduled for the Budget Committee Members and Program Staff to talk about the coming year.

I would like to propose that OCWCOG not publish a draft budget in March, but rather hold two (2) Budget Committee work sessions one (1) in March and one (1) in April with more involvement from our established Budget Committee identified in the Bylaws, beginning with the budget cycle for 2022-2023. These meetings will allow program staff additional time to prepare a more comprehensive and accurate budget for the coming year. This process also allows the Committee members to ask questions and be more involved in the completion of the OCWCOG budget, that they are authorizing moving forward to the Finance Committee for approval and Full Board for adoption.

Please let me know if you have additional questions or concerns.

Sue Forty, OCWCOG Finance Director