



Budget Committee Meeting Packet

May 18, 2023
1:00 pm - 1:30 pm

Attend In Person at Two Locations:

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

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

Or Attend Virtually:

[Click to Join Teams Meeting](#)

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



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

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE AGENDA
May 18, 2023
1:00 pm – 1:30 pm**

Cascades West Albany Center
1400 Queen Avenue SE
Albany, OR 97322
Cascade West Toledo Center
203 N Main Street
Toledo, OR 97391

[Join Teams Meeting](#)

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

NOTE: Please contact Ashlyn Muzechenko at 541.223.5120 or amuzchenko@ocwcog.org no later than noon on Wednesday, March 15, 2023, to confirm your attendance.

1. **Welcome and Introductions** (*Chair, Commissioner Pat Malone*)
(1:00 – 1:05 pm)

2. **Public Comment** (*Chair, Commissioner Pat Malone*)
(1:05 – 1:10 pm)

Floor will be open to the public for comment.

3. **Consent Calendar** (*Chair, Commissioner Pat Malone*)
(1:10 – 1:15 pm)

Review of the March 16, 2023 Budget Committee minutes. ([Page 3](#))

ACTION: Motion to approve Consent Calendar items.

4. **Presentation and discussion of the Proposed FY23-24 Work Program and Budget**
(*Finance Director Marit Nelson*)
(1:15 – 1:25 pm)

Finance Director Nelson will discuss the FY2023-2024 Work Program and Budget. ([Page 7](#))

ACTION: Motion to approve proposed budget as adjusted and send to the Full Board of Directors for review and adoption.

5. **Other Business** (*Chair, Commissioner Pat Malone*)
(1:25 – 1:30 pm)

6. **Adjournment** (*Chair, Commissioner Pat Malone*)
(1:30 pm)

**COREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE MINUTES
March 16, 2023
Hybrid Technologies Via Teams and the Albany ABC Conference Room**

Attendees: **CHAIR:** Commissioner Pat Malone, Benton County; Commissioner Claire Hall, Lincoln County; Mayor Alex Johnson II, Albany; Mitzi Naucler, SSAC; and Mayor Dean Sawyer, Newport.

Absent: Commissioner Sherrie Sprenger, Linn County; Jesse Oakley, TBAC; Mayor Chas Jones, Philomath; and Jan Molnar-Fitzgerald, DSAC.

Staff: Executive Director Ryan Vogt; Finance Director Marit Nelson; Senior Disabilities and Community Services (SDCS) Director Randi Moore; Technology Services (TS) Director Jason Sele; HR Manager Ryan Schulze; Communications Officer Meg Walker; Finance Director Marit Nelson; and CED Administrative Assistant Ashlyn Muzechenko

Public: There were no members of the public in attendance.

1. Welcome and Introductions

The Oregon Cascades West Council of Governments' (OCWCOG) Budget Committee meeting was called to order by Chair Commissioner Pat Malone at 1:07pm via Teams Video and Audio Conferencing, and in-person attendees. The Meeting attendees took turns introducing themselves.

2. Public Comment

There were no public comments.

3. Consent Calendar

Mayor Alex Johnson moved to approve the consent calendar including the meeting minutes from the January 19, 2023, Budget Committee Meeting. Mayor Dean Sawyer seconded the motion. With no objections, the minutes were voted upon and approved.

4. Discuss FY 2023-24 Budgeting Process

Finance Director Marit Nelson introduced the budgeting process to discuss snapshot information for the fiscal year of 2023-2024 (FY23-24). Finance Director Nelson noted there are some updates to the information in the packet as it went out a week ago. Finance Director Nelson shared the budget is at around 66%, which is similar to last year at this time. There are some areas trending higher than that number, but there are also other areas trending lower. Finance Director Nelson added we are not expected to use any of OCWCOG's contingency funds, and the raw numbers will be rolled over to the next year.

Finance Director Marit Nelson added it looks like we are trending towards closing out at 87% of budgeted expenditures which creates a surplus for revenues and expenses. Nelson added it is OCWCOG's goal to work on being more accurate and closer to the 90%-95% budget numbers.

Finance Director Marit Nelson noted OCWCOG is working with new FTE tables and other factors which help identify total benefit costs as well. Finance Director Marit Nelson noted there will be different variations of how the dues will be calculated for this year. Nelson also noted that this year for staff we are starting our budget assuming a 2.5% COLA, when in years past it was 2%, there is also a cap on health insurance at 4%. Additionally, Finance Director Nelson noted the new PERS numbers have been presented as well and will be utilized in the budget.

As of the February 2023 payroll there were 190 positions filled and 199 were proposed. Nelson added that OCWCOG is looking into expanding personnel and positions only for what everyone needs.

Executive Director Ryan Vogt noted there are a number of positions vacant right now which are being recruited for.

Mayor Alex Johnson asked about how many staff are eligible for retirement within the next budget cycle.

Executive Director Ryan Vogt noted those numbers haven't been run, but could be done and provided to the Board.

Finance Director Marti Nelson added she currently doesn't have those numbers, but she is aware there is a retirement coming up in May for OCWCOG which was announced not too long ago.

Finance Director Marit noted it will be asked of the director's here to discuss their goals with the budget over the next year and if it seems beneficial to have the April meeting.

Pat Malone asked for the real figure for vacancies at OCWCOG.

Marit Nelson noted there are around 16 vacancies currently being recruited for.

Chair Pat Malone asked if the budgeted money for vacant positions gets rolled over for the next year.

Finance Director Nelson confirmed the money stays within the programs and funding sources.

5. Director Budget Priorities FY 2023-24

Senior and Disability Services Director Randi Moore shared the update for SDS and what their goals are for the budgets and their priorities.

SDS Director Randi Moore noted there will potentially be an increase in Oregon Project Independence (OPI) funding if legislation goes through. SDS Director Moore shared that OPI is

one of the things to look for in the budget for potential upcoming changes. Additionally, The Older Americans Act Fund, which is working with Meals on Wheels, got their funding bumped up during COVID. However, the extra money has been working as regular funding so when the COVID funds go away, there is still stability within the department. Senior and Disability Services Director Randi Moore added there will most likely be a bump up in cost for the Meals on Wheels program over the next two (2) or three (3) years due to the current salary study going on now.

Tech Services Director Jason Sele gave his program update to the Budget Committee, noting there weren't any major changes, just a project for enterprise software, for which money was put away already. Tech Director Sele noted the funding was already added to the next fiscal budget which totals to be around \$400,000. Tech Director Jason Sele added the contracts we signed came right in at \$372,000.

Mayor Alex Johnson II asked about cyber security and the qualifications for technology at OCWCOG.

Tech Services Director Sele noted the OCWCOG is well equipped and has higher than the minimum requirements listed.

Ryan Schulze for Human Resources shared there were changes in the licensing costs through the new Enterprise software.

Executive Director Ryan Vogt shared that last year there were a few positions added to general administration, which was a large topic during the budget committee meetings. Executive Director Vogt noted there were no staffing changes this year in General Administration.

Executive Director Ryan Vogt added as the stand in Community and Economic Development (CED) Director there were a few positions proposed to be added this coming year. Executive Director Vogt noted the positions put into the budget are: a position for grant writing and grant administration, and another land use planner. One reason behind the grants position is because it has been a continuous need from the region and, there are currently two separate legislative asks going on for the economic development districts and/or the councils of governments, to get funding to support technical assistance which would fund that position itself. Executive Director Vogt added he placed an additional land use planning resource position for economic development into the budget to support the program, as it is currently getting run by one person who is in high demand with an extremely high workload. Bringing another land use planner on board would bring depth and lower the risk.

Executive Director Ryan Vogt noted it should be made clear that it is the member jurisdictions which will drive the decisions about additional staffing in Community and Economic Development (CED). Vogt added these positions wouldn't be a budget driver as most of the positions are funded by their own grant sources.

6. Other Business

Finance Director Marit Nelson added there is a meeting planned for the Month of April, but it may be warranted talking about if the committee does want to continue to have this review meeting, or if it is too much.

Chair Commissioner Pat Malone noted it would be wise to leave it on the calendar and if there haven't been significant changes, cancel it as most on the committee do not need the extra meeting.

All members of the Budget Committee agreed to support the concept of leaving the meeting for now, and revisiting the value of it as the date gets closer.

7. Adjournment

Chair Commissioner Pat Malone adjourned the Budget Committee meeting at 1:41pm.

The next regularly scheduled OCWCOG Budget Committee Meeting is April 20, 2023, at 1:00pm.

Meeting minutes taken by Ashlyn Muzechenko.



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

MEMORANDUM

DATE: May 18, 2023
TO: OCWCOG Board of Directors and Budget Committee
FROM: Finance Director, Marit Nelson
RE: **Fiscal Year 2023-24 Proposed Budget**

I am pleased to present to you the 2023-24 fiscal year proposed budget for Oregon Cascades West Council of Governments (OCWCOG.) This budget is prepared for your review and approval consistent with the Council's vision, mission, and strategic priorities. This budget is intended to serve as a financial plan, policy document, communications device, and operations guide.

The vision for OCWCOG is to be a regional leader and partner who provides inclusive services to meet individual and community needs. The mission of OCWCOG is to promote a thriving region through service, connectivity, and innovation. The strategic priorities of OCWCOG have been thoroughly reviewed by our staff, leadership teams, and community partners to assess our current and future needs.

In the annual budgeting process, there are several known or estimated factors which helped to shape the basic structure of the budget and prioritize spending. OCWCOG uses the collective bargaining agreement and existing salary scales to set salaries for all staff. Annual updates take place to notify OCWCOG of benefits cost changes by providers (CCIS and OEGB). Spending trends and community factors of the region are also considered to estimate future costs of utilities, maintenance, and other operating expenses.

During the fiscal year 2023-24 budget development, the focus has been on incorporating the newly established strategic priorities which were finalized at the end of 2022. These priorities help guide us in decision-making and goal-setting for both current and future endeavors. As a service organization, our product is not a physical item but people. Supporting and empowering staff in delivering programs and enhancing teamwork and collaboration is a key goal for our agency.

Key accomplishments for fiscal year 2022-23 include:

- Completing OCWCOG's 2023-25 Strategic Plan with input from staff, leadership, stakeholders and community members
- Engaging with Community Services Consortium on several joint projects including Agency DEI development, consumer systems improvement, and finance and human resources software implementations
- Search, selection and implementation of scheduling software for OCWCOG Ride Line
- Two Meals on Wheels trucks placed into service
- Increasing engagement through all-staff meetings, coffee with the Directors and other events such as potlucks and office celebrations
- Engage contractor for salary and classification study of all OCWCOG positions

Assumptions made while creating the FY 2023-24 budget include:

- Fund Balance and unappropriated funds include Reserve Funds per the Board's Reserve Policy to support building sustainability, program reserves, and capital projects.
- Personnel costs include 2.5% COLA, 3.5% Medical Insurance rate increase, 8.4% PERS employer rate increase as well as step increases as necessary by employee
- Funding will remain stable but additional funding as experienced during the pandemic will no longer be available
- Final adoption of the collective bargaining agreement effective October 1, 2023, could have an affect on the current allocation of personal services
- We will continue to foster our relationship with Community Services Consortium and the State of Oregon with the goal of strengthening our services and sharing costs

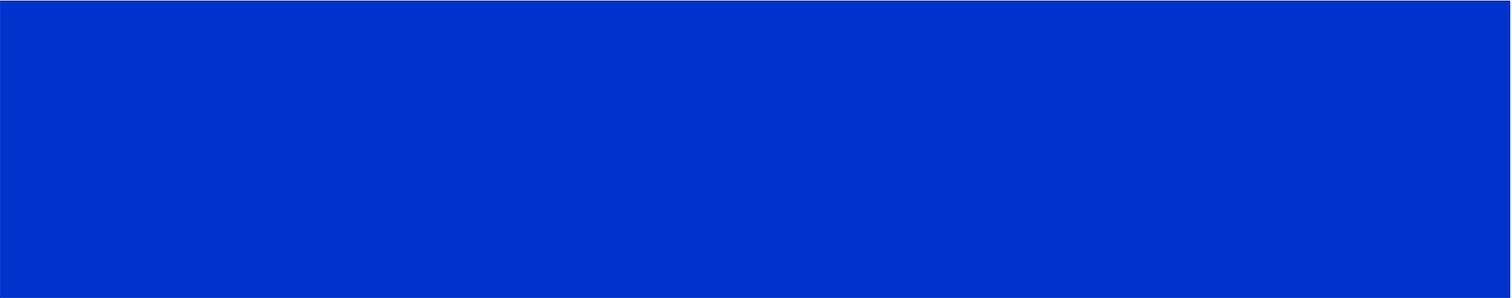
Items of note in the FY 2023-24 budget include:

- Revenue increase is proposed at 10%. This increase includes \$2.4 million in Mobility Hubs funding, HB 3174 technical assistance funding, internal transfers, and increased Coordinated Care revenue of \$3.5 million
- Personal Services increase is proposed at 5.6%. The increase includes COLA, PERS and other benefit increases and proposed 204 FTE
- Decrease of 8.65% in Materials and Services. Three software purchases took place in FY 2022-23. We are returning to more typical expenses and project completion as have taken place in prior years

This budget proposal on May 18, 2023, represents a total revenue estimate of \$65,537,803. We are proposing corresponding appropriations of \$52,656,273.

OCWCOG has prepared this budget with the goal of long-term sustainable service for our consumers and meeting the expectations of our strategic priorities. This budget meets our operational needs so that the OCWCOG may continue to effectively provide services to the public while remaining open and flexible to opportunities for change.

We recommend the fiscal year 2023-24 budget to you for your approval.



Oregon Cascades West Council of Governments

Fiscal Year 2023-24

Proposed
Budget

Prepared by:
Oregon Cascades West Council of Governments
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Table of Contents

Overview of OCWCOG Programs and Funding	5
Agency Revenue and Expense Charts	10
Agency and Department Budgets	
Agency Budget	12
Consolidated OCWCOG	13
Consolidated General Administration	18
Consolidated Community & Economic Development	21
Consolidated Business Lending	25
Consolidated Senior and Disability Services	28
Consolidated Community Services Program	31
Consolidated Technology Services	35
Consolidated Non-Departmental	38
Consolidated Reserves	40
General Administration	42
Budget and Work Program	45
General Management	
Financial Management	
Human Resource Management	
Technology Services Budget and Work Program	49
Facilities Management Budget and Work Program	53
Reserves	57
Community and Economic Development	60
Budget and Work Program	63
Community Development & Land Use Planning	65
Economic Development	66
Small Business Lending	69
Transportation Planning and Programming	67
Transportation Brokerage Services	68
Senior and Disability Services	73
Budget and Work Program	76
Program Administration, Quality Assurance & Training	78

Medicaid, Case Management & Adult Foster Homes	79
Adult Protective Services	80
Community Services Program	81
Budget and Work Program	84
AmeriCorps for Seniors: Foster Grandparents, RSVP, Senior Companion	85
Benton County Veteran Services	87
Meals on Wheels	88
Older American Act Programs and Oregon Project Independence	89
Financial Wellness: Money Management, Stand By Me and Elder Justice	90
OCWCOG's Boards and Committees	91
Acronym List	93

Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2023-24

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.
 - Responsible for overall vision, strategic planning and agency direction.
 - 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
 - Support member jurisdictions improve livability, transportation access and economic development
 - Administer and staff state and federally authorized regional economic development, planning and grant programs.
 - Implement regional priorities through Comprehensive Economic Development Strategy.
 - Assist local governments with goal setting, project development, grant writing 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-emergent medical ride brokerage, *Cascades West Ride Line*, arranging transportation 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 Ride Line* 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]*). 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 *Ageing 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 bi-monthly to review financial statements and budget to actual figures. 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 occasionally contract with a specific member to provide such a service, without that specific project being included in this document.

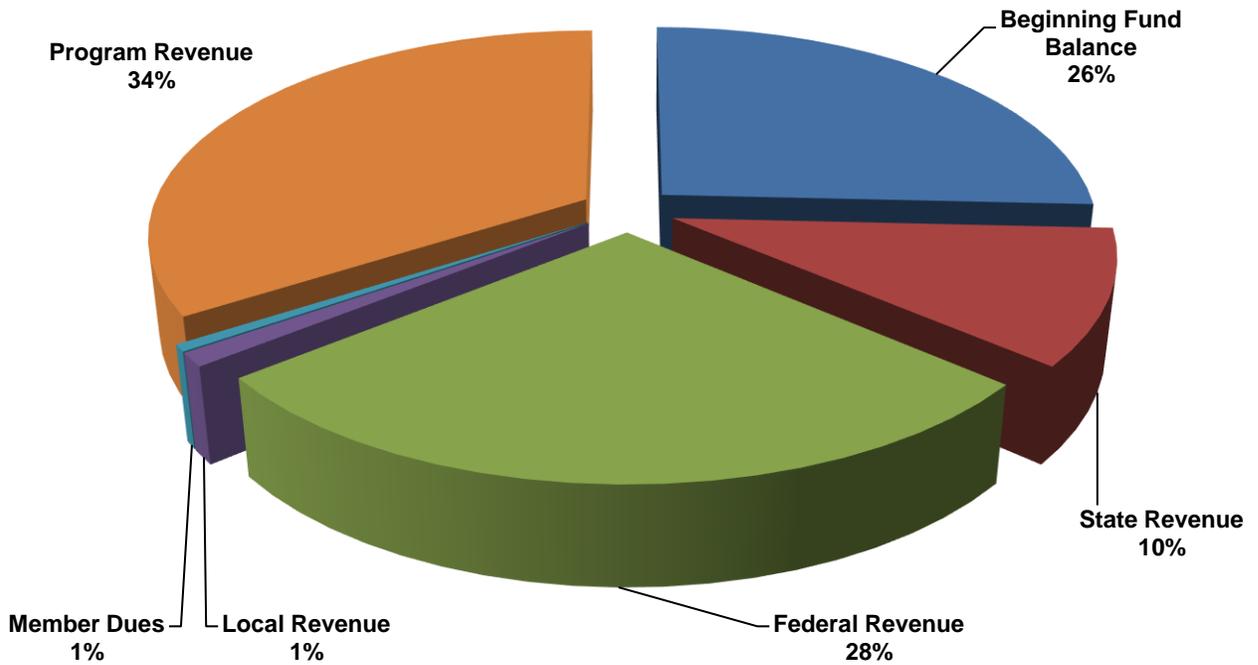
All work of OCWCOG staff is presented in this document. Consequently, this document can be correctly read as an authorizing document, directing the Executive Director to carry out programs and functions on behalf of the members consistent with this document.

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 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.

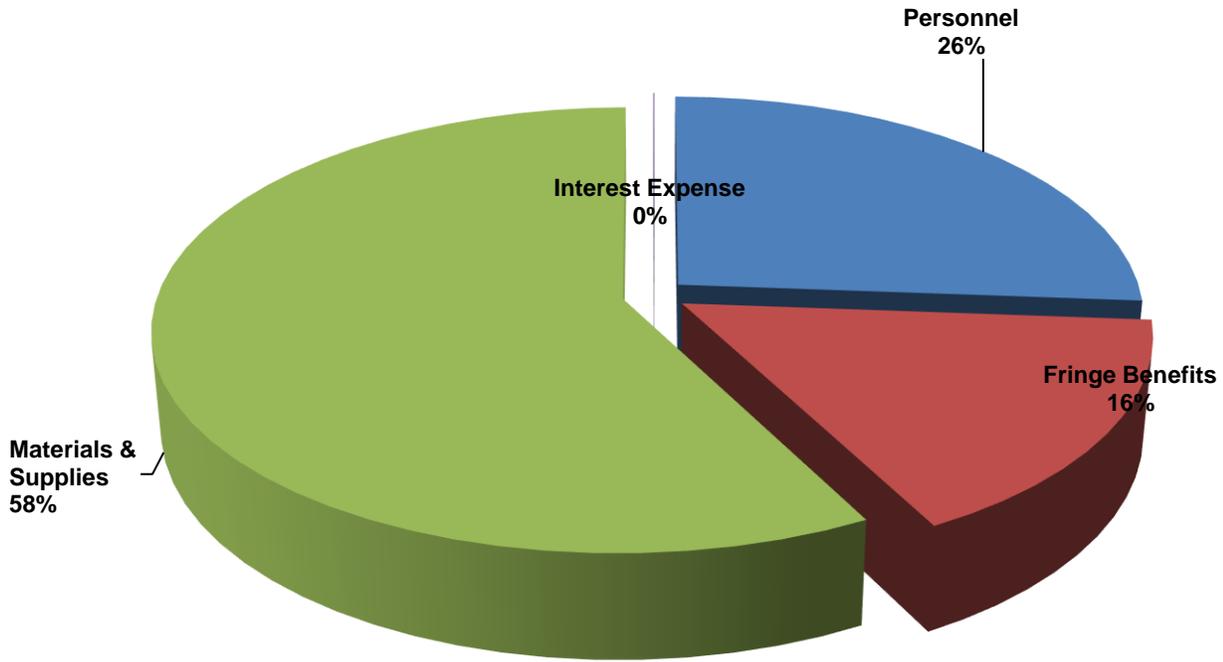
Agency Revenue Chart FY 2023-24



* Federal contracts including funds passed through the State Government

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

Agency Expense Chart FY 2023-24



Personnel Expense Assumptions

COLA	2.50%
Medical Insurance Rate	3.50%
FICA/Medicare	7.65%
Other Insurances	2.05%
PERS T1/T2 rate	27.34%
PERS OPSRP rate	22.14%
PERS IAP rate	6.00%
PERS reserve rate	2.00%
H.S.A. 1	1,500.00
H.S.A. 2	3,000.00

AGENCY CONSOLIDATED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY

Beginning Fund Balance	16,876,903
State Revenue	6,869,084
Federal Revenue	18,387,339
Local Revenue	1,068,064
Program Revenue	22,336,413
TOTAL REVENUE	65,537,803
Personnel	13,780,477
Fringe Benefits	8,490,055
TOTAL PERSONNEL	22,270,532
Materials & Supplies	30,363,741
Interest Expense	22,000
Principal Payment	-
TOTAL MATERIALS & SUPPLIES	30,385,741
Unappropriated Ending Balance	12,881,529

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY 2023-24

2021-22 Actual	2022-23 Adopted	Description	2024 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated	Reserve Consolidated
3,413,426	5,498,081	Beg Bal - Restricted for Contracts	3,959,346	0	3,774,620	0	17,315	167,411	0	0	0
79,248	15,000	Beg Bal-Restricted for Grants	38,280	8,000	0	0	0	30,280	0	0	0
3,496,220	3,088,563	Beg Bal-Restricted for Other	3,005,050	0	0	538,071	0	242,898	0	2,224,081	0
923,000	5,906,070	Beg Bal-Restricted for Reserve	5,842,258	195,794	0	0	2,211,222	0	0	0	3,435,242
6,863,224	4,617,513	Beg Bal-Unrestricted	3,835,449	0	99,938	0	3,418,902	146,464	95,431	74,714	0
0	0	Beg Bal-Restricted Reconcile	196,520	196,520	0	0	0	0	0	0	0
4,124	7,000	Borrowers Fees	4,000	0	0	4,000	0	0	0	0	0
3,521,053	3,906,360	Contract Revenue	2,160,963	66,260	564,025	49,500	0	1,284,998	196,180	0	0
9,259,580	9,500,000	Coordinated Care	14,000,000	0	14,000,000	0	0	0	0	0	0
180,000	305,000	CCO Metrics Income	0	0	0	0	0	0	0	0	0
0	48,000	Dept of Land Conserv Dev	50,000	0	50,000	0	0	0	0	0	0
173,754	200,500	Donations	173,646	0	0	0	0	173,646	0	0	0
314,787	326,083	Dues	363,315	17,315	108,000	0	238,000	0	0	0	0
15,418	16,304	Dues Special Projects	0	0	0	0	0	0	0	0	0
303,371	75,000	Economic Development Administration	75,000	0	75,000	0	0	0	0	0	0
164,307	0	Environmental Protection Agency	250,000	0	250,000	0	0	0	0	0	0
26,683	101,000	Federal Match	84,000	0	0	0	40,000	44,000	0	0	0
110,739	131,600	Fee for Service	124,560	0	12,000	0	0	9,000	57,360	46,200	0
526,930	336,494	Grant Revenue	365,126	0	225,000	0	0	140,126	0	0	0
2,572,114	3,097,636	Indirect Income	3,089,750	2,109,750	0	0	0	0	980,000	0	0
220,333	455,000	Interest Revenue	430,000	300,000	0	130,000	0	0	0	0	0
465	5,000	Internal Transfer	27,405	0	0	0	0	27,405	0	0	0
6,110	750	Loan Fees	6,000	0	0	6,000	0	0	0	0	0

0	7,000	Loan Packaging Fees	0	0	0	0	0	0	0	0	0
30,156	35,600	Match Revenue	630,000	0	600,000	0	0	30,000	0	0	0
0	120,000	Oregon Business Develpmt Dept	0	0	0	0	0	0	0	0	0
5,778	25,000	Miscellaneous Revenue	294,608	0	7,564	0	238,173	25,408	0	23,463	0
892,467	1,465,567	ODOT	3,571,433	0	3,571,433	0	0	0	0	0	0
1,218,097	1,223,000	Older American Act	1,420,000	0	0	0	0	1,420,000	0	0	0
891,302	1,045,000	Oregon Project Independence	1,848,541	0	0	0	0	1,848,541	0	0	0
87,038	120,000	Program Administration	150,000	0	0	150,000	0	0	0	0	0
217,032	160,000	Program Meals Revenue	240,000	0	0	0	0	240,000	0	0	0
711,966	691,308	Rent Income	787,297	0	0	0	0	0	0	787,297	0
642,989	650,000	Senior Meals XIX	650,000	0	0	0	0	650,000	0	0	0
7,862	10,000	Siletz Revenue	8,064	0	0	0	0	8,064	0	0	0
5,512	6,200	Service Fees	5,920	0	0	5,920	0	0	0	0	0
0	20,000	Special Event Revenue	20,000	20,000	0	0	0	0	0	0	0
14,982,025	15,751,799	Title XIX	15,905,339	0	630,000	0	15,116,339	159,000	0	0	0
3,462,951	418,398	Transfers In	1,724,819	0	1,626,388	0	34,461	63,970	0	0	0
102,955	95,000	USDA	87,000	0	0	0	0	87,000	0	0	0
114,489	114,000	Veterans	114,112	0	0	0	0	114,112	0	0	0
55,547,507	59,594,826	REVENUE	65,537,803	2,913,639	25,593,969	883,491	21,314,412	6,912,323	1,328,971	3,155,755	3,435,242
613,545	738,009	Leave Benefits	0	0	0	0	0	0	0	0	0
903,343	1,075,279	Fringe Benefits	8,501,352	772,017	1,031,357	41,000	5,137,849	1,188,920	268,715	61,494	0
2,827,883	3,724,429	Insurance Benefits	0	0	0	0	0	0	0	0	0
2,616,512	3,224,583	PERS Benefits	0	0	0	0	0	0	0	0	0
78,662	206,118	PERS Reserve	0	0	0	0	0	0	0	0	0
154,090	163,922	Executive Director	186,588	186,588	0	0	0	0	0	0	0
49,312	38,000	Accounting Clerk II	46,879	46,879	0	0	0	0	0	0	0
46,568	47,466	Accounting Specialist	51,750	51,750	0	0	0	0	0	0	0
347,419	474,127	Administrative Assistant	628,581	47,072	198,601	2,200	220,483	160,224	0	0	0
170,084	180,261	ADRC Specialist	334,097	0	0	0	190,233	143,864	0	0	0
764,443	877,727	Adult Protective Services Spec	946,016	0	0	0	946,016	0	0	0	0
116,511	125,240	AFH Licensing Worker	147,878	0	0	0	147,878	0	0	0	0
47,485	56,895	Assist. Loan Officer	70,000	0	0	70,000	0	0	0	0	0
154,059	114,927	Assistant Planner	169,115	0	169,115	0	0	0	0	0	0
74,388	102,728	Assistant VCO	127,371	0	0	0	0	127,371	0	0	0
61,444	68,968	Business Officer	77,713	77,713	0	0	0	0	0	0	0
0	211,618	Case Aide	311,855	0	0	0	311,855	0	0	0	0

2,219,794	2,971,415	Case Manager	3,104,016	0	0	0	2,906,781	197,235	0	0	0
199,144	294,291	CED Planner	374,996	0	374,996	0	0	0	0	0	0
278,045	410,426	Clerical Specialist	385,782	0	0	0	288,923	96,858	0	0	0
191,611	207,778	Clerical Supervisor	245,751	82,444	159,107	4,200	0	0	0	0	0
8,152	61,296	Clerical Support Supervisor	78,049	0	0	0	78,049	0	0	0	0
44,307	73,025	Conf. Executive Assistant	73,368	73,368	0	0	0	0	0	0	0
100,173	122,728	Contracts Coordinator	122,590	122,590	0	0	0	0	0	0	0
0	0	Data Analyst	31,439	31,439	0	0	0	0	0	0	0
1,103,989	1,375,291	Eligibility Specialist	1,350,663	0	0	0	1,228,621	122,042	0	0	0
52,708	55,370	Executive Assistant	59,280	0	0	0	29,640	29,640	0	0	0
50,850	65,930	Facility Maint. Coordinator	96,824	0	0	0	0	0	0	96,824	0
0	0	GIS Planner	7,977	0	0	0	7,977	0	0	0	0
335,787	185,100	In Home Assistant	205,903	0	0	0	205,903	0	0	0	0
195,948	275,149	Diversion & Transition Coord	321,443	0	0	0	321,443	0	0	0	0
80,919	66,371	Information Support Specialist	67,532	0	0	0	0	0	67,532	0	0
189,155	214,084	Lead Case Manager	157,830	0	0	0	157,830	0	0	0	0
55,697	62,165	Lead Eligibility Specialist	66,499	0	0	0	0	66,499	0	0	0
46,740	0	Lead Trans Brokerage Spec.	57,157	0	57,157	0	0	0	0	0	0
0	71,368	Loan Officer	0	0	0	0	0	0	0	0	0
0	155,503	Meal Site Manager 1	0	0	0	0	0	0	0	0	0
197,131	96,187	Meal Site Manager 3	258,784	0	0	0	0	258,784	0	0	0
40,940	152,061	Medical Resource Worker	51,513	0	51,513	0	0	0	0	0	0
43,485	46,914	Money Management Coordinator	53,612	0	0	0	0	53,612	0	0	0
103,615	204,327	Network Support Specialist	226,314	0	0	0	0	0	226,314	0	0
107,012	115,985	Personnel Manager	125,284	125,284	0	0	0	0	0	0	0
420,084	481,510	Program Director	586,546	123,005	122,853	0	154,063	0	171,393	15,232	0
82,130	337,658	Program Manager	352,587	0	0	0	113,499	239,089	0	0	0
773,809	918,136	Program Supervisor	968,085	0	0	0	704,863	263,221	0	0	0
0	0	Project Manager	61,922	61,922	0	0	0	0	0	0	0
17,556	72,747	Public Information Officer	79,067	79,067	0	0	0	0	0	0	0
20,596	39,940	Relief Site Manager	11,888	0	0	0	0	11,888	0	0	0
0	40,000	Senior Accountant	77,993	77,993	0	0	0	0	0	0	0
65,297	0	Senior Loan Officer	0	0	0	0	0	0	0	0	0
39,647	44,520	Senior Meals Coordinator	90,066	0	0	0	0	90,066	0	0	0
44,707	0	Senior Meals Supervisor	0	0	0	0	0	0	0	0	0
0	0	Software Support Specialist	0	0	0	0	0	0	0	0	0
0	0	Technology Support Specialist	0	0	0	0	0	0	0	0	0

50,086	87,237	Transportation Manager	96,780	0	96,780	0	0	0	0	0	0
285,367	342,564	Transportation Brokerage Spec.	514,409	0	514,409	0	0	0	0	0	0
52,401	24,295	Veterans Service Officer	0	0	0	0	0	0	0	0	0
59,518	86,364	Workstation Support Specialist	132,942	0	0	0	0	0	132,942	0	0
106,584	0	Extra Hire	176,448		20,000	0	156,448	0	0	0	0
					0	0	0	0	0	0	0
16,688,731	21,188,032	PERSONNEL	22,270,532	1,959,131	2,795,889	117,400	13,308,353	3,049,313	866,896	173,550	0
54,190	37,595	Advertising	21,600	6,500	4,000	1,300	3,300	5,500	1,000	0	0
1,668	17,000	Auto Expense	17,000	0	0	0	0	17,000	0	0	0
12,205	13,900	Bank Charges	18,332	12,000	1,000	4,332	0	1,000	0	0	0
6,983	37,250	Board/Comm/Meeting Expense	39,600	31,100	4,000	0	2,500	2,000	0	0	0
6,764	15,000	Borrowers Fees Expense	4,100	0	0	4,100	0	0	0	0	0
467,647	600,000	CEP Contract	320,261	0	0	0	0	320,261	0	0	0
192,592	348,400	Computer Maintenance/Equipment	324,993	8,434	32,428	1,000	141,000	18,852	118,595	4,684	0
2,194	1,500	Contract Administration	4,000	0	4,000	0	0	0	0	0	0
10,776,906	14,378,969	Contract Expense	19,325,477	325,000	17,323,254	35,000	20,000	1,471,023	30,000	121,200	0
37,791	44,465	Copying	53,515	4,700	7,900	1,000	33,500	6,050	200	165	0
61,055	78,440	Dues and Memberships	77,300	10,000	5,500	0	60,000	1,800	0	0	0
0	1,000	Equipment Expense	0	0	0	0	0	0	0	0	0
565,130	874,506	Finance Indirect	689,697	0	110,869	4,204	460,219	114,405	0	0	0
15,765	119,800	Furniture & Fixtures	32,800	3,000	5,000	0	24,500	0	300	0	0
1,191,607	1,247,625	Indirect Expense	1,428,799	0	229,682	8,709	953,405	237,003	0	0	0
10,747	20,000	Interest Expense	22,000	0	0	22,000	0	0	0	0	0
74,660	82,604	Insurance	105,482	0	0	0	0	5,482	0	100,000	0
83,454	97,860	Janitorial	84,800	0	3,200	0	3,000	3,000	0	75,600	0
5,860	105,000	Legal Expense	102,300	38,000	4,000	0	60,000	100	200	0	0
216,363	304,383	Licenses and Fees	560,322	131,400	183,975	3,450	67,745	16,300	156,552	900	0
90,548	150,000	Loan Admin Expense	150,000	0	0	150,000	0	0	0	0	0
0	0	Loan Legal Expense	0	0	0	0	0	0	0	0	0
53,161	94,000	Maintenance and Repair	79,700	0	2,000	0	1,000	8,700	3,000	65,000	0
2,853	3,500	Marketing Expense	1,500	0	1,000	500	0	0	0	0	0
17,185	18,000	Meal Delivery Travel	24,000	0	0	0	0	24,000	0	0	0
42,113	56,512	Postage	54,515	1,000	10,600	600	38,000	3,975	100	240	0
17,091	19,250	Printing	20,500	2,000	5,000	500	5,300	7,600	100	0	0
718,218	681,669	Rent	809,585	40,743	88,757	2,753	537,771	99,824	39,737	0	0
14,070	60,000	Resource Reserve	40,000	0	0	0	40,000	0	0	0	0

103,429	139,008	Stipend	150,000	0	0	0	0	150,000	0	0	0
63,410	77,758	Supplies	99,700	6,500	10,500	500	42,000	27,000	2,200	11,000	0
0	20,000	Special Event Expense	20,000	20,000	0	0	0	0	0	0	0
801,554	975,504	Technology Indirect	984,063	0	158,191	5,998	656,642	163,232	0	0	0
142,233	182,318	Telephone	198,856	5,000	13,712	1,500	91,500	29,200	57,360	584	0
80,568	128,400	Training	161,500	39,000	63,000	1,500	29,000	22,000	5,000	2,000	0
89,440	131,320	Travel	144,500	9,000	14,000	500	78,200	32,000	6,300	4,500	0
3,057,621	466,398	Transfers Out	1,696,777	0	1,617,777	0	14,000	0	0	65,000	0
55,693	67,677	Utilities	75,000	0	0	0	0	0	0	75,000	0
22,742	35,000	Volunteer Travel	30,000	0	0	0	0	30,000	0	0	0
31,044	23,970	Volunteer Recognition	26,000	0	0	0	0	26,000	0	0	0
0	951,120	Capital Purchase	122,000	13,000	0	0	0	0	0	50,000	59,000
81,482	66,000	Leasehold Improvements	201,675	0	0	0	0	0	21,000	180,675	0
1,289	0	Interest Payment	0	0	0	0	0	0	0	0	0
44,623	0	Principal Payment	0	0	0	0	0	0	0	0	0
0	10,491,290	Operating Contingency	2,063,492	200,000	925,026	25,000	11,907	151,559	0	750,000	0
19,313,949	33,263,991	MATERIALS AND EXPENSES	30,385,741	906,377	20,828,371	274,446	3,374,489	2,994,866	441,644	1,506,548	59,000
36,002,680	54,452,023	TOTAL EXPENSES	52,656,273	2,865,508	23,624,260	391,846	16,682,842	6,044,179	1,308,540	1,680,098	59,000
19,544,827	5,142,803	Unappropriated Ending Balance	12,881,529	48,131	1,969,709	491,645	4,631,570	868,144	20,431	1,475,657	3,376,242

Oregon Cascades West Council of Governments
General Administration
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	GA	HR	Finance	Special Dues
0	0	60,000	60,000	Beg Bal - Restricted for Contracts		8,000	8,000	0	0	0
0	1,714	0	0	Beg Bal-Restricted for Grants		0	0	0	0	0
60,127	137,648	133,267	147,818	Beg Bal-Restricted for Other		195,794	99,000	15,979	0	80,815
20,000	0	200,000	200,000	Beg Bal-Restricted for Reserve		0	0	0	0	0
0	0	0	0	Beg Bal-Unrestricted		196,520	0	0	196,520	0
1,275,131	1,766,229	2,122,131	2,122,131	Indirect Income		2,109,750	845,000	577,900	686,850	0
1,731	4,732	0	12,878	Miscellaneous Revenue		0	0	0	0	0
164,499	(16,300)	0	3	Contract Revenue		66,260	66,260	0	0	0
94,283	91,129	325,000	473,787	Interest Revenue		300,000	0	0	300,000	0
0	0	109,000	109,000	Transfers In		0	0	0	0	0
15,234	15,418	16,304	15,815	Dues Special Projects		17,315	0	0	0	17,315
0	0	20,000	0	Special Event Revenue		20,000	20,000	0	0	0
1,631,006	2,000,568	2,985,702	3,141,432	REVENUE		2,913,639	1,038,260	593,879	1,183,370	98,130
45,035	38,426	54,319	40,906	Leave Benefits		0	0	0	0	0
66,592	74,371	106,502	93,076	Fringe Benefits		772,017	244,531	193,912	333,574	0
184,311	180,169	304,266	259,453	Insurance Benefits		0	0	0	0	0
201,176	206,223	296,264	234,346	PERS Benefits		0	0	0	0	0
4,124	4,454	12,778	5,420	PERS Reserve		0	0	0	0	0

133,155	154,090	163,922	171,384	Executive Director	1.00	186,588	186,588	0	0	0
114,332	109,387	123,080	106,858	Program Director	0.88	123,005	0	0	123,005	0
98,034	107,012	115,985	116,298	Personnel Manager	1.00	125,284	0	125,284	0	0
57,908	61,444	68,968	67,223	Business Officer	1.00	77,713	0	77,713	0	0
18,023	0	73,203	0	Program Manager	-	0	0	0	0	0
15,505	16,186	122,728	102,198	Contracts Coordinator	2.00	122,590	0	0	122,590	0
38,764	42,027	38,000	36,131	Accounting Clerk II	1.00	46,879	0	0	46,879	0
87,179	46,568	47,466	45,928	Accounting Specialist	1.00	51,750	0	0	51,750	0
0	34,516	40,981	38,772	Administrative Assistant	1.00	47,072	0	0	47,072	0
58,627	65,379	71,055	66,667	Clerical Supervisor	1.00	82,444	0	82,444	0	0
42,489	44,307	73,025	62,212	Conf. Executive Assistant	1.38	73,368	57,737	15,631	0	0
8,000	17,556	72,747	75,662	Public Information Officer	1.00	79,067	79,067	0	0	0
11,543	0	40,000	39,647	Senior Accountant	1.00	77,993	0	0	77,993	0
0	0	0	0	Project Manager	1.00	61,922	61,922	0	0	0
0	0	0	0	Data Analyst	0.50	31,439	31,439	0	0	0
1,184,796	1,202,117	1,825,289	1,562,181	PERSONNEL	14.76	1,959,131	661,284	494,985	802,863	0
5,625	6,911	7,500	6,325	Advertising		6,500	3,000	3,000	500	0
9,337	9,670	12,000	9,437	Bank Charges		12,000	0	0	12,000	0
3,261	4,378	25,400	27,853	Board/Comm/Meeting Expense		31,100	30,000	500	600	0
48,842	49,013	62,500	52,400	Computer Maintenance/Equipment		8,434	3,250	500	4,684	0
135,765	165,973	326,713	293,457	Contract Expense		325,000	175,000	0	100,000	50,000

5,880	4,670	4,800	1,949	Copying	4,700	0	1,200	3,500	0
6,093	6,081	10,120	8,397	Dues and Memberships	10,000	6,000	3,000	1,000	0
249	3,029	5,000	3,695	Furniture & Fixtures	3,000	3,000	0	0	0
116	1,720	37,000	1,000	Legal Expense	38,000	35,000	3,000	0	0
18,658	24,932	33,860	29,264	Licenses and Fees	131,400	12,000	50,800	68,600	0
698	661	852	613	Postage	1,000	300	200	500	0
194	1,101	2,250	380	Printing	2,000	2,000	0	0	0
58,237	48,410	39,610	41,283	Rent	40,743	11,926	10,194	18,623	0
5,270	5,459	5,500	3,875	Supplies	6,500	1,000	500	5,000	0
3,360	3,577	4,900	4,470	Telephone	5,000	2,000	1,000	2,000	0
0	0	20,000	0	Special Event Expense	20,000	20,000	0	0	0
1,109	38,367	30,200	27,976	Training	39,000	21,000	9,500	8,500	0
1,311	1,921	9,700	2,894	Travel	9,000	1,500	2,500	5,000	0
0	20,000	309,000	309,000	Transfers Out	0	0	0	0	0
0	0	204,640	0	Operating Contingency	200,000	50,000	0	150,000	0
0	0	0	0	Capital Purchase	13,000		13,000	0	0
304,006	395,871	1,151,545	824,268	MATERIALS AND SUPPLIES	906,377	376,976	98,894	380,507	50,000
1,488,802	1,597,988	2,976,834	2,386,449	TOTAL EXPENSES	2,865,508	1,038,260	593,879	1,183,370	50,000
142,203	402,581			Unappropriated Ending Balance	48,131	0	0	0	48,130

Oregon Cascades West Council of Governments
Community and Economic Development
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	Planning	CAMPO	Ride Line	AAMPO	Equip	Contracts
1,364,242	2,936,111	5,234,049	5,158,392	Beg Bal - Restricted for Contracts		3,774,620	0	898,736	1,617,777	891,174	169,933	197,000
0	0	0	0	Beg Bal-Restricted for Other		0	0	0	0	0	0	0
391	46,938	99,938	0	Beg Bal-Unrestricted		99,938	99,938	0	0	0	0	0
389,135	10,000	0	0	Beg Bal-Restricted for Reserve		0	0	0	0	0	0	0
112,731	112,785	102,883	100,649	Dues		108,000	108,000	0	0	0	0	0
5,683	17,204	10,000	10,508	Fee for Service		12,000	0	0	12,000	0	0	0
1	262	25,000	24,130	Miscellaneous Revenue		7,564	0	3,782	0	3,782	0	0
250,023	2,300,717	2,515,681	749,906	Contract Revenue		564,025	312,025	0	252,000	0	0	0
20,000	10,375	76,000	95,284	Grant Revenue		225,000	225,000	0	0	0	0	0
0	0	0	0	Transfers In		1,626,388	8,611	0	0	0	0	1,617,777
0	1,796	0	42,600	Match Revenue		600,000	600,000	0	0	0	0	0
0	0	120,000	0	Oregon Business Developmt Dept		0	0	0	0	0	0	0
862,870	892,467	1,465,567	600,866	ODOT		3,571,433	3,005,000	306,993	0	259,441	0	0
8,897,625	9,259,580	9,500,000	9,696,099	Coordinated Care		14,000,000	0	0	14,000,000	0	0	0
0	0	48,000	48,000	Dept of Land Conserv Dev		50,000	50,000	0	0	0	0	0
249,468	303,371	75,000	75,000	Economic Development Admin		75,000	75,000	0	0	0	0	0
285,222	414,040	461,799	562,819	Title XIX		630,000	0	0	630,000	0	0	0
143,750	164,307	0	0	Environmental Protection Agency		250,000	250,000	0	0	0	0	0

0	180,000	305,000	305,000	CCO Metrics Income		0	0	0	0	0	0	0
12,581,141	16,649,954	20,038,917	17,469,253	REVENUE		25,593,969	4,733,574	1,209,511	16,511,777	1,154,397	169,933	1,814,777
61,239	67,358	79,181	66,434	Leave Benefits		0	0	0	0	0	0	0
101,430	109,260	120,715	105,710	Fringe Benefits		1,031,357	265,162	58,562	657,364	50,269	0	0
304,398	294,102	437,778	370,850	Insurance Benefits		0	0	0	0	0	0	0
285,185	325,442	370,874	315,759	PERS Benefits		0	0	0	0	0	0	0
10,548	11,604	27,498	11,200	PERS Reserve		0	0	0	0	0	0	0
52,858	104,828	99,537	55,620	Program Director	1.00	122,853	61,427	6,143	49,141	6,143	0	0
20,625	39,260	0	0	Contracts Coordinator	0.00	0	0	0	0	0	0	0
57,206	126,232	136,723	136,865	Clerical Supervisor	1.95	159,107	29,163	4,166	121,612	4,166	0	0
224,549	154,059	114,927	94,675	Assistant Planner	2.94	169,115	83,643	0	30,541	54,931	0	0
15,417	0	0	0	Information and Referral Spec	0.00	0	0	0	0	0	0	0
58,458	4,981	0	0	Executive Assistant	0.00	0	0	0	0	0	0	0
80,271	107,686	155,023	178,098	Administrative Assistant	3.95	198,601	17,396	10,873	159,459	10,873	0	0
83,014	50,086	87,237	60,730	Transportation Manager	1.00	96,780	38,712	29,034	0	29,034	0	0
204,679	199,144	286,815	243,026	CED Planner	5.43	374,996	285,946	75,490	0	13,560	0	0
37,940	40,940	152,061	43,547	Medical Resource Worker	1.00	51,513	0	0	51,513	0	0	0
45,200	46,740	0	54,101	Lead Trans Brokerage Spec.	1.00	57,157	0	0	57,157	0	0	0
260,471	285,367	342,564	387,887	Transportation Brokerage Spec.	10.75	514,409	0	0	514,409	0	0	0
73	9,028	0	0	Extra Hire	0.00	20,000	0	10,000	0	10,000	0	0
1,903,560	1,976,119	2,410,933	2,124,502	PERSONNEL	29.02	2,795,889	781,449	194,268	1,641,196	178,976	0	0
4,175	4,645	4,600	4,827	Advertising		4,000	1,500	1,000	500	1,000	0	0
245	0	0	0	Auto Expense		0	0	0	0	0	0	0
845	850	1,000	894	Bank Charges		1,000	0	0	1,000	0	0	0

151	554	5,000	1,170	Board/Comm/Meeting Expense	4,000	1,500	1,000	500	1,000	0	0
0	230	0	0	CED Administration		0	0	0	0	0	0
7,698	19,069	26,000	5,452	Computer Maintenance/Equipment	32,428	16,394	1,162	13,710	1,162	0	0
740	2,194	1,500	3,555	Contract Administration	4,000	0	0	4,000	0	0	0
7,199,082	8,675,452	11,956,203	10,545,263	Contract Expense	17,323,254	3,582,500	877,877	12,000,000	862,877	0	0
4,480	4,323	6,250	4,466	Copying	7,900	1,900	500	5,000	500	0	0
1,762	2,275	5,800	3,952	Dues and Memberships	5,500	3,000	1,000	500	1000	0	0
149	0	1,000	0	Equipment Expense	0	0	0	0	0	0	0
67,966	86,720	124,058	124,058	Finance Indirect	110,869	27,402	7,070	69,327	7,070	0	0
127,416	182,854	176,986	176,986	Indirect Expense	229,682	56,767	14,647	143,621	14,647	0	0
0	203	87,500	0	Furniture & Fixtures	5,000	0	0	5,000	0	0	0
10,197	716	5,000	840	Legal Expense	4,000	1,000	500	2,000	500	0	0
7,678	15,591	113,000	111,915	Licenses and Fees	183,975	4,695	2,500	174,280	2,500	0	0
0	1,549	3,500	0	Maintenance and Repair	2,000	0	1,000	0	1,000	0	0
555	2,463	3,500	0	Marketing Expense	1,000	0	0	1,000	0	0	0
4,930	5,294	6,250	7,542	Postage	10,600	100	250	10,000	250	0	0
1,616	1,774	3,500	1,860	Printing	5,000	1,000	500	3,000	500	0	0
84,264	84,292	83,109	81,896	Rent	88,757	19,388	8,374	55,786	5,209	0	0
5,168	8,149	12,000	8,767	Supplies	10,500	2,000	500	7,500	500	0	0
120,575	122,999	138,383	138,383	Technology Indirect	158,191	39,098	10,088	98,917	10,088	0	0
16,925	16,325	22,850	15,281	Telephone	13,712	2,394	700	10,000	618	0	0
10,243	10,935	27,500	21,050	Training	63,000	10,000	4,000	30,000	4,000	0	15,000
4,705	3,446	16,000	12,626	Travel	14,000	8,000	2,000	2,000	2,000	0	0
2,965	3,510	3,800	3,009	Janitorial	3,200	1,000	2,200	0	0	0	0

0	417,080	5,000	0	Transfers Out		1,617,777	0	0	1,617,777	0	0	0
0	0	4,343,695	0	Operating Contingency		925,026	172,488	78,375	615,163	59,000	0	0
0	0	400,000	304,000	Capital Purchase		0	0	0	0	0	0	0
0	0	45,000	0	Leasehold Improvements		0	0	0	0	0	0	0
7,684,532	9,673,493	17,627,984	11,577,792	MATERIALS AND SUPPLIES		20,828,371	3,952,126	1,015,243	14,870,581	975,421	0	15,000
9,588,092	11,649,612	20,038,917	13,702,294	TOTAL EXPENSES		23,624,260	4,733,575	1,209,511	16,511,777	1,154,397	0	15,000
2,993,049	5,000,342	0	0	Unappropriated Ending Balance		1,969,709	0	0	0	0	169,933	1,799,777

Oregon Cascades West Council of Governments
Business Lending
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	Admin	Loan Fund
26,559	43,930	0	0	Beg Bal-Unrestricted		0	0	0
545,391	720,654	509,000	509,000	Beg Bal-Restricted for Other		538,071	13,726	524,345
0	175	0	0	Miscellaneous Revenue		0	0	0
43,648	55,450	113,000	38,673	Contract Revenue		49,500	49,500	0
176,500	386,062	0	80,000	Grant Revenue		0	0	0
156,604	129,188	130,000	158,592	Interest Revenue		130,000	0	130,000
0	0	79,398	20,000	Transfers In		0	0	0
3,360	6,110	750	1,200	Loan Fees		6,000	0	6,000
0	0	0	900	Loan Processing Revenue		0	0	0
5,100	4,124	7,000	537	Borrowers Fees		4,000	0	4,000
0	0	7,000	0	Loan Packaging Fees		0	0	0
4,502	5,512	6,200	4,309	Service Fees		5,920	1,620	4,300
109,173	87,038	120,000	145,454	Program Administration		150,000	150,000	0
1,070,837	1,438,243	972,348	958,665	REVENUE		883,491	214,846	668,645
9,889	8,189	8,352	1,892	Leave Benefits		0	0	0
8,338	12,175	13,279	5,848	Fringe Benefits		41,000	41,000	0
24,071	28,015	40,967	19,505	Insurance Benefits		0	0	0

21,240	31,013	40,441	18,396	PERS Benefits		0	0	0
857	1,139	3,025	688	PERS Reserve		0	0	0
1,879	0	11,195	2,116	Program Director	0.00	0	0	0
				Clerical Supervisor	0.05	4,200	4,200	0
0	2,291	0	0	Contracts Coordinator	0.00	0	0	0
0	0	7,476	0	CED Planner	0.00	0	0	0
0	0	0	0	Administrative Assistant	0.05	2,200	2,200	0
77,459	65,297	0	0	Senior Loan Officer	0.00	0	0	0
0	0	71,368	0	Loan Officer	0.00	0	0	0
11,355	47,485	56,895	53,417	Assist. Loan Officer	1.00	70,000	70,000	0
155,088	195,605	252,998	101,862	PERSONNEL	1.10	117,400	117,400	0
0	0	0	291	Advertising		1,300	1,300	0
623	791	900	3,489	Bank Charges		4,332	3,332	1,000
244	1,154	0	0	Computer Maintenance/Equipment		1,000	1,000	0
5,596	6,764	15,000	1,093	Borrowers Fees Expense		4,100	100	4,000
608	1,588	28,520	60,680	Contract Expense		35,000	35,000	0
1,002	1,024	0	471	Copying		1,000	1,000	0
0	28	0	0	Dues and Memberships		0	0	0
1,555	6,107	11,242	11,242	Finance Indirect		4,204	4,204	0
3,518	12,877	16,039	16,039	Indirect Expense		8,709	8,709	0
0	0	3,000	0	Furniture & Fixtures		0	0	0
15,594	10,747	20,000	21,933	Interest Expense		22,000	0	22,000
109,992	90,548	150,000	157,607	Loan Admin Expense		150,000	0	150,000

2,200	2,956	6,000	2,727	Licenses and Fees		3,450	3,450	0
128	390	0	0	Marketing Expense		500	500	0
429	408	0	506	Postage		600	600	0
0	0	0	252	Printing		500	500	0
2,617	5,368	6,704	6,704	Rent		2,753	2,753	0
458	375	0	360	Supplies		500	500	0
4,246	8,662	12,541	12,541	Technology Indirect		5,998	5,998	0
476	951	1,000	1,325	Telephone		1,500	1,500	0
429	0	0	1,239	Training		1,500	1,500	0
1,449	0	0	233	Travel		500	500	0
0	0	79,398	20,000	Transfers Out		0	0	0
0	0	0	0	Operating Contingency		25,000	25,000	0
151,165	150,737	350,344	318,732	MATERIALS AND SUPPLIES		274,446	97,446	177,000
306,254	346,342	603,342	420,594	TOTAL EXPENSES		391,846	214,846	177,000
764,584	1,091,901	369,006	538,071	Unappropriated Ending Balance		491,645	0	491,645

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
25,102	25,209	15,288	15,816	Beg Bal - Restricted for Contracts		17,315	0	0	0	0	17,315
1,337,886	0	0	0	Beg Bal-Restricted Reconcile		0	0	0	0	0	0
1,987,421	0	2,083,270	2,061,848	Beg Bal-Restricted for Reserve		2,211,222	2,211,222	0	0	0	0
3,142,559	6,579,745	3,930,754	3,925,019	Beg Bal-Unrestricted		3,418,902	0	3,305,373	85,622	27,907	0
191,946	202,001	223,200	215,448	Dues		238,000	0	148,750	89,250	0	0
10	0	0	0	Miscellaneous Revenue		238,173	0	184,255	53,919	0	0
292,244	101,922	100,000	0	Contract Revenue		0	0	0	0	0	0
10,000	0	30,000	30,000	Transfers In		34,461	4,461	0	0	0	30,000
11,912,354	14,422,452	15,150,000	14,481,269	Title XIX		15,116,339	234,739	11,567,616	3,188,984	125,000	0
300,017	12,473	60,000	44,474	Federal Match		40,000	40,000	0	0	0	0
19,199,539	21,343,801	21,592,512	20,773,874	REVENUE		21,314,412	2,490,422	15,205,994	3,417,775	152,907	47,315
397,816	410,506	485,006	405,337	Leave Benefits		0	0	0	0	0	0
515,803	560,206	661,656	559,602	Fringe Benefits		5,137,849	109,439	4,024,835	1,003,575	0	0
1,869,353	1,872,848	2,279,704	2,281,463	Insurance Benefits		0	0	0	0	0	0
1,449,220	1,648,760	2,003,931	1,761,921	PERS Benefits		0	0	0	0	0	0
56,591	59,044	152,882	61,827	PERS Reserve		0	0	0	0	0	0
64,099	117,698	134,903	70,141	Program Director	1.00	154,063	154,063	0	0	0	0
0	0	150,000	86,633	Program Manager	1.00	113,499	0	79,449	34,050	0	0
658,272	705,859	768,627	582,100	Program Supervisor	8.00	704,863	0	544,862	160,002	0	0
182,807	191,917	204,717	232,957	Administrative Assistant	4.00	220,483	0	163,591	56,893	0	0

98,598	92,305	101,921	79,233	ADRC Specialist	3.50	190,233	0	160,320	29,913	0	0
653,654	764,443	877,727	784,711	Adult Protective Services Spec	13.00	946,016	0	878,436	67,580	0	0
107,941	116,511	125,240	124,573	AFH Licensing Worker	2.00	147,878	0	147,878	0	0	0
1,928,806	2,067,726	2,766,620	2,738,953	Case Manager	43.11	2,906,781	0	2,099,922	806,859	0	0
0	8,152	61,296	69,156	Clerical Support Supervisor	1.00	78,049	0	54,634	23,415	0	0
0	0	211,618	184,251	Case Aide	7.00	311,855	0	263,206	48,649	0	0
265,859	215,710	322,941	251,277	Clerical Specialist	7.00	288,923	0	214,423	74,501	0	0
14,711	26,996	0	0	Contracts Coordinator	0.00	0	0	0	0	0	0
179,093	195,948	275,149	276,722	Diversion & Transition Coord	4.00	321,443	0	254,027	67,417	0	0
1,042,705	1,017,714	1,216,484	1,003,683	Eligibility Specialist	20.00	1,228,621	0	992,060	236,561	0	0
24,046	23,863	27,706	27,129	Executive Assistant	0.50	29,640	29,640	0	0	0	0
0	0	0	2,492	GIS Planner	0.15	7,977	7,977	0	0	0	0
333,001	335,787	185,100	235,558	In Home Assistant	4.00	205,903	0	145,463	60,440	0	0
204,552	189,155	214,084	149,212	Lead Case Manager	2.00	157,830	0	157,830	0	0	0
0	97,556	0	0	Extra Hire	-	156,448	0	123,122	33,326	0	0
10,046,928	10,718,705	13,227,312	11,968,931	PERSONNEL	121.26	13,308,353	301,118	10,304,057	2,703,178	0	0
545	410	7,300	960	Advertising		3,300	1,000	2,000	300	0	0
371	196	5,500	222	Board/Comm/Meeting Expense		2,500	1,000	1,000	500	0	0
46,687	52,120	143,800	96,951	Computer Maintenance/Equipment		141,000	0	0	0	141,000	0
201,058	175,542	210,000	33,381	Contract Expense		20,000	0	20,000	0	0	0
21,840	23,517	24,000	26,844	Copying		33,500	500	24,000	9,000	0	0
42,386	50,890	60,000	55,198	Dues and Memberships		60,000	60,000	0	0	0	0

109	0	0	0	Equipment Expense		0	0	0	0	0	0
321,764	380,316	606,107	606,107	Finance Indirect		460,219	6,306	354,164	99,749	0	0
594,859	801,916	864,712	864,712	Indirect Expense		953,405	13,064	733,698	206,643	0	0
2,943	12,533	22,000	1,275	Furniture & Fixtures		24,500	3,000	15,000	6,500	0	0
176	176	0	0	Insurance		0	0	0	0	0	0
23,890	3,326	61,500	0	Legal Expense		60,000	60,000	0	0	0	0
4,558	47,530	35,000	34,000	Licenses and Fees		67,745	4,000	52,000	11,745	0	0
918	937	1,000	883	Maintenance and Repair		1,000	0	0	1,000	0	0
33,425	30,144	43,000	29,708	Postage		38,000	0	29,000	9,000	0	0
3,091	1,896	3,000	3,682	Printing		5,300	0	5,000	300	0	0
431,466	451,257	450,007	446,080	Rent		537,771	44,212	332,021	161,538	0	0
2,042	2,430	3,000	2,083	Janitorial		3,000	0	3,000	0	0	0
144,006	14,070	60,000	44,474	Resource Reserve		40,000	40,000	0	0	0	0
1,840	1,360	1,200	120	Stipend		0	0	0	0	0	0
20,272	22,183	30,000	28,677	Supplies		42,000	2,000	25,000	15,000	0	0
550,645	539,422	676,109	676,109	Technology Indirect		656,642	8,997	505,323	142,322	0	0
78,769	74,556	85,668	69,016	Telephone		91,500	1,500	70,000	20,000	0	0
3,250	12,259	35,200	24,766	Training		29,000	15,000	10,000	4,000	0	0
6,747	57,888	65,000	82,256	Travel		78,200	1,200	50,000	27,000	0	0
10,000	1,865,541	30,000	30,000	Transfers Out		14,000	14,000	0	0	0	0
0	0	4,842,097	0	Operating Contingency		11,907	0	0	0	11,907	0
2,547,657	4,622,414	8,365,200	3,157,504	MATERIALS AND SUPPLIES		3,374,489	275,779	2,231,206	714,597	152,907	0
12,594,585	15,341,118	21,592,512	15,126,435	TOTAL EXPENSES		16,682,842	576,897	12,535,263	3,417,775	152,907	0
6,604,954	6,002,683	0	0	Unappropriated Ending Balance		4,631,570	1,913,525	2,670,730	0	0	47,315

Oregon Cascades West Council of Governments
Community Service Programs
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Special Contracts & Grants	Meals Reserve
0	77,535	15,000	15,000	Beg Bal-Restricted for Grants		30,280	30,280	0	0	0	0	0
77,864	452,106	188,744	330,989	Beg Bal - Restricted for Contracts		167,411	0	14,747	0	0	152,664	0
426,287	706,758	435,355	532,237	Beg Bal-Restricted for Other		242,898	0	0	166,065	0	0	76,833
25,000	158,000	0	0	Beg Bal-Restricted for Reserve		0	0	0	0	0	0	0
0	23,404	421,204	456,808	Beg Bal-Unrestricted		146,464	0	0	0	124,964	21,500	0
15,431	21,557	36,500	8,211	Fee for Service		9,000	0	0	0	9,000	0	0
4,322	465	5,000	0	Internal Transfer		27,405	6,943	0	20,462	0	0	0
651	10	0	0	Miscellaneous Revenue		25,408	0	6,594	0	12,607	6,206	0
945,540	1,068,776	1,080,069	1,109,941	Contract Revenue		1,284,998	567,258	207,500	0	0	510,240	0
124,730	130,493	260,494	262,555	Grant Revenue		140,126	46,126	4,000	90,000	0	0	0
233,726	173,754	200,500	153,879	Donations		173,646	5,000	0	168,646	0	0	0
18	16	0	147	Interest Revenue		0	0	0	0	0	0	0
0	0	0	0	Transfers In		63,970	0	63,970	0	0	0	0
177,173	217,032	160,000	240,158	Program Meals Revenue		240,000	0	0	240,000	0	0	0
47,066	28,360	35,600	42,814	Match Revenue		30,000	30,000	0	0	0	0	0
100,992	114,489	114,000	114,122	Veterans		114,112	0	114,112	0	0	0	0
191,430	891,302	1,045,000	639,319	Oregon Project Independence		1,848,541	0	0	145,000	1,703,541	0	0

1,121,235	1,218,097	1,223,000	1,406,820	Older American Act		1,420,000	0	0	700,000	720,000	0	0
130,648	145,533	140,000	157,253	Title XIX		159,000	0	0	159,000	0	0	0
738,404	642,989	650,000	615,657	Senior Meals XIX		650,000	0	0	650,000	0	0	0
83,377	102,955	95,000	87,375	USDA		87,000	0	0	87,000	0	0	0
1,756	14,210	41,000	44,474	Federal Match		44,000	0	44,000	0	0	0	0
7,098	7,862	10,000	8,064	Siletz Revenue		8,064	0	0	8,064	0	0	0
4,452,748	6,195,705	6,156,466	6,225,823	REVENUE		6,912,323	685,607	454,923	2,434,237	2,570,112	690,610	76,833
42,020	67,793	83,589	82,884	Leave Benefits		0	0	0	0	0	0	0
74,554	108,635	124,610	137,840	Fringe Benefits		1,188,920	158,044	137,866	318,991	337,262	236,757	0
216,232	336,459	446,063	486,210	Insurance Benefits		0	0	0	0	0	0	0
186,037	311,862	365,912	369,625	PERS Benefits		0	0	0	0	0	0	0
6,815	11,002	26,423	13,178	PERS Reserve		0	0	0	0	0	0	0
23,522	0	0	0	Program Director		0	0	0	0	0	0	0
11,334	82,130	99,901	111,002	Program Manager	2.05	239,089	61,621	44,815	43,268	83,782	5,602	0
54,531	67,949	149,509	244,352	Program Supervisor	3.00	263,221	0	0	89,940	79,438	93,844	0
54,380	0	0	0	RSVP Supervisor	0.00	0	0	0	0	0	0	0
96,693	13,299	73,406	69,853	Administrative Assistant	3.23	160,224	47,427	32,695	0	80,103	0	0
0	77,779	78,340	110,558	ADRC Specialist	2.50	143,864	0	0	0	84,694	59,170	0
69,129	74,388	0	106,252	Assistant VCO	2.00	127,371	0	127,371	0	0	0	0
0	152,069	204,795	197,517	Case Manager	2.57	197,235	0	0	0	197,235	0	0
60,084	62,336	87,485	80,124	Clerical Specialist	2.00	96,858	0	0	49,131	0	47,727	0
3,606	15,439	0	0	Contracts Coordinator	0.00	0	0	0	0	0	0	0
15,077	86,275	220,865	109,061	Eligibility Specialist	2.00	122,042	122,042	0	0	0	0	0
0	23,863	27,664	27,128	Executive Assistant	0.50	29,640	0	0	0	29,640	0	0
0	55,697	62,165	59,858	Lead Eligibility Specialist	1.00	66,499	0	0	0	9,975	56,524	0

46,548	43,485	46,914	47,720	Money Management Coordinator	1.00	53,612	0	0	0	0	53,612	0
0	0	155,503	0	Meal Site Manager 1	0.00	0	0	0	0	0	0	0
193,432	197,131	96,187	217,557	Meal Site Manager 3	5.70	258,784	0	0	258,784	0	0	0
12,821	20,596	39,940	39,283	Relief Site Manager	1.00	11,888	0	0	11,888	0	0	0
8,919	44,707	0	0	Senior Meals Supervisor	0.00	0	0	0	0	0	0	0
37,454	39,647	44,520	77,708	Senior Meals Coordinator	2.00	90,066	0	0	90,066	0	0	0
0	0	0	0	Technology Support Spec.	0.00	0	0	0	0	0	0	0
0	393	0	1,521	Transportation Manager	0.00	0	0	0	0	0	0	0
52,773	52,401	24,295	24,295	Veterans Service Officer	0.00	0	0	0	0	0	0	0
0	0	0	0	Extra Hire	0.00	0	0	0	0	0	0	0
1,265,961	1,945,335	2,458,086	2,613,526	PERSONNEL	30.554	3,049,313	389,134	342,747	862,069	902,129	553,234	0
14,588	41,809	17,195	13,019	Advertising		5,500	1,000	1,000	2,000	1,000	500	0
15,255	1,668	17,000	2,352	Auto Expense		17,000	0	0	12,000	0	0	5,000
702	894	0	802	Bank Charges		1,000	0	0	1,000	0	0	0
60	1,855	1,350	2,422	Board/Comm/Meeting Expense		2,000	500	500	500	0	500	0
2,954	18,270	15,500	10,600	Computer Maintenance/Equipment		18,852	2,342	7,026	2,342	2,000	5,142	0
1,487,374	1,550,501	1,657,913	1,550,110	Contract Expense		1,471,023	0	500	1,200,000	250,000	20,523	0
0	467,647	600,000	369,235	CEP Contract		320,261	0	0	0	320,261	0	0
4,670	3,121	8,615	3,565	Copying		6,050	1,800	750	1,000	1,800	700	0
1,280	1,780	2,520	1,150	Dues and Memberships		1,800	0	600	1,200	0	0	0
40,029	91,987	133,099	133,100	Finance Indirect		114,405	12,918	10,510	45,862	26,367	18,748	0
79,116	193,960	189,888	189,888	Indirect Expense		237,003	26,761	21,773	95,008	54,622	38,839	0
567	0	500	0	Furniture & Fixtures		0	0	0	0	0	0	0
2,718	4,872	5,200	1,506	Insurance		5,482	2,982	0	2,000	0	500	0

191	98	1,500	148	Legal Expense		100	0	100	0	0	0	0
14,202	27,125	60,000	56,075	Licenses and Fees		16,300	1,800	1,350	7,750	3,150	2,250	0
15,944	8,734	21,000	4,225	Maintenance and Repair		8,700	500	0	3,200	0	0	5,000
0	0	0	0	Marketing Expense		0	0	0	0	0	0	0
3,351	5,507	5,984	3,472	Postage		3,975	1,400	75	1,200	800	500	0
3,659	12,302	10,400	8,428	Printing		7,600	0	100	6,500	500	500	0
78,202	97,265	71,672	102,205	Rent		99,824	14,040	16,742	44,171	22,218	2,653	0
58,323	14,778	13,683	26,671	Supplies		27,000	5,000	1,500	8,000	12,000	500	0
156,356	102,069	137,808	75,000	Stipend		150,000	150,000	0	0	0	0	0
81,048	130,471	148,471	148,471	Technology Indirect		163,232	18,431	14,996	65,435	37,620	26,750	0
20,856	23,889	30,400	24,748	Telephone		29,200	2,500	5,000	15,000	4,500	2,200	0
0	0	0	0	Special Event		0	0	0	0	0	0	0
3,348	17,009	23,500	26,752	Training		22,000	7,500	5,000	5,000	4,000	500	0
33,793	31,044	23,970	37,012	Volunteer Recognition		26,000	13,000	0	13,000	0	0	0
18,483	17,185	18,000	21,623	Meal Delivery Travel		24,000	0	0	24,000	0	0	0
5,338	22,742	35,000	28,908	Volunteer Travel		30,000	30,000	0	0	0	0	0
8,083	22,037	30,500	35,015	Travel		32,000	4,000	500	16,000	9,000	2,500	0
2,573	3,060	3,060	2,623	Janitorial		3,000	0	3,000	0	0	0	0
0	0	0	0	Transfers Out		0	0	0	0	0	0	0
0	0	268,532	0	Operating Contingency		151,559	0	21,155	0	50,000	13,571	66,833
0	0	146,120	146,119	Capital Purchase		0	0	0	0	0	0	0
2,153,062	2,913,682	3,698,380	3,025,244	MATERIALS AND SUPPLIES		2,994,866	296,474	112,177	1,572,168	799,838	137,376	76,833
3,419,023	4,859,017	6,156,466	5,638,770	TOTAL EXPENSES		6,044,179	685,608	454,924	2,434,237	1,701,967	690,610	76,833
1,033,725	1,336,689	0	0	Unappropriated Ending Balance		868,144	0	0	0	868,145	0	0

Oregon Cascades West Council of Governments
Technology Services
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	Technology Services	Contracts	Communications
62,000	86,208	90,903	73,492	Beg Bal-Unrestricted		95,431	75,000	0	20,431
37,001	35,000	35,000	35,000	Fee for Service		57,360	0	0	57,360
786,233	805,885	975,505	975,505	Indirect Income		980,000	980,000	0	0
696	0	0	150	Miscellaneous Revenue		0	0	0	0
35,392	10,487	97,610	2,500	Contract Revenue		196,180	0	196,180	0
0	0	0	0	Transfers In		0	0	0	0
921,322	937,580	1,199,018	1,086,647	REVENUE		1,328,971	1,055,000	196,180	77,791
17,504	18,311	24,438	20,704	Leave Benefits		0	0	0	0
26,721	31,065	41,254	31,437	Fringe Benefits		268,715	268,715	0	0
92,657	95,394	135,983	111,142	Insurance Benefits		0	0	0	0
65,416	73,200	125,640	96,042	PERS Benefits		0	0	0	0
2,477	2,628	9,400	3,566	PERS Reserve		0	0	0	0
71,656	58,563	112,795	119,272	Program Director	1.00	171,393	124,293	47,100	0
0	0	0	28,222	Software Support Specialist	0.00	0	0	0	0
0	0	0	0	Technology Support Specialist	0.00	0	0	0	0

103,780	59,518	86,364	0	Workstation Support Specialist	2.00	132,942	111,738	21,204	0
44,301	103,615	204,327	175,944	Network Support Specialist	2.00	226,314	177,738	48,576	0
79,110	80,919	66,371	39,156	Information Support Specialist	1.00	67,532	67,532	0	0
0	0	0	0	Extra Hire		0	0	0	0
503,621	523,212	806,572	625,485	PERSONNEL	6.00	866,896	750,016	116,880	0
40	415	1,000	0	Advertising		1,000	1,000	0	0
0	0	0	0	Board/Comm/Meeting Expense		0	0	0	0
34,824	52,965	98,200	63,752	Computer Maintenance/Equipment		118,595	65,595	53,000	0
68,877	110,249	84,000	71,267	Contract Expense		30,000	30,000	0	0
280	121	550	107	Copying		200	200	0	0
270	0	0	0	Dues and Memberships		0	0	0	0
948	0	0	20	Furniture & Fixtures		300	300	0	0
0	0	0	123	Legal Expense		200	200	0	0
68,159	97,804	53,811	53,811	Licenses and Fees		156,552	133,552	23,000	0
1,031	998	4,000	3,000	Maintenance and Repair		3,000	3,000	0	0
180	34	275	7	Postage		100	100	0	0
56	18	0	0	Printing		100	100	0	0
31,756	31,627	30,567	32,634	Rent		39,737	39,737	0	0
1,814	1,209	3,075	2,147	Supplies		2,200	2,200	0	0
21,442	22,502	36,800	24,381	Telephone		57,360	0	0	57,360
7,329	1,998	10,000	5,024	Training		5,000	5,000	0	0
3,160	1,686	5,200	1,811	Travel		6,300	3,000	3,300	0

0	0	7,826	0	Operating Contingency		0	0	0	0
0	0	0	0	Transfers Out			0	0	0
85,125	0	0	0	Capital Purchase		0	0	0	0
0	9,218	21,000	21,000	Leasehold Improvements		21,000	21,000	0	0
325,291	330,845	356,304	279,084	MATERIAL & SUPPLIES		441,644	304,984	79,300	57,360
828,912	854,057	1,162,876	904,569	TOTAL EXPENSES		1,308,540	1,055,000	196,180	57,360
92,410	83,523	36,142	0	Unappropriated Ending Balance		20,431	0	0	20,431

Oregon Cascades West Council of Governments
Non-Departmental
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	FTE	2024 Proposed	Albany	Toledo	Copier
1,831,587	1,931,160	2,010,941	2,069,531	Beg Bal-Restricted for Other		2,224,081	1,981,833	111,375	130,873
715,000	755,000	0	0	Beg Bal-Restricted for Reserve		0	0	0	0
85,450	83,000	74,714	74,714	Beg Bal-Unrestricted		74,714	0	0	74,714
39,496	36,978	50,100	42,045	Fee for Service		46,200	0	0	46,200
1,752	600	0	250	Miscellaneous Revenue		23,463	23,463	0	0
685,686	711,966	691,308	691,223	Rent Income		787,297	613,944	173,353	0
3,358,971	3,518,705	2,827,063	2,877,763	REVENUE		3,155,755	2,619,240	284,728	251,787
3,654	2,962	3,124	3,421	Leave Benefits		0	0	0	0
7,125	7,631	7,263	5,720	Fringe Benefits		61,494	48,382	13,112	0
30,653	20,895	79,668	13,869	Insurance Benefits		0	0	0	0
22,758	20,011	21,521	19,218	PERS Benefits		0	0	0	0
343	395	1,610	137	PERS Reserve		0	0	0	0
26,504	29,607	0	13,208	Program Director	0.11	15,232	12,439	2,793	0
6,719	7,285	0	96	Accounting Clerk II	0.00	0	0	0	0
50,316	50,850	65,930	56,524	Facility Maint. Coordinator	2.00	96,824	75,593	21,231	0

0	0	14,554	0	Program Manager		0	0	0	0
148,072	139,636	193,670	112,193	PERSONNEL	2.11	173,550	136,414	37,136	0
2,185	0	2,400	1,920	Computer Maintenance/Equipment		4,684	2,342	2,342	0
116,889	97,602	115,620	115,832	Contract Expense		121,200	55,000	20,000	46,200
2,587	1,015	250	100	Copying		165	165	0	0
7,274	0	1,800	0	Furniture & Fixtures		0	0	0	0
70,366	69,612	77,404	92,715	Insurance		100,000	75,000	25,000	0
74,788	74,454	88,000	74,376	Janitorial		75,600	63,600	12,000	0
394	425	2,712	1,500	Licenses and Fees		900	450	450	0
35,093	40,943	64,500	38,312	Maintenance and Repair		65,000	40,000	25,000	0
73	65	151	90	Postage		240	240	0	0
0	0	100	0	Printing		0	0	0	0
7,642	11,257	13,500	12,518	Supplies		11,000	11,000	0	0
268	434	700	499	Telephone		584	500	84	0
0	0	2,000	100	Training		2,000	1,000	1,000	0
3,179	2,463	4,920	3,339	Travel		4,500	500	4,000	0
54,507	55,693	67,677	60,409	Utilities		75,000	59,000	16,000	0
43,333	44,623	0	0	Principal Payment		0	0	0	0
5,157	1,289	0	0	Interest Payment		0	0	0	0
0	755,000	43,000	43,000	Transfers Out		65,000	45,000	20,000	0
0	0	824,500	0	Operating Contingency		750,000	750,000	0	0
0	0	155,000	64,900	Capital Purchase		50,000	50,000	0	0
18,004	72,264	0	0	Leasehold Improvements		180,675	148,750	31,925	0

441,739	1,227,137	1,464,234	509,610	MATERIAL & SUPPLIES		1,506,548	1,302,547	157,801	46,200
589,811	1,366,773	1,657,904	621,804	TOTAL EXPENSES		1,680,098	1,438,961	194,937	46,200
2,769,160	2,151,931	1,169,159		Unappropriated Ending Balance		1,475,657	1,180,280	89,791	205,587

Oregon Cascades West Council of Governments

Reserves

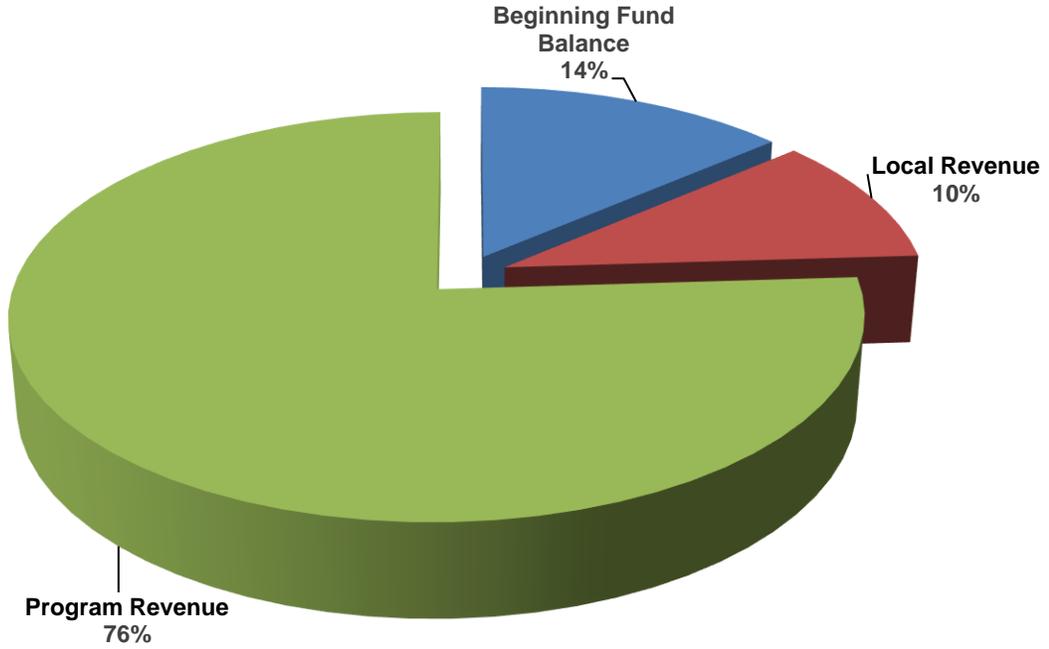
Consolidated Budget FY 2023-24

2020-21 Actual	2021-22 Actual	2022-23 Adopted	FYE 2023 Projected	Description	2024 Proposed	Admin	CED	Lending	SDS	CSP	Non- Departmental
0	0	3,622,800	3,462,951	Beg Bal-Restricted for Reserve	3,435,242	59,000	389,135	27,945	1,845,541	358,621	755,000
0	3,462,951	200,000	200,000	Transfers In	0	0	0	0	0	0	0
-	3,462,951	3,822,800	3,662,951	REVENUE	3,435,242	59,000	389,135	27,945	1,845,541	358,621	755,000
0	0	0	0	Transfers Out	0	0	0	0	0	0	0
0	0	250,000	208,000	Capital Purchase	59,000	59,000	0	0	0	0	0
-	-	250,000	208,000	MATERIALS AND SUPPLIES	59,000	59,000	0	0	0	0	0
-	-	250,000	208,000	TOTAL EXPENSES	59,000	59,000	0	0	0	0	0
-	3,462,951	3,572,800	3,454,951	Unappropriated Ending Balance	3,376,242	0	389,135	27,945	1,845,541	358,621	755,000

GENERAL ADMINISTRATION

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	400,314
State Revenue	-
Federal Revenue	-
Local Revenue	300,000
Program Revenue	2,213,325
TOTAL REVENUE	2,913,639
Personnel	1,187,114
Fringe Benefits	772,017
TOTAL PERSONNEL	1,959,131
Materials & Supplies	906,377
Principal Expense	-
Interest Expense	-
TOTAL MATERIALS & SUPPLIES	906,377
Unappropriated Ending Balance	48,131

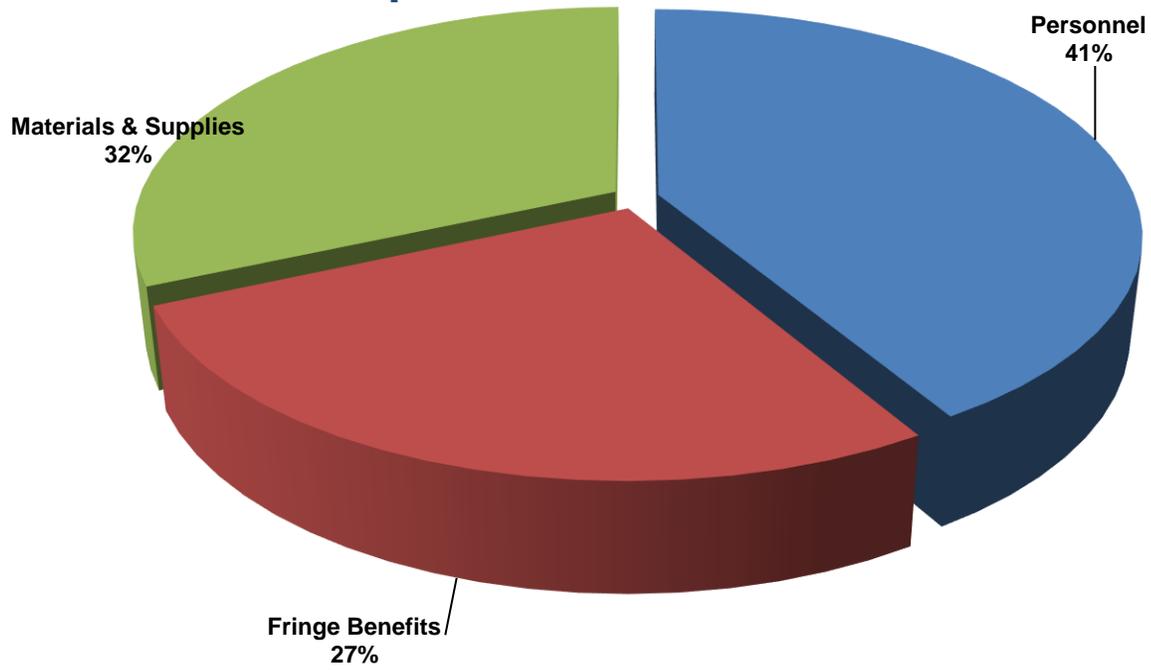
General Administration Revenue Chart FY 2023-24



* 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 2023-24



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 organizational vision, strategic planning and direction, 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). 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 policies are implemented. All services overseen by General Management may be provided 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; through increased visibility and communications.
- Provide a clear vision and direction for agency staff, members, and stakeholders, by operationalizing the agencies' Mission Statement, Vision, Values, and Strategic Plan.
- Continue to build OCWCOG's partnerships and collaboration with Community Services Consortium (CSC), Oregon Department of Human Services (ODHS), local universities and other 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. Finance staff advise the Executive Director on fiscal matters, present reports to the OCWCOG Finance and Budget Committees, and research tools, programs, and projects to expedite and maximize financial services and support.

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:

- Successfully implement enterprise software solutions in finance and HR/payroll as per the agency's Strategic Priority to Expansion & Innovation
- Continue to support development of Finance Department staff skills and knowledge through continuing education and training opportunities as per the agency's Strategic Priority to Organizational Excellence.
- Support the agency and staff in reaching benchmarks outlined in the Agency's Strategic Plan and make positive contributions to the communities we serve.

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.

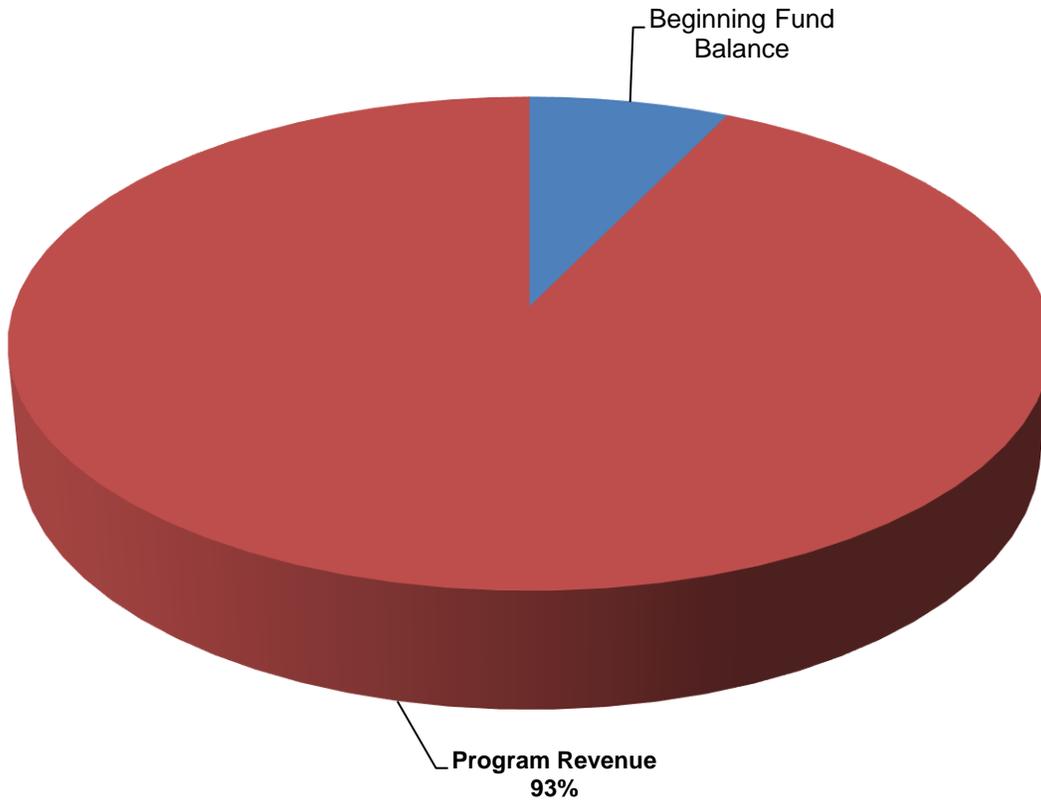
Goals:

- Develop and implement strategies that incorporate OCWCOG Mission, Vision, Values, and Strategic Priorities into HR processes.
- Create opportunities for management development in areas to include labor relations, performance management, coaching and mentoring to better assist managers in becoming successful leaders.
- Support new and ongoing committees and workgroups including:
 - Wellness Committee
 - Safety Committee
 - Labor Management Advisory Committee
 - Diversity Equity and Inclusion Committee
 - Social 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

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	95,431
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	1,233,540
TOTAL REVENUE	1,328,971
Personnel	598,180
Fringe Benefits	268,715
TOTAL PERSONNEL	866,896
Materials & Supplies	441,644
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	441,644
Unappropriated Ending Balance	20,431

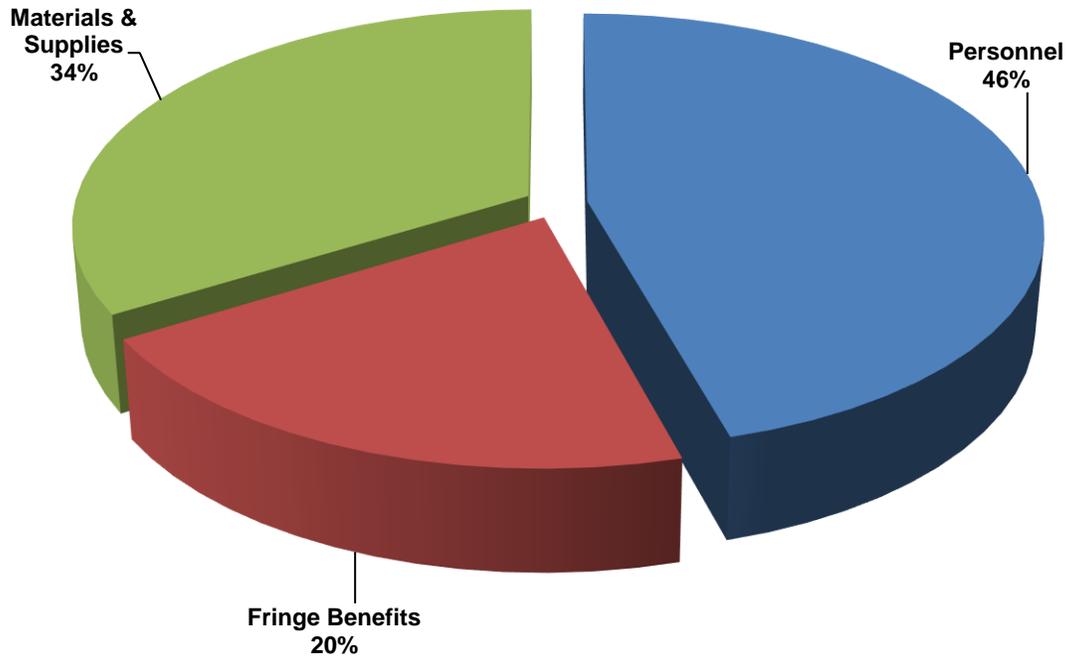
Technology Revenue Chart FY 2023-24



* Federal contracts including funds passed through the State Government

Program Revenue
Contracts Revenue
Indirect Income
Transfers In

Technology Expense Chart FY 2023-24



Technology Services Management

OCWCOG's Technology Services (TS) Department manages information, data security, and telecommunications services for the agency. This includes desktop computers, servers, network infrastructure, phones, video conference, and software systems. TS provides 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.

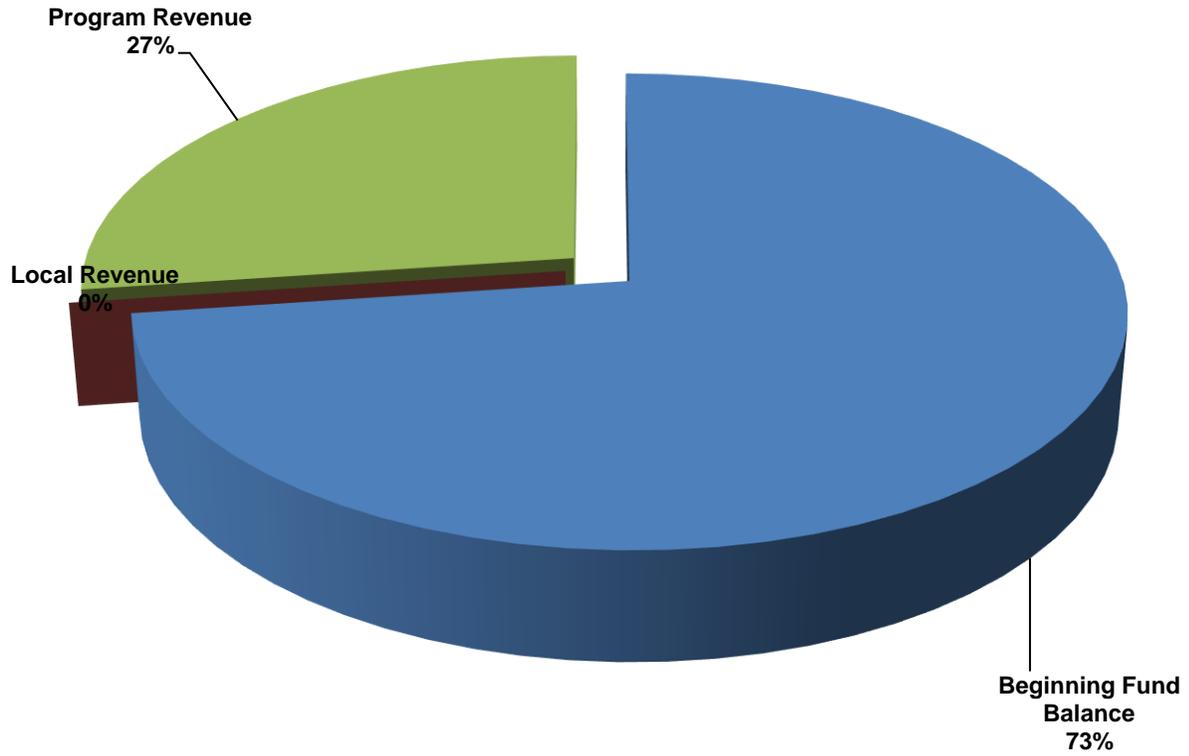
Goals:

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

NON-DEPARTMENTAL

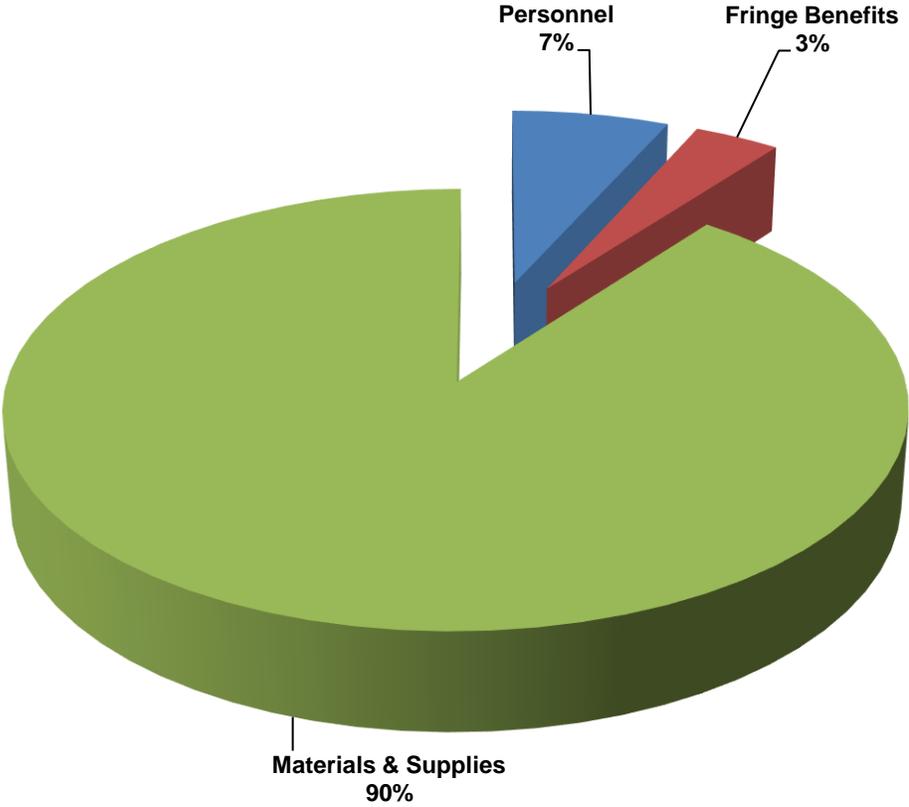
CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	2,298,795
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	856,960
TOTAL REVENUE	3,155,755
Personnel	112,056
Fringe Benefits	61,494
TOTAL PERSONNEL	173,550
Materials & Supplies	1,506,548
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	1,506,548
Unappropriated Ending Balance	1,475,657

Non-Departmental Revenue Chart FY 2023-24



Local Revenue	Program Revenue
Fee for Service	Rent Income
Grant Revenue	

Non-Departmental Expense Chart FY 2023-24



Facilities Management (Non-Departmental)

OCWCOG owns buildings 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.

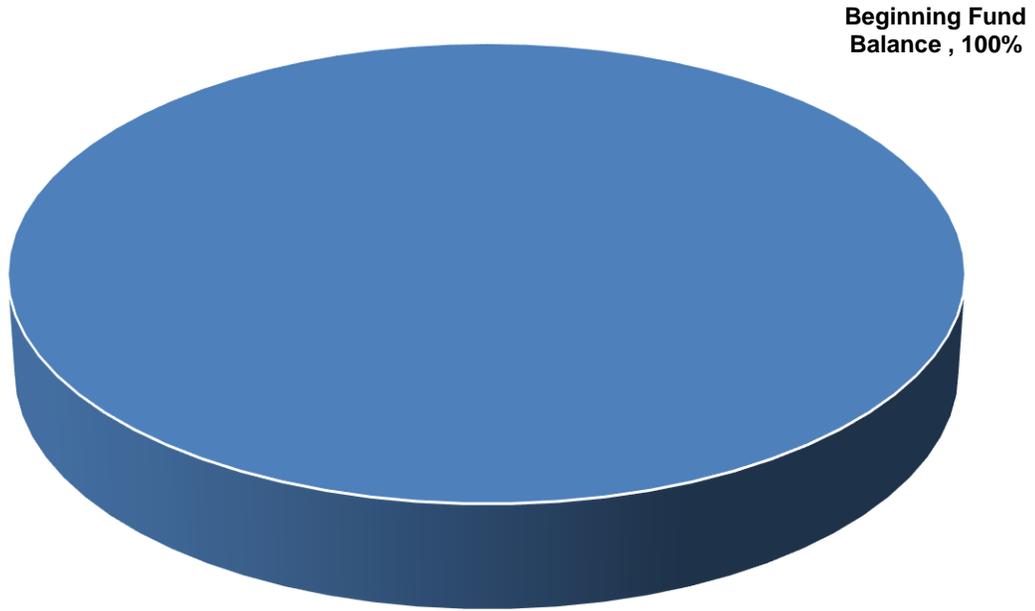
Goals:

- Maintain compliance with state procurement laws and OCWCOG policy. Complete maintenance projects on time and within budget.
- Fold strategic plan priorities for expansion and innovation into the five-year maintenance plan. Continue facilities improvement and capital investment.
- Operate all OCWCOG facilities consistent with program area needs to better serve our consumers and member agencies.

RESERVE BUDGET

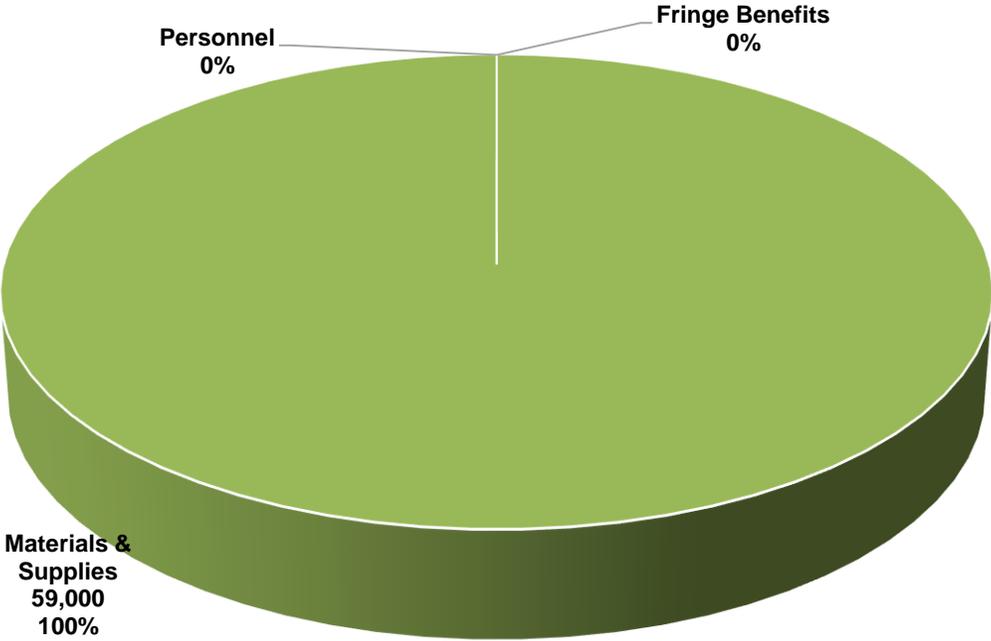
CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	3,435,242
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	-
TOTAL REVENUE	3,435,242
Personnel Salaries	-
Fringe Benefits	-
TOTAL PERSONNEL	-
Materials & Supplies	59,000
Principal Expense	-
Interest Expense	-
TOTAL MATERIALS & SUPPLIES	59,000
Unappropriated Ending Balance	3,376,242

Reserves Revenue Chart FY 2023-24



Local Revenue	Program Revenue
	Transfer In

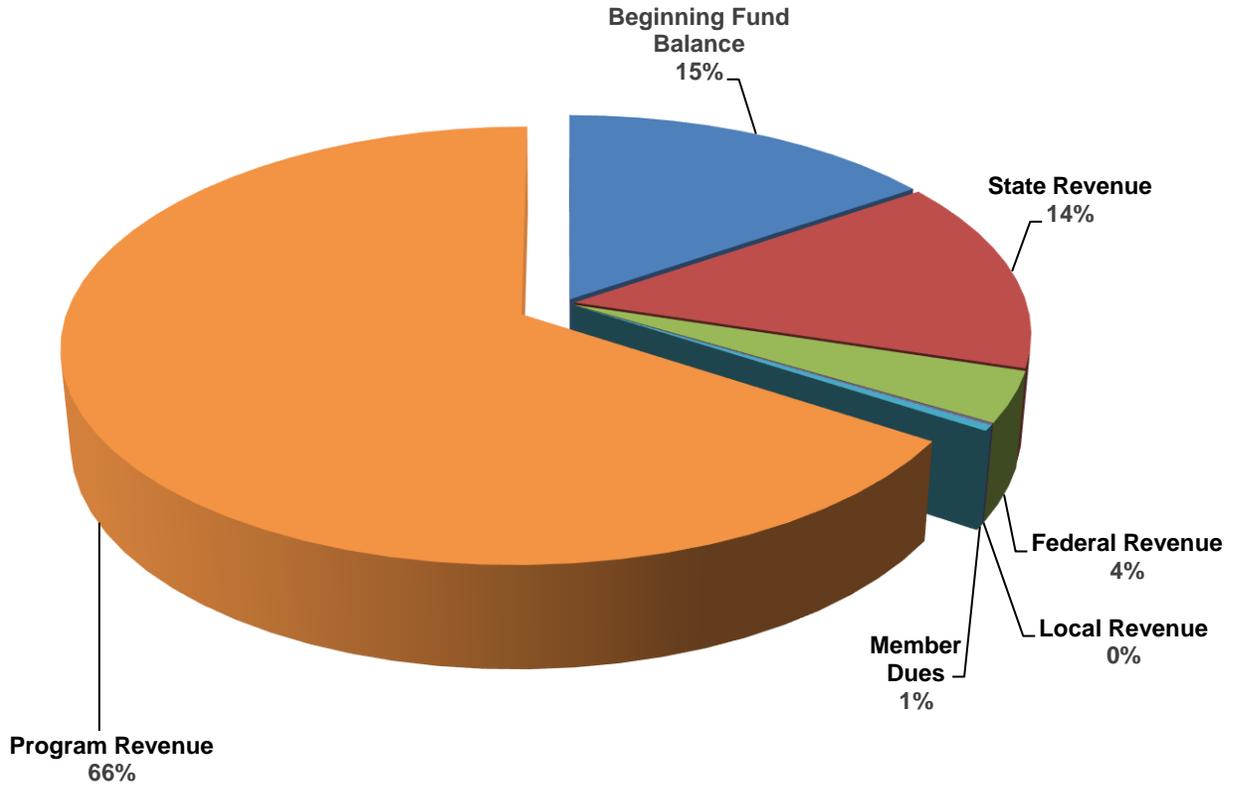
Reserves Expense Chart FY 2023-24



COMMUNITY AND ECONOMIC DEVELOPMENT

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	3,874,558
State Revenue	3,621,433
Federal Revenue	955,000
Local Revenue	600,000
Program Revenue	16,542,978
TOTAL REVENUE	25,593,969
Personnel	1,764,532
Fringe Benefits	1,031,357
TOTAL PERSONNEL	2,795,889
Materials & Supplies	20,828,371
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	20,828,371
Unappropriated Ending Balance	1,969,709

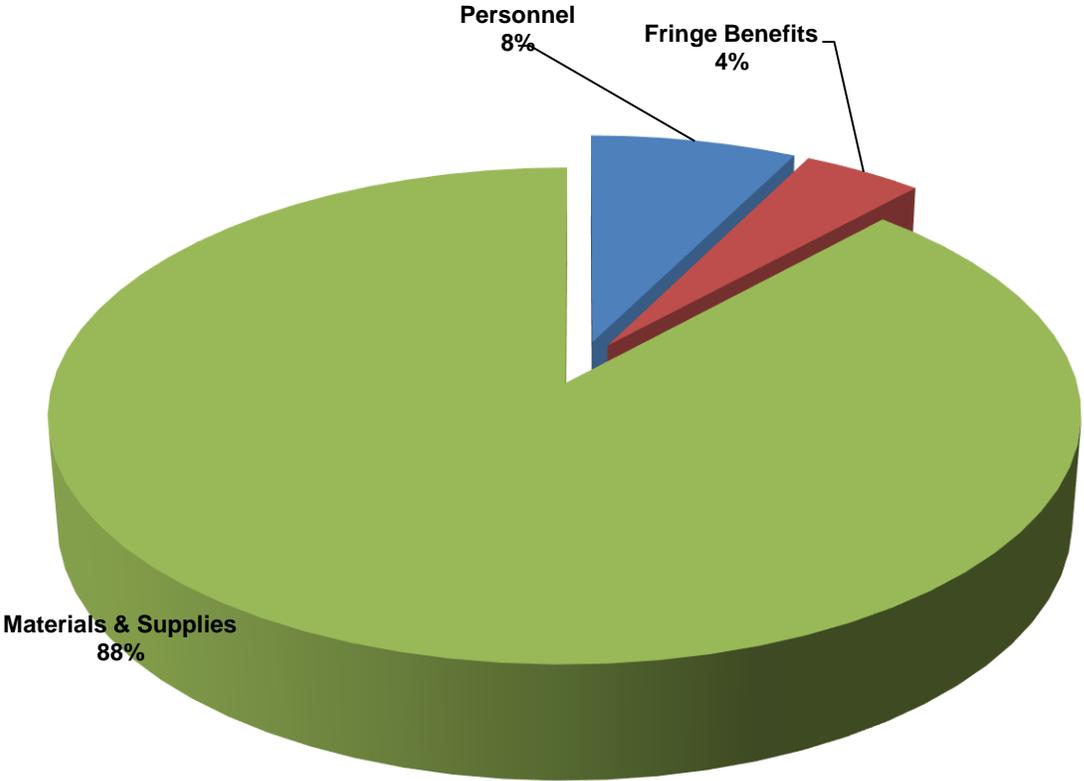
Community and Economic Development Revenue Chart FY 2023-24



* Federal contracts including funds passed through the State Government

State Revenue	Federal Revenue
ODOT Oregon Business Development Dept. of Land Conservation Grant Revenue	Economic Development Administration Title XIX Federal Contracts Environmental Protection Agency
Local Revenue	Program Revenue
Fee for Service Miscellaneous	Contracts Revenue Coordinated Care CCO Metrics Income

Community and Economic Development Expense Chart FY 2023-24



Community and Economic Development Work Program

OCWCOG's Community and Economic Development (CED) Department engages in a variety of programs to support member jurisdictions in improving livability, transportation access and economic development across the region. CED is broadly comprised of five program areas: Community Development & Land Use Planning, Economic Development, Small Business Lending, Transportation Planning and Programming, and Transportation Brokerage Services.

Community Development & Land Use Planning Services:

CED planning staff assist communities with maintaining short-range and long-range land use planning efforts. Services include permit processing, grant writing, grant and project administration, long range plans and public participation.

Planners use Geographic Information Systems (GIS) to maintain a library of GIS data and can produce maps illustrating a variety of aerial imagery and shaded relief imagery; highway conditions and hazards; soils and potential wetland areas; and environmental constraints and hazards.

Economic Development:

CED staff promote coordinated economic development efforts across the region through relationship building, convening, research, grant writing, project development and management, and technical assistance. Regional priorities are set and implemented through the *Cascades West Economic Development District's (CWEDD) 5-year Comprehensive Economic Development Strategy (CEDs)*. CWEDD is jointly staffed by OCWCOG and Lane Council of Governments (LCOG) and includes Linn, Benton, Lincoln and Lane counties.

Small Business Lending:

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.

Transportation Planning and Programming:

CED transportation planners administer federal and state programs across the region including: the Albany Area Metropolitan Planning Organization (AAAMPO), the Corvallis Area Metropolitan Planning Organization (CAMPO), Cascades West Transportation Options (CW Ride) and the Cascades West Area Commission on Transportation (CWACT). In addition, the group pursues regionally significant planning and implementation projects that add value to members. Short and long range transportation planning assistance is available to OCWCOG's communities.

Transportation Brokerage Services:

Cascades West Ride Line (Ride Line) brokers non-emergent medical transportation for eligible Oregon Health Plan (OHP), Medicaid and select Medicare clients traveling to and from covered non-emergency medical services. Transportation is provided to eligible clients living in Benton, Lincoln, and Linn Counties who have no other way to get to their medical services.

Program Area Oversight Committees and Commissions:

- Cascades West Economic Development District (CWEDD) Board of Directors
- CWEDD Executive Committee

- Cascades West Area Commission on Transportation (CWACT) Full Commission
- CWACT Executive Committee
- CWACT Technical Advisory Committee

- Albany Area Metropolitan Planning Organization (AAMPO) Policy Board
- AAMPO Technical Advisory Committee

- Corvallis Area Metropolitan Planning Organization (CAMPO) Policy Board
- CAMPO Technical Advisory Committee

- Linn Benton Loop Policy Board
- Linn Benton Loop Technical Advisory Committee

- Transportation Brokerage Advisory Committee (TBAC)

- Loan Program Advisory Committee (LPAC)
- Loan Review Subcommittee (LRS)

Program Contact:

Ryan Vogt

541.924.8465

rvogt@ocwcog.org

Community Development & Land Use Planning

The Community Development & Land Use Planning program assists local governments and partners in planning for strong and resilient communities through short- and long-range planning services.

Goals:

- Provide planning staff to meet demand for services across the region.
- Maintain staffing that allows OCWCOG to be responsive, proactive, and supportive of members.
- Continue efforts on regional wetland issues including finishing the Wetlands Mitigation Bank feasibility study and guiding action on recommendations.
- Advance Brownfield mitigation efforts across the region through opportunities with Environmental Protection Agency funding for Brownfields assessment and clean up.
- 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.

Secured & Pending Funding FY 2023-24:

- Direct service planning contracts with cities, counties, ports, and tribes. (Cities of Toledo, Sweet Home and Siletz)
- Staffing of the Cascades West Regional Consortium, an independent non-profit working on wetlands conservation and development
- Contract with Department of Land Conservation and Development for Climate Friendly Communities

Economic Development

The Economic Development Planning program leads collaboration for a more resilient 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*. 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 workforce development, entrepreneurship, business retention and expansion.

Goals:

- Continue implementation of the 2020-2025 CEDS
 - Leading workgroups in childcare and broadband; participating in workgroups around rural vitality and other topics
 - Supporting member jurisdictions' applications to receive state and federal funding
 - Proactively seeking funding for regional priorities including broadband, childcare and other priorities defined by CWEDD board
- Lead in providing relevant information on economic development resources through website, newsletter, social media and accessible public meetings

Secured & Pending Funding FY 2023-24:

- Economic Development Administration planning grant
- Business Oregon
- Ford Family Foundation
- Direct service contracts with cities, counties, ports, and tribes are possible
- Infrastructure (sewer, water, etc.)
- Pending Legislative allocation through Oregon Economic Development Districts

Transportation Planning & Programming

CED transportation planners provide various services to the region including the major programs listed here as well as direct transportation planning services to the OCWCOG region as requested.

The *Cascades West Area Commission on Transportation* (CWACT) is an advisory body to the Oregon Transportation Commission whose role is to advise, coordinate and plan for all aspects of transportation (surface, marine, air, rail, and safety) within Lincoln, Benton and Linn Counties.

Cascades West Transportation Options (CWTO) provides transportation options outreach, including carpool and vanpool matching services for commuters living or working in Oregon's Benton, Lincoln, and Linn Counties, with connections to major cities such as Eugene, Portland, and Salem. OCWCOG collaborates with Cherriots Rideshare at Salem Keizer Transit District, and Point2point at Lane Transit District to provide regional vanpool and carpool programs under the Get There platform. CWTO also provides travel training for people desiring to use transit and works with employers to develop employee programs that reduce single occupancy vehicle (SOV) use. CWTO also maintains the website Cascades West Ride (CW Ride), which integrates regional travel options into one website.

Albany Area MPO and Corvallis Area MPO (AAMPO & CAMPO) serve as regional planning organizations for the two urbanized areas within Lincoln, Benton and Linn counties. The MPOs receive federal funding to provide coordination and collaboration for the transportation system within their respective boundaries. Each MPO is responsible for developing a Regional Transportation Plan (RTP), which provides a vision and policies to guide development of the transportation network over the next 20 years. The MPOs also develop four-year Transportation Improvement Program, which provides federal funding for locally and regionally significant projects. Both MPOs are heavily involved in local transit planning as well; providing in-kind assistance to the Linn Benton Loop Policy Board and Technical Advisory Committee, a regional transit system in operation for over forty years.

Goals:

- Implement AAMPO & CAMPO Unified Planning Work Programs which set annual priorities
- Facilitate the Linn-Benton Loop Board and support strategic regional transit planning
- Seek Federal and State grant opportunities for local projects and regional priorities
- Provide input and recommendations regarding State plans, policies, and programs
- Provide guidance on regional transportation planning efforts

Secured & Pending Funding FY 2023-24:

- Federal Highway Administration (FHWA) Planning (PL)
- Federal Transit Administration (FTA) 5303
- Oregon Department of Transportation (various)

Transportation Brokerage Services

Cascades West Ride Line (Ride Line) provides Non-Emergent Medical Transportation (NEMT) for eligible clients enrolled in the Oregon Health Plan (OHP) through either Intercommunity Health Network-Coordinated Care Organization (IHN-CCO), and the Oregon Health Authority (OHA), as well as Medicare clients enrolled in select Samaritan Advantage Health Plan's (SAHP). *Ride Line* coordinates the most appropriate and cost-effective rides using a variety of modes of transport, including transit, sedan, wheelchair, stretcher, secured, or mileage reimbursement.

Goals:

- Improve medical service access in coordination with IHN-CCO, OHA and Samaritan.
- Implement new software solution to provide better customer service for scheduling, eligibility, appointment reminders, tracking and reporting

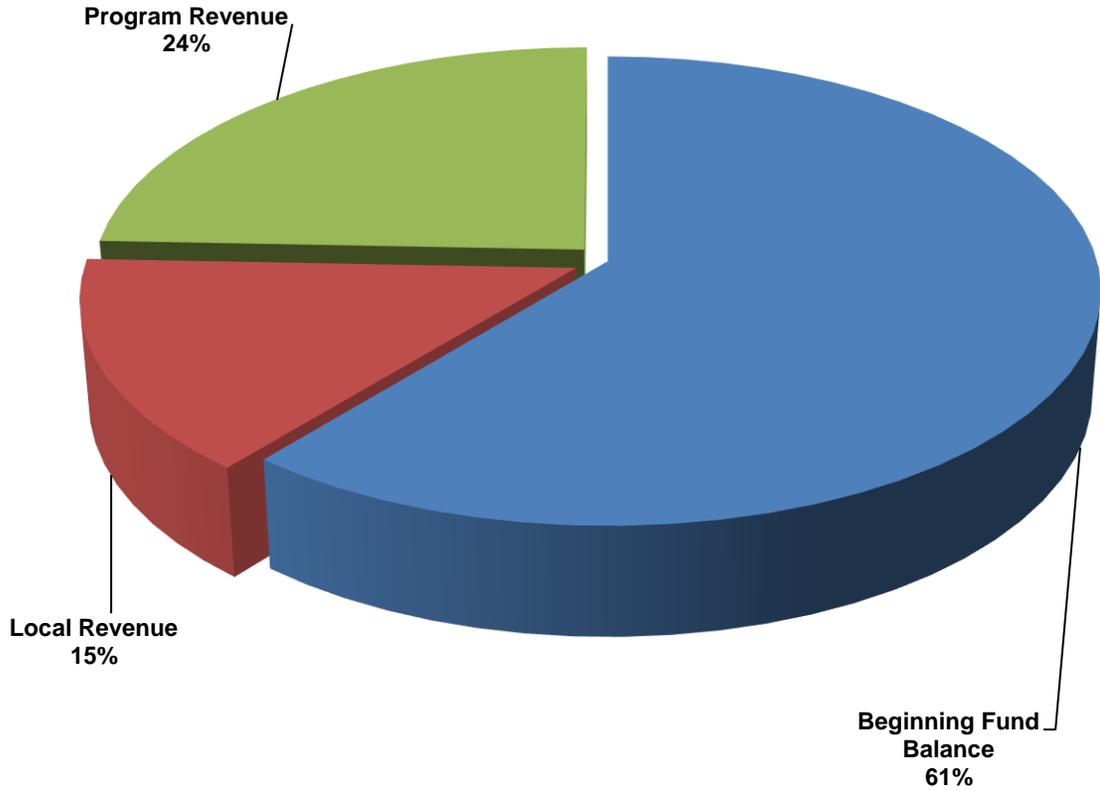
Secured & Pending Funding FY 2022-23:

- IHN-CCO Medicaid
- SAHP Medicare

BUSINESS LENDING

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	538,071
State Revenue	-
Federal Revenue	-
Local Revenue	130,000
Program Revenue	215,420
TOTAL REVENUE	883,491
Personnel	76,400
Fringe Benefits	41,000
TOTAL PERSONNEL	117,400
Materials & Supplies	252,446
Interest Expense	22,000
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	274,446
Unappropriated Ending Balance	491,645

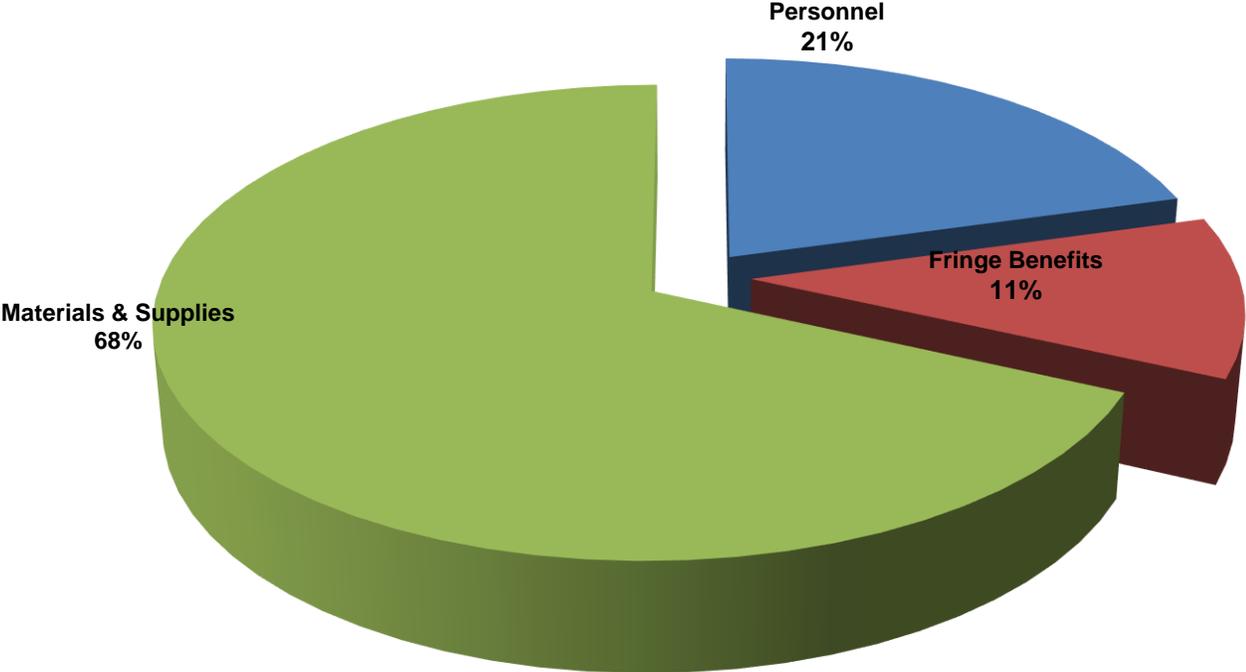
Business Lending Revenue Chart FY 2023-24



* 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

Business Lending Expense Chart FY 2023-24



Small Business Lending

The *Cascades West Business Lending (CWBL)* program provides small businesses with a single source of non-conventional capital in the Region through 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.

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 funding in partnership with banks and other lending institutions. In addition to the portfolio of lending programs, *CWBL* assists The City of Lincoln City and the Lincoln City Urban Renewal District with management of 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.

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.

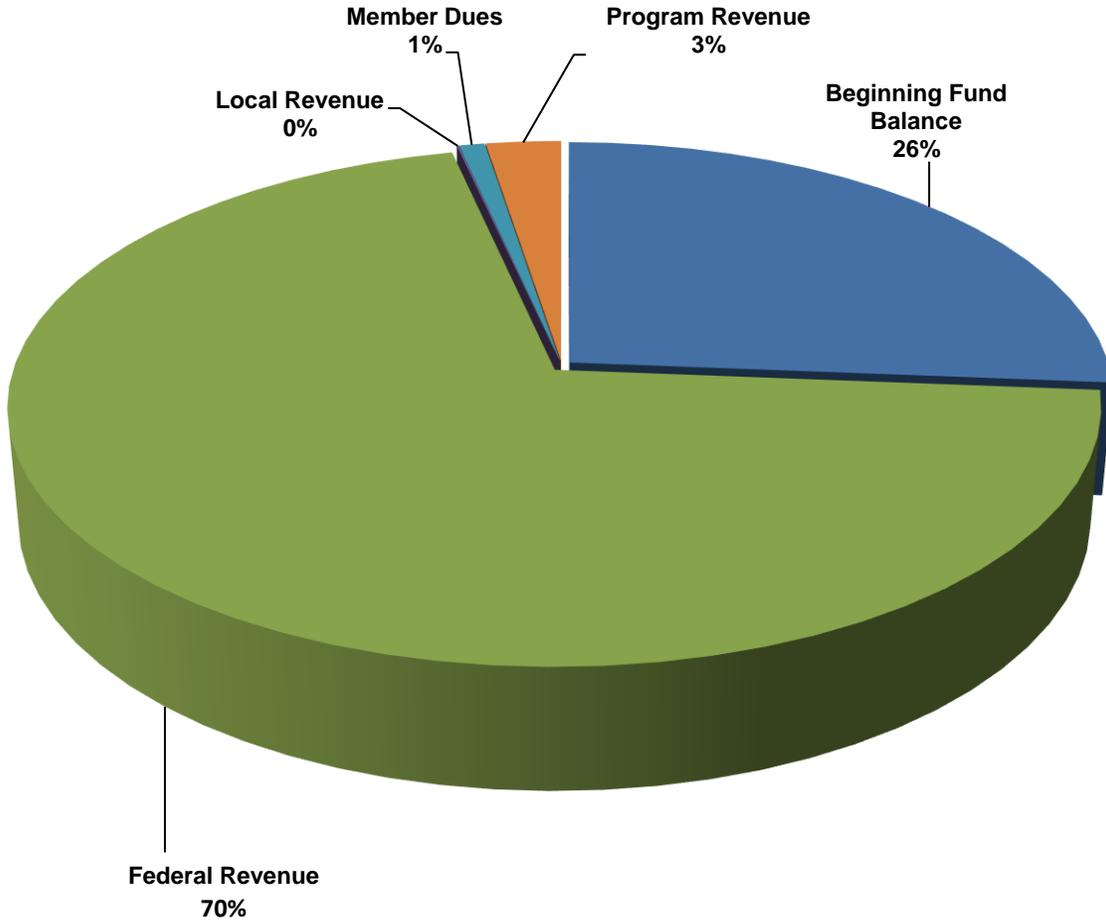
Secured & Pending Funding FY 2022-23:

- 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 program

SENIOR AND DISABILITY SERVICES

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	5,647,439
State Revenue	-
Federal Revenue	15,116,339
Local Revenue	-
Program Revenue	550,634
TOTAL REVENUE	21,314,412
Personnel	8,170,504
Fringe Benefits	5,137,849
TOTAL PERSONNEL	13,308,353
Materials & Supplies	3,374,489
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	3,374,489
Unappropriated Ending Balance	4,631,570

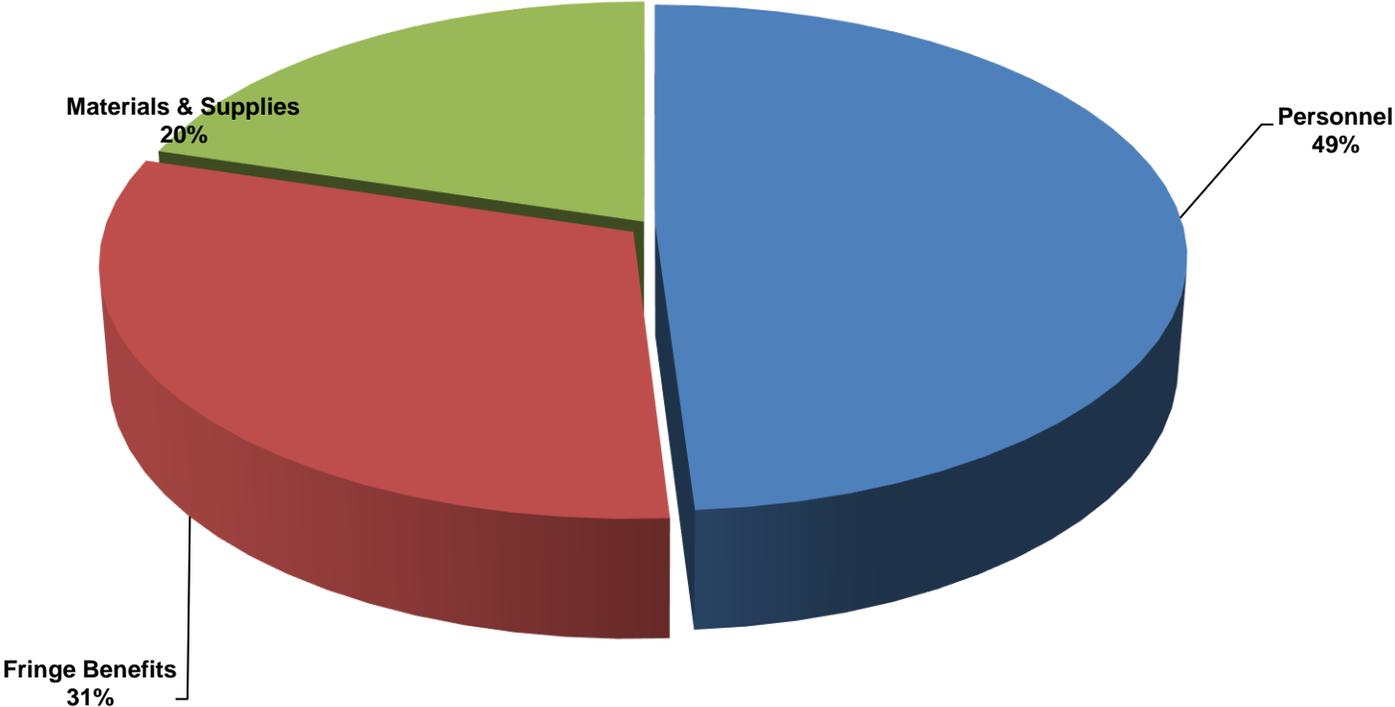
Senior and Disability Services Revenue Chart FY 2023-24



* 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 2023-24



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.

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 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:

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

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.

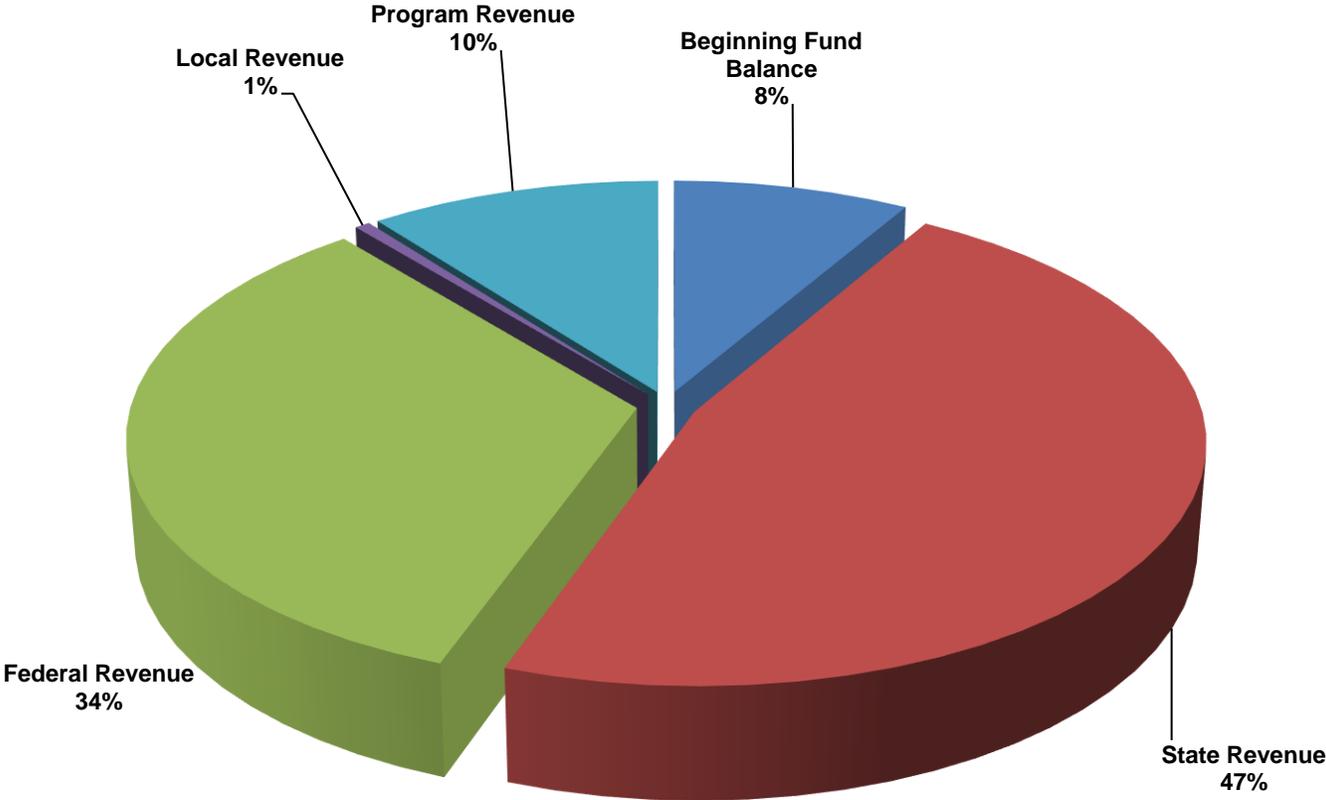
Funding:

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

COMMUNITY SERVICES PROGRAM

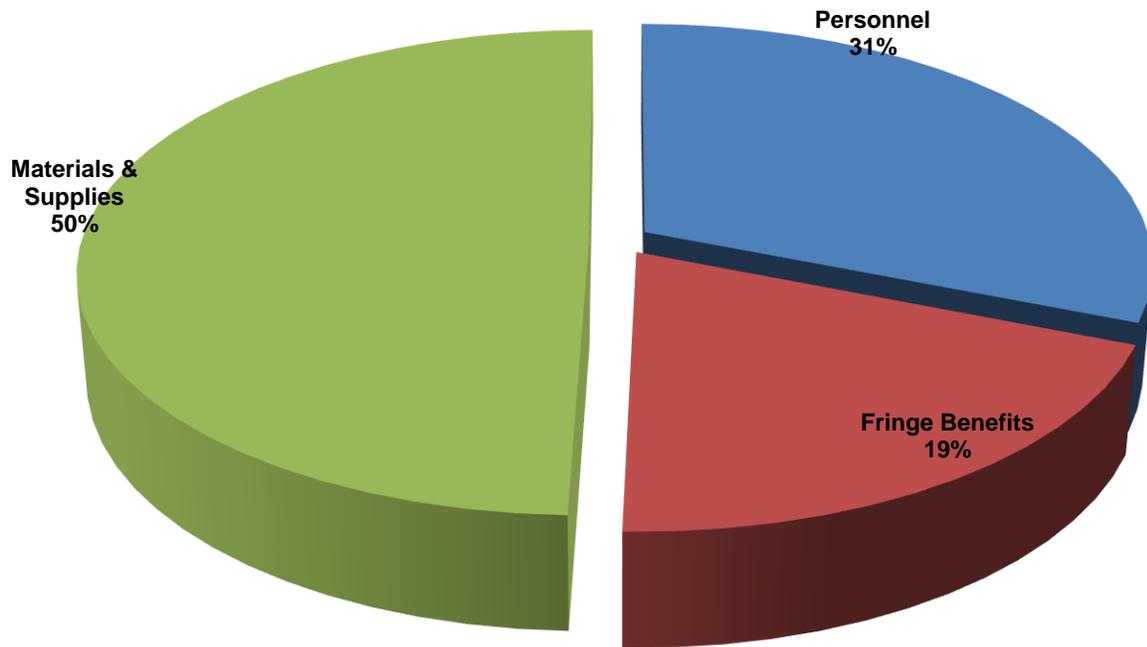
CASCADES WEST COUNCIL OF GOVERNMENTS FY 2023-24 BUDGET SUMMARY	
Beginning Fund Balance	587,053
State Revenue	3,247,651
Federal Revenue	2,316,000
Local Revenue	38,064
Program Revenue	723,555
TOTAL REVENUE	6,912,323
Personnel	1,871,690
Fringe Benefits	1,177,623
TOTAL PERSONNEL	3,049,313
Materials & Supplies	2,994,866
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	2,994,866
Unappropriated Ending Balance	868,144

Community Services Program Revenue Chart FY 2023-24



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

Community Services Program Expense Chart FY 2023-24



Community Services Work Program

Community Services Programs (CSP) support older adults, individuals with disabilities, low-income families 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. Programs also receive client donations, conduct private and corporate fundraising, engage in grant-writing, and benefit from in-kind donations.

Program Contact:

Randi Moore

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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 Senior Corps), 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 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 abled 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.

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.

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 1,679 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. In FY 2021-2022 Meals on Wheels served a total of 222,873 home-delivered meals.

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. In FY 2021-2022 Meals on Wheels served 11,999 congregate meals to 190 diners.

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.

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.

Small funding increases are represented in this year's budget for OPI because of a new program being launched by the State that allows OCWCOG to capture Medicaid Match funds for consumers on OPI who might be eligible for Medicaid.

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, Medicaid 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.

Money Management for Seniors Program and \$tand By Me Oregon

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.

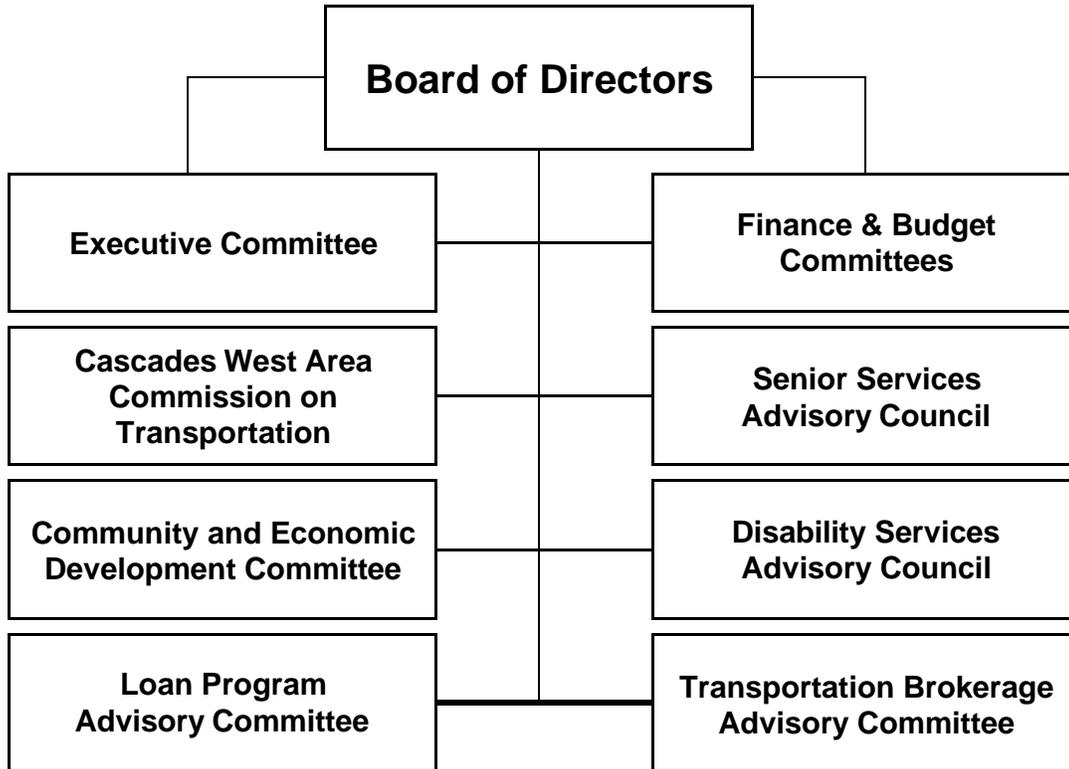
\$tand By Me-Oregon (\$BM-OR) is a financial empowerment program that through coaching and toolkits helps provide financial stability to individuals and families struggling to afford basic needs. Created in Delaware the program focuses on four primary outcomes: budgeting, reducing debt, improving credit ratings, and building savings.

\$BM 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 from local non-profits 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.

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.

OCWCOG Board and Committees



Independent Bodies Staffed by OCWCOG

**Oregon Cascades West
Senior Services
Foundation**

**Corvallis Area
Metropolitan Planning
Organization**

**Albany Area
Metropolitan Planning
Organization**

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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	<i>\$BM</i>	<i>\$tand By Me</i>
<i>OABHI</i>	<i>Older Adult Behavioral Health Initiative</i>	<i>SCP</i>	<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	<i>SHIBA</i>	<i>Senior Health Insurance Benefits Assistance</i>
ODVA	Oregon Department of Veterans Affairs	<i>SNAP</i>	<i>Supplemental Nutrition Assistance Program</i>
OHA	Oregon Health Authority	SOP	Standard Operating Procedures
<i>OPI</i>	<i>Oregon Project Independence</i>	SPR	State Planning and Research
ORS	Oregon Revised Statutes	<i>SRTS</i>	<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>	<i>STIP</i>	<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	<i>TIP</i>	<i>Transportation Improvement Plan</i>
<i>Ride Line</i>	<i>Cascades West Ride</i>	Title XIX	Medicaid Program
<i>LineRSVP</i>	<i>Retired Seniors Volunteer Program</i>	TNAF	Temporary Assistance for Needy Families
<i>RTP</i>	<i>Regional Transportation Plan</i>	<i>UPWP</i>	<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

