



Budget Committee Meeting Packet

May 19, 2022
12:30 - 1:30 pm

Zoom Video Conference
[*Click Here to Join*](#)

Next Budget Committee Meeting:
Sept 15, 2022 at 11:30 am
(addition session for supplemental budget)

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.



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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE WORK AGENDA
May 19, 2022
12:30 – 1:30 pm**

[Join Zoom Meeting](#)
or Call: 253-215-8782
Meeting ID: 899 5748 2466
Passcode: 934664

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

NOTE: Please contact Leah Snodgrass at 541.967.8720 or lsnodgrass@ocwcog.org, no later than noon on Wednesday, May 18th, to confirm your attendance.

1. **Welcome and Introductions** (Chair, Commissioner Pat Malone)
(12:30 – 12:35 pm)

2. **Public Comment** (Chair, Commissioner Pat Malone)
(12:35 – 12:40 pm)

Floor will be open to the public for comment.

3. **Consent Calendar** (Chair, Commissioner Pat Malone)
(12:40 – 12:45 pm)

Approval of the April 21, 2022, Budget Committee minutes. ([Page 3](#))

ACTION: Motion to approve Consent Calendar items.

4. **Presentation and discussion of the Proposed FY22-23 Work Program and Budget**
(Finance Director Marit Nelson)
(12:45 – 1:25 pm)

Finance Director Nelson will discuss the FY2022-2023 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)

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

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BUDGET COMMITTEE MINUTES
April 21, 2022
Via Zoom Video and Audio Conferencing**

Attendees: **CHAIR:** Commissioner Pat Malone, Benton County, CWACT; Commissioner Claire Hall, Lincoln County; Mayor Jim Lepin, Millersburg; Mitzi Naucler, SSAC; and Jesse Oakley, TBAC.

Absent: Commissioner Sherrie Sprenger, Linn County; Mayor Chas Jones, Philomath; Mayor Dean Sawyer, Newport; 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; Human Resources (HR) Director Ryan Schulze; Community and Economics (CED) Director Jenny Glass; and Executive Assistant Leah Snodgrass.

Public: Finance Director Rowan Eaves, Community Services Consortium

1. Welcome and Introductions

The Oregon Cascades West Council of Governments' (OCWCOG) Budget Committee Meeting was called to order by Chair Malone on April 21, 2022, at 11:31 am via Zoom Video and Audio Conferencing. Meeting attendees took turns introducing themselves.

2. Public Comment

No comment.

3. Approval of Previous Meeting Minutes

Mayor Lepin moved to approve the meeting minutes from the March 17, 2022, Budget Committee Meeting. Commissioner Hall seconded the motion. With no objections, the minutes were voted upon and approved.

4. Presentation and Discussion of the Draft FY22-23 Work Program and Budget Assumptions

Finance Director Nelson shared a snapshot of the Fiscal Year (FY) 2022 Forecast with information based off of March closing numbers, and summarized the information as pictured below:

Description	Total Budget	July - Mar Actuals	% Of Budget	FYE Forecast	% Of Budget	Surplus/Deficit
FEDERAL SOURCES	\$17,456,097	\$12,912,453	73.97%	\$17,456,667	100.00%	\$570
STATE SOURCES	\$2,217,311	\$1,120,483	50.53%	\$1,757,752	79.27%	\$(459,559)

	LOCAL SOURCES	\$1,415,062	\$1,184,374	83.70%	\$1,329,011	93.92%	\$(86,051)
	PROGRAM INCOME	\$16,507,891	\$12,579,430	72.20%	\$16,757,896	101.51%	\$250,005
Grand Total	Revenue w/o Beg Balance	\$37,596,361	\$27,796,741	73.93%	\$37,301,326	99.22%	\$(295,035)

	Description	Total Budget	July - Mar Actuals	% Of Budget	FYE Forecast	% Of Budget	Surplus/Deficit
	PERSONNEL	\$19,839,492	\$12,612,410	63.57%	\$16,816,546	84.76%	\$3,022,946
	MATERIALS AND SUPPLIES	\$19,880,776	\$11,744,897	59.08%	\$15,659,863	78.77%	\$4,220,913
	TRANSFERS	\$3,072,621	\$3,047,495	99.18%	\$3,047,495	99.18%	\$25,126
	CAPITAL OUTLAY	\$435,393	\$4,250	0.98%	\$163,393	37.53%	\$272,000
	DEBT SERVICES	\$48,490	\$45,912	94.68%	\$46,341	95.57%	\$2,149
Grand Total	Expenses w/o Contingency	\$43,276,772	\$27,454,964	63.44%	\$35,733,639	82.57%	\$7,543,133

\$1,567,688

Finance Director Nelson pointed out these actuals are for the first nine months of the fiscal year which means they should be at approximately 75% of the budget, and OCWCOG is on target with federal, local, and program income sources. State sources are slightly behind because a large amount of contracts such as ODOT, are billed on a quarterly basis. Reimbursable expenses and contractual values have not been captured as of today because those reports are still being pulled together. It is Finance Director Nelson's expectation that OCWCOG will be extremely close to 100% of the budgeted revenue for the fiscal year.

Finance Director Nelson stated for expenses there is currently some movement in capital projects and this category is expected to increase before the end of fiscal year, but not to 100%. Some of the incomplete projects will be carried over and planned for in the next budget year.

Finance Director Nelson summarized the Budget Workshop memo as attached to the meeting packet on page eleven (11). Finance Director Nelson added when comparing the draft projected revenue for FY 2022-2023 to the original adopted budget, there appears to be a 1% decrease. The adopted budget total revenue for FY 2021-2022 included approximately \$3.4 million funds in the beginning fund balances which were transferred to reserves in January of this year. If the revenue is scaled from the current fiscal year by removing those reserve funds, Finance Director Nelson is projecting an increase of revenue of approximately 5%.

In the adopted budget for FY 2021-2022, there were 196 total FTE budgeted for \$19.8 million. OCWCOG is currently projecting 205 FTE with a total personnel cost increase of approximately 9%. The factors contributing to the increase include a COLA of 2.5% based off the labor agreement, step increases, and an approximate 4% increase to current insurance premiums. Additionally, vacation accrual costs increase with the longevity of employees. For vacant positions and new staffing proposals, the budget is calculated at a mid-range salary as well as the highest cost insurance package an individual can select to estimate the highest possible cost of the position while expecting lower overall onboarding costs. Overall, the personnel costs

are approximately 43% of the total budget and fall well within a manageable range for a social services budget.

The adopted budget for FY 2021-2022 was approximately \$28 million, not including reserves. The current draft of the FY 2022-2023 budget is at \$21 million, with \$7.5 million currently unallocated. This includes contingency funds and unallocated ending fund balances values. As personnel costs and projects are finalized, those remaining values will be allocated. It is expected there will be continued budgeting for reserves, especially as the agency looks to implement a new enterprise software system sometime in the next 12-24 months. There will also be costs associated with the results of the strategic plan that could be continuous.

The team's next steps involve finalizing the indirect costs. Those values are provided to the program directors to fold into their budgets. It is Finance Director Nelson's goal to have a final draft budget in the next few weeks that will be ready for proposal in early May.

Mayor Lepin stated he understood the new nine (9) personal positions for the next year are being proposed with good reason, and asked if the strategic plan or working with Community Services Consortium (CSC) could impact salary needs that could result in something different than what is being proposed? Mayor Lepin wanted to make sure there were thoughts on how the strategic plan can affect personal and didn't want that to be a surprise with future planning.

Executive Director Vogt answered that the positions being budgeted are known needs regardless of the strategic plan results. The agency has a history of being conservative with budget estimates resulting in cost savings, so if the strategic plan drives some additional costs, Executive Director Vogt believes the agency will be in a good position financially to take those on.

One of the proposed positions is for a Project Manager that will help execute the strategic plan, and some of the tasks that are associated to help keep the agency on track. Also, this position will be involved with articulating and tracking the partnership with CSC.

Chair Malone asked Executive Director Vogt for an update on the Communications Officer position and if that will be one shared with CSC?

Executive Director Vogt said he understood CSC has their own resources around communication needs, and both agencies are not looking for a joint position. Executive Director Vogt expressed due diligence around conversations of partnership from a change management standpoint so there is no miscommunication on the intent of the partnership. Still trying to find the right balance on efficiently driving the work as two separate entities.

Executive Director Vogt invited Chair Malone to apart of the Communication Officer interview process and Chair Malone accepted the invitation permitting his scheduling.

Chair Malone acknowledged Finance Director Nelson's work on the budget and thought there was a good balance of information and how it was presented.

Finance Director Nelson stated the draft final budget will be released early May for review. For the next Budget Committee meeting on May 19, 2022, the Committee will be voting to send the budget to the Board of Directors for adoption.

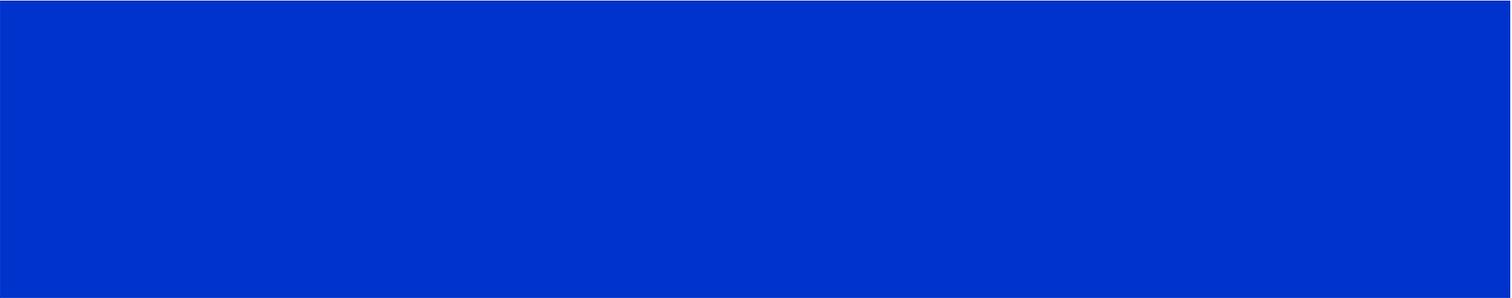
5. Other Business

No other business discussed.

6. Adjournment

Chair Malone adjourned the meeting at 12.07 pm.

Meeting minutes taken by Leah Snodgrass.



Oregon Cascades West Council of Governments

Fiscal Year 2022-23

Proposed Budget

Prepared by:
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Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2022-23

Role of the Oregon Cascades West Council of Governments:

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

Program Areas:

General Administration

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

Community and Economic Development

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

Cascades West Business Lending

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

Transportation

- Purpose and Intent
 - Administer State and federally authorized region-wide and sub-regional transportation planning programs.
 - Administer the non-emergency medical ride brokerage, *Cascades West Ride Line*, which arranges rides for Medicaid and other clients.
 - Area elected officials and OCWCOG Staff participate in Statewide and multi-state efforts to gain resources and policy changes to improve the Region's transportation system.
- Geographic Service Area
 - The Cascades West Area Commission on Transportation (CWACT) 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]*). The goal is to assist qualified clients in finding and maintaining the least restrictive living situation consistent with their physical and mental health.
 - Staff federally-designated Area Agency on Aging (AAA), including programs such as the *Aging and Disability Resource Connection (ADRC)*, which provides information and assistance that allows seniors and persons with disabilities to access needed resources.
- Geographic Service Area
 - All services are provided in OCWCOG's tri-County Region. Principle offices are in Albany, Corvallis, and Toledo.

Community Services Program

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

Governance, Administration, and Programs of OCWCOG:

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

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

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

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

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

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

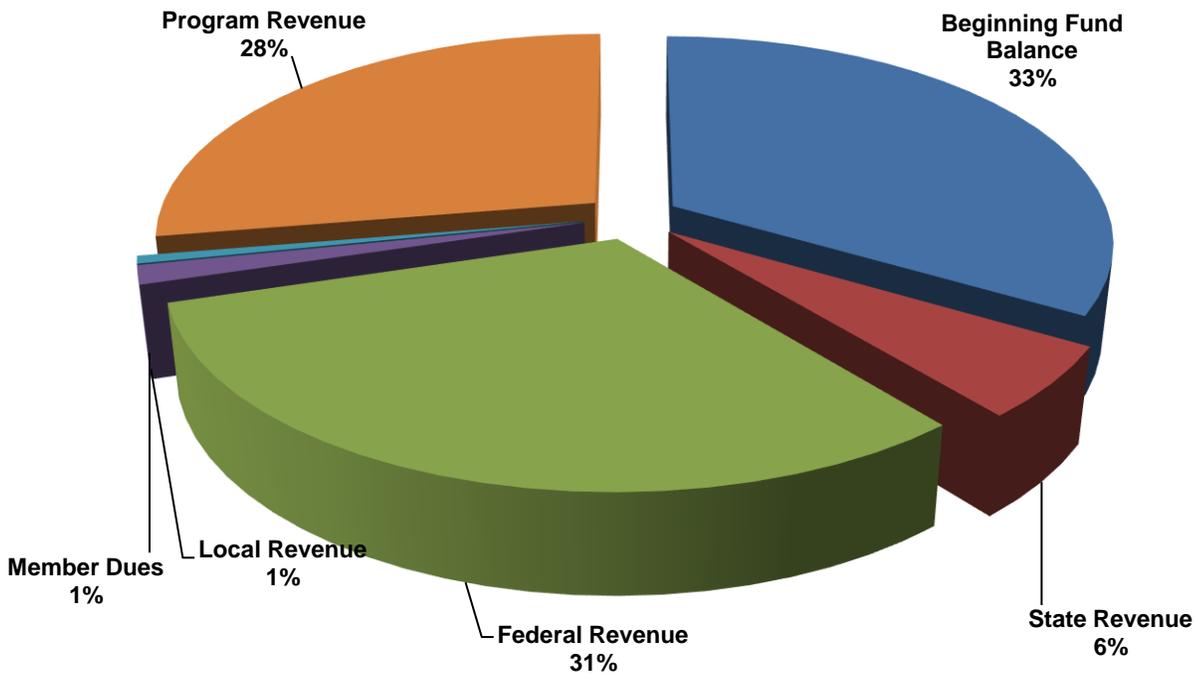
OCWCOG Funding:

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

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

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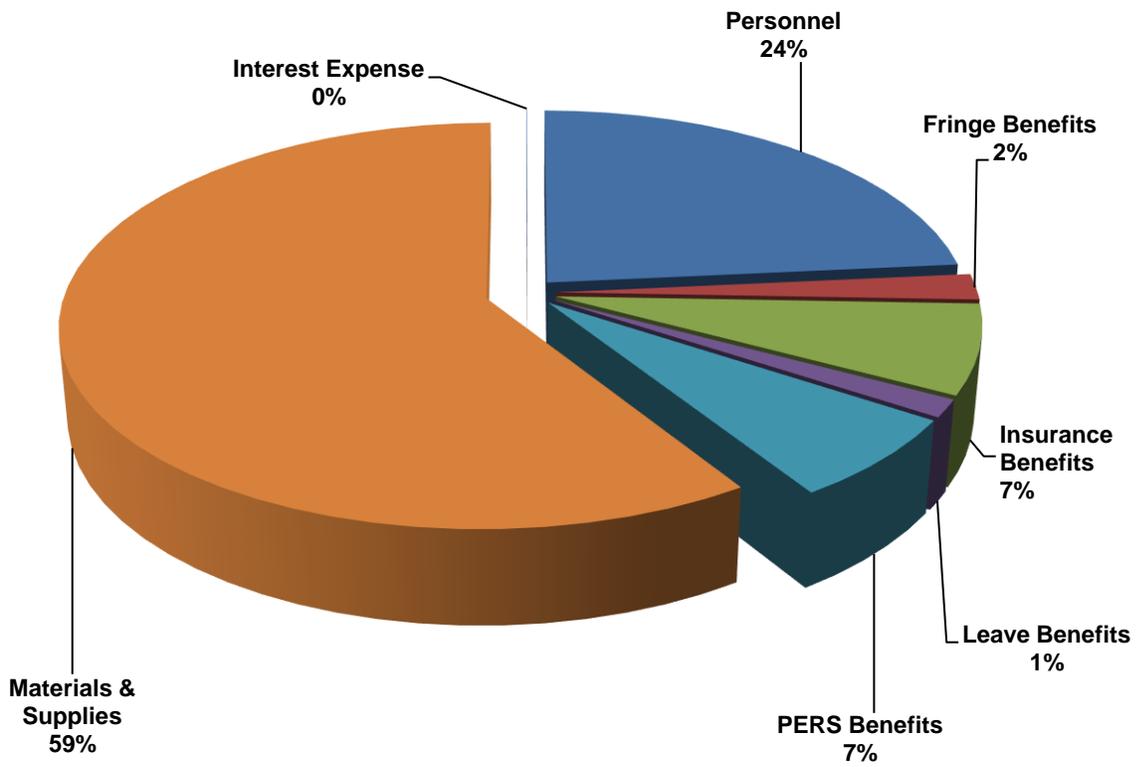
Agency Revenue Chart FY 2022-23



* 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 2022-23



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AGENCY CONSOLIDATED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY

Beginning Fund Balance	19,120,223
State Revenue	3,173,567
Federal Revenue	17,904,799
Local Revenue	1,170,713
Program Revenue	15,791,252
TOTAL REVENUE	57,160,554
Personnel	12,215,465
Fringe Benefits	1,074,691
Insurance Benefits	3,728,922
Leave Benefits	740,288
PERS Benefits	3,470,018
TOTAL PERSONNEL	21,229,384
Materials & Supplies	30,725,360
Interest Payments	20,000
Principal Payments	-
TOTAL MATERIALS & SUPPLIES	30,745,360
Unappropriated Ending Balance	5,185,810

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY 2022-23

2020-21 Actuals	2021-22 Adopted	Description	2022-23 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated	Reserve Consolidated
49,944	38,029	Beg Bal-Restricted for Grants	66,956	0	0	0	0	66,956	0	0	0
2,025,501	3,493,665	Beg Bal-Restrict for Contracts	5,423,927	60,000	5,211,851	0	15,288	136,788	0	0	0
1,337,886	1,326,704	Beg Bal-Restricted for Reconciliation	0	0	0	0	0	0	0	0	0
2,697,501	3,052,977	Beg Bal-Restricted for Other	3,089,088	133,792	0	509,000	0	435,355	0	2,010,941	0
2,314,725	2,352,700	Beg Bal-Restricted for Reserve	5,906,076	200,000	0	0	2,083,270	0	0	0	3,622,806
3,599,651	4,419,565	Beg Bal-Unrestricted	4,634,176	0	99,938	0	3,930,754	437,867	90,903	74,714	0
5,100	3,000	Borrower Fees	7,000	0	0	7,000	0	0	0	0	0
2,285,645	1,681,375	Contract Revenue	3,906,360	0	2,515,681	113,000	100,000	1,080,069	97,610	0	0
8,897,625	8,945,721	Coordinated Care	7,410,000	0	7,410,000	0	0	0	0	0	0
0	0	CCO Metrics Income	305,000	0	305,000	0	0	0	0	0	0
0	0	DCLD	48,000	0	48,000	0	0	0	0	0	0
233,726	250,500	Donations	200,500	0	0	0	0	200,500	0	0	0
319,912	330,506	Dues	342,387	16,304	102,883	0	223,200	0	0	0	0
249,468	265,500	Economic Development Administration	75,000	0	75,000	0	0	0	0	0	0
143,750	200,000	Environmental Protection Agency	0	0	0	0	0	0	0	0	0
87,902	50,000	Federal Match	100,000	0	0	0	60,000	40,000	0	0	0
125,890	132,000	Fee for Service	131,600	0	10,000	0	0	36,500	35,000	50,100	0
337,230	227,220	Grant Revenue	341,494	0	76,000	0	0	265,494	0	0	0
2,061,364	2,572,114	Indirect Income	3,097,636	2,122,131	0	0	0	0	975,505	0	0
250,905	276,756	Interest Revenue	220,732	90,732	0	130,000	0	0	0	0	0
4,322	5,000	Internal Transfer	5,000	0	0	0	0	5,000	0	0	0
3,360	4,000	Loan Fees	750	0	0	750	0	0	0	0	0
0	0	Loan Processing Revenue	7,000	0	0	7,000	0	0	0	0	0
47,066	48,000	Match Revenue	35,600	0	0	0	0	35,600	0	0	0
0	0	Oregon Business Development	120,000	0	120,000	0	0	0	0	0	0
4,841	0	Miscellaneous Revenue	25,000	0	25,000	0	0	0	0	0	0
862,870	986,522	ODOT	1,465,567	0	1,465,567	0	0	0	0	0	0
1,842,266	1,300,000	Older American Act	1,223,000	0	0	0	0	1,223,000	0	0	0
1,089,454	990,000	Oregon Project Independence	1,045,000	0	0	0	0	1,045,000	0	0	0
109,173	150,000	Program Administration	120,000	0	0	120,000	0	0	0	0	0
500	0	Program Income	0	0	0	0	0	0	0	0	0
177,173	160,000	Program Meals Revenue	160,000	0	0	0	0	160,000	0	0	0
685,686	711,153	Rent Income	691,308	0	0	0	0	0	0	691,308	0
738,404	800,000	Senior Meals XIX	650,000	0	0	0	0	650,000	0	0	0
4,502	5,000	Service Fees	6,200	0	0	6,200	0	0	0	0	0

7,098	8,000	Siletz Revenue	10,000	0	0	0	0	10,000	0	0	0
0	20,000	Special Event Revenue	20,000	20,000	0	0	0	0	0	0	0
0	0	Sponsorship	0	0	0	0	0	0	0	0	0
12,325,224	13,174,371	Title XIX	15,751,799	0	461,799	0	15,150,000	140,000	0	0	0
10,000	10,000	Transfer In	309,398	0	0	79,398	30,000	0	0	0	200,000
83,377	95,000	USDA	95,000	0	0	0	0	95,000	0	0	0
100,992	113,684	Veterans	114,000	0	0	0	0	114,000	0	0	0
45,120,034	48,199,062	REVENUE	57,160,554	2,642,959	17,926,719	972,348	21,592,512	6,177,129	1,199,018	2,827,063	3,822,806
619,362	684,135	Leave Benefits	740,288	54,319	79,181	8,352	485,006	85,868	24,438	3,124	0
861,793	1,083,075	Fringe Benefits	1,074,691	106,502	120,715	13,279	661,656	124,022	41,254	7,263	0
2,926,113	3,407,337	Insurance Benefits	3,728,922	304,266	437,778	40,967	2,279,704	450,556	135,983	79,668	0
2,402,148	3,072,098	PERS Benefits	3,225,707	296,264	370,874	40,441	2,003,931	367,036	125,640	21,521	0
91,422	227,185	PERS Reserve	244,311	21,646	27,498	3,025	152,882	28,250	9,400	1,610	0
133,155	147,401	Executive Director	163,922	163,922	0	0	0	0	0	0	0
0	0	Deputy Director	0	0	0	0	0	0	0	0	0
87,179	58,391	Accounting Specialist	47,466	47,466	0	0	0	0	0	0	0
51,685	52,510	Accounting Clerk II	57,183	57,183	0	0	0	0	0	0	0
364,674	397,005	Administrative Assistant	471,107	40,981	155,023	4,304	204,717	66,082	0	0	0
167,298	243,569	ADRC Specialist	180,261	0	0	0	101,921	78,340	0	0	0
653,654	770,755	Adult Protective Services Specialist	877,727	0	0	0	877,727	0	0	0	0
11,355	37,620	Assistant Loan Officer	56,895	0	0	56,895	0	0	0	0	0
107,941	119,481	Assistant AFH Licensing Worker	125,240	0	0	0	125,240	0	0	0	0
224,549	110,656	Assistant Planner	114,927	0	114,927	0	0	0	0	0	0
57,908	62,916	Business Officer	68,968	68,968	0	0	0	0	0	0	0
0	0	Case Aide	211,618	0	0	0	211,618	0	0	0	0
2,229,404	2,686,844	Case Manager	2,971,415	0	0	0	2,766,620	204,795	0	0	0
204,679	376,527	CED Planner	294,291	0	286,815	7,476	0	0	0	0	0
0	0	CED Planner II	0	0	0	0	0	0	0	0	0
0	0	Clerical Assistant	0	0	0	0	0	0	0	0	0
325,943	349,811	Clerical Specialist	410,426	0	0	0	322,941	87,485	0	0	0
115,833	128,672	Clerical Supervisor	269,074	71,055	136,723	0	61,296	0	0	0	0
42,489	46,320	Confidential Executive Assistant	73,025	73,025	0	0	0	0	0	0	0
69,134	87,918	Contract Coordinator	122,728	122,728	0	0	0	0	0	0	0
179,093	201,122	Diversion & Transition Coordinator	275,149	0	0	0	275,149	0	0	0	0
1,182,804	1,349,473	Eligibility Specialist	1,437,220	0	0	0	1,216,484	220,736	0	0	0
106,550	81,369	Executive Assistant	55,370	0	0	0	27,706	27,664	0	0	0
1,629	162,405	Extra Hire	0	0	0	0	0	0	0	0	0
50,316	52,425	Facility Maintenance Coordinator	65,930	0	0	0	0	0	0	65,930	0
333,001	430,497	In Home Assistant	185,100	0	0	0	185,100	0	0	0	0
15,417	0	Information & Referral Spec	0	0	0	0	0	0	0	0	0
79,110	0	Information Systems Specialist	66,371	0	0	0	0	0	66,371	0	0
204,552	227,501	Lead Case Manager	214,084	0	0	0	214,084	0	0	0	0
50,391	57,080	Lead Eligibility Specialist	0	0	0	0	0	0	0	0	0
45,200	48,994	Lead Trans Brokerage Specialist	0	0	0	0	0	0	0	0	0

0	0	Loan Officer	71,368	0	0	71,368	0	0	0	0	0
		Meal Site Manager 1	155,503	0	0	0	0	155,503	0	0	0
193,432	194,502	Meal Site Manager 3	96,187	0	0	0	0	96,187	0	0	0
37,940	42,358	Medical Resource Worker	152,061	0	152,061	0	0	0	0	0	0
46,548	50,478	Money Management Coordinator	46,914	0	0	0	0	46,914	0	0	0
0	0	MPO Director	0	0	0	0	0	0	0	0	0
44,301	65,454	Network Operations Specialist	204,327	0	0	0	0	0	204,327	0	0
0	0	Other Personnel Costs	0	0	0	0	0	0	0	0	0
98,034	105,817	Personnel Manager	115,985	115,985	0	0	0	0	0	0	0
383,217	479,993	Program Director	481,510	123,080	99,537	11,195	134,903	0	112,795	0	0
46,357	268,586	Program Manager	313,962	73,203	0	0	150,000	76,205	0	14,554	0
800,364	819,433	Program Supervisor	918,136	0	0	0	768,627	149,509	0	0	0
8,000	111,063	Public Information Officer	72,747	72,747	0	0	0	0	0	0	0
12,821	25,000	Relief Site Manager	39,940	0	0	0	0	39,940	0	0	0
54,380	0	RSVP Supervisor	0	0	0	0	0	0	0	0	0
0	0	Services Director	0	0	0	0	0	0	0	0	0
11,543	62,393	Senior Accountant	51,973	51,973	0	0	0	0	0	0	0
77,459	84,007	Senior Loan Officer	0	0	0	0	0	0	0	0	0
8,919	48,165	Senior Meals Supervisor	0	0	0	0	0	0	0	0	0
37,454	40,885	Senior Meals Coordinator	44,520	0	0	0	0	44,520	0	0	0
0	76,570	Senior Systems Admin	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	STEPS Eligibility Specialist	62,165	0	0	0	0	62,165	0	0	0
0	0	Technology Services Manager	0	0	0	0	0	0	0	0	0
0	0	Technology Support Specialist	0	0	0	0	0	0	0	0	0
260,471	359,544	Transportation Brokerage Specialist	342,564	0	342,564	0	0	0	0	0	0
83,014	81,655	Transportation Program Manager	87,237	0	87,237	0	0	0	0	0	0
52,773	44,634	Veterans Service Officer	56,505	0	0	0	0	56,505	0	0	0
103,780	107,562	Workstation Support Specialist	86,364	0	0	0	0	0	86,364	0	0
16,356,590	19,829,191	PERSONNEL	21,229,384	1,865,313	2,410,933	257,302	13,227,312	2,468,282	806,572	193,670	0
33,338	20,290	Advertising	35,595	7,500	4,600	0	7,300	15,195	1,000	0	0
15,500	17,000	Auto Expense	17,000	0	0	0	0	17,000	0	0	0
11,507	15,175	Bank Charges	13,900	12,000	1,000	900	0	0	0	0	0
3,843	32,350	Board/Comm/Meeting Expense	37,100	25,400	5,000	0	5,500	1,200	0	0	0
5,596	3,100	Borrowers Fees	15,000	0	0	15,000	0	0	0	0	0
651,847	500,000	CEP Contract	600,000	0	0	0	0	600,000	0	0	0
144,069	163,830	Computer Maintenance/Equipment	318,776	31,476	26,000	0	143,800	16,900	98,200	2,400	0
740	1,500	Contract Administration	1,500	0	1,500	0	0	0	0	0	0
9,574,824	10,360,246	Contract Expense	13,881,585	242,313	11,397,032	28,520	210,000	1,804,100	84,000	115,620	0
42,205	62,450	Copying	44,850	4,800	6,250	0	24,000	9,000	550	250	0
51,792	32,115	Dues and Memberships	78,820	10,120	5,800	0	60,000	2,900	0	0	0
258	1,000	Equipment Expense	1,000	0	1,000	0	0	0	0	0	0
448,446	568,185	Finance Indirect	874,506	0	124,058	11,242	606,107	133,099	0	0	0
11,980	111,800	Furniture & Fixtures	119,800	5,000	87,500	3,000	22,000	500	0	1,800	0

845,666	1,198,046	Indirect Expense	1,247,625	0	176,986	16,039	864,712	189,888	0	0	0
15,594	16,000	Interest Expense	20,000	0	0	20,000	0	0	0	0	0
73,259	76,763	Insurance	82,604	0	0	0	0	5,200	0	77,404	0
77,361	87,800	Janitorial	97,900	0	3,800	0	3,000	3,100	0	88,000	0
34,394	39,250	Legal Expense	76,500	8,000	5,000	0	61,500	2,000	0	0	0
116,149	152,630	Licenses and Fees	282,883	33,860	91,000	6,000	35,000	60,500	53,811	2,712	0
109,992	150,000	Loan Admin Expense	150,000	0	0	150,000	0	0	0	0	0
0	50	Loan Legal Expense	0	0	0	0	0	0	0	0	0
52,986	93,178	Maintenance and Repairs	94,000	0	3,500	0	1,000	21,000	4,000	64,500	0
683	4,150	Marketing Expense	3,500	0	3,500	0	0	0	0	0	0
18,483	18,000	Meal Delivery Travel	18,000	0	0	0	0	18,000	0	0	0
43,859	47,470	Postage	56,827	852	6,250	0	43,000	6,300	275	150	0
8,968	15,050	Printing	19,350	2,250	3,500	0	3,000	10,500	0	100	0
709,412	735,039	Rent	683,179	39,610	83,109	6,704	450,007	73,182	30,567	0	0
144,006	30,000	Resource Reserve	60,000	0	0	0	60,000	0	0	0	0
158,196	147,072	Stipend	139,008	0	0	0	1,200	137,808	0	0	0
100,825	85,050	Supplies	78,075	5,500	12,000	0	30,000	14,000	3,075	13,500	0
0	20,000	Special Event	20,000	20,000	0	0	0	0	0	0	0
0	2,500	Taxes	0	0	0	0	0	0	0	0	0
790,467	805,944	Technology Indirect	975,504	0	138,383	12,541	676,109	148,471	0	0	0
146,578	130,707	Telephone	181,618	4,900	22,850	1,000	85,668	29,700	36,800	700	0
25,969	107,402	Training	128,900	30,200	27,500	0	35,200	24,000	10,000	2,000	0
44,228	101,350	Travel	131,320	9,700	16,000	0	65,000	30,500	5,200	4,920	0
10,000	35,000	Transfers Out	314,398	200,000	5,000	79,398	30,000	0	0	0	0
54,507	65,000	Utilities	67,677	0	0	0	0	0	0	67,677	0
5,338	50,000	Volunteer Travel	35,000	0	0	0	0	35,000	0	0	0
33,793	20,500	Volunteer Recognition	23,970	0	0	0	0	23,970	0	0	0
85,125	293,000	Capital Purchases	405,000	0	0	0	0	0	0	155,000	250,000
18,004	110,000	Leasehold Improvements	66,000	0	45,000	0	0	0	21,000	0	0
5,157	5,157	Interest Payment	0	0	0	0	0	0	0	0	0
43,333	43,333	Principal Payment	0	0	0	0	0	0	0	0	0
114,011	7,143,040	Operating Contingency	9,247,090	84,165	3,212,668	0	4,842,097	275,834	7,826	824,500	0
14,882,290	23,717,522	MATERIALS AND EXPENSES	30,745,360	777,646	15,515,786	350,344	8,365,200	3,708,847	356,304	1,421,233	250,000
31,238,880	43,546,713	TOTAL EXPENSES	51,974,744	2,642,959	17,926,719	607,646	21,592,512	6,177,129	1,162,876	1,614,903	250,000
13,881,154	4,652,349	Unappropriated Ending Balance	5,185,810	0	0	364,702	0	0	36,142	1,212,160	3,572,806

Oregon Cascades West Council of Governments

General Administration

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	GA	HR	Finance	Special Dues
0	0	5,000	0	Beg Bal - Restricted for Contracts		60,000	60,000	0	0	0
0	0	0	1,714	Beg Bal-Restricted for Grants		0	0	0	0	0
90,892	60,127	91,740	137,648	Beg Bal-Restricted for Other		133,792	50,000	7,906	8,025	67,861
0	20,000	0	0	Beg Bal-Restricted for Reserve		200,000	200,000	0	0	0
0	0	0	0	Beg Bal-Unrestricted		0	0	0	0	0
1,149,699	1,275,131	1,766,229	1,766,229	Indirect Income		2,122,131	742,620	505,006	874,505	0
2,041	1,731	0	1,363	Miscellaneous Revenue		0	0	0	0	0
154,908	164,499	40,000	0	Contract Revenue		0	0	0	0	0
182,249	94,283	101,756	80,071	Interest Revenue		90,732	0	0	90,732	0
14,877	15,234	15,738	15,213	Special Dues Project		16,304	0	0	0	16,304
14,315	0	20,000	0	Special Event Revenue		20,000	20,000	0	0	0
1,608,982	1,631,005	2,040,463	2,002,238	REVENUE		2,642,959	1,072,620	512,912	973,262	84,165
42,678	45,035	45,865	41,446	Leave Benefits		54,319	17,948	15,065	21,306	0
64,134	66,592	79,313	75,039	Fringe Benefits		106,502	43,178	24,392	38,932	0
157,733	184,312	204,656	180,366	Insurance Benefits		304,266	85,954	73,283	145,029	0
164,491	201,175	222,301	206,148	PERS Benefits		296,264	103,407	74,289	118,568	0
5,708	6,967	16,216	7,110	PERS Reserve		21,646	7,222	5,556	8,868	0
58,110	133,155	147,401	156,507	Executive Director	1.00	163,922	163,922	0	0	0
46,602	0	0	0	Deputy Director		0	0	0	0	0
120,062	114,332	152,142	109,052	Program Director	1.00	123,080	0	0	123,080	0
97,467	98,034	105,817	106,719	Personnel Manager	1.00	115,985	0	115,985	0	0
0	57,908	62,916	60,232	Business Officer	1.00	68,968	0	68,968	0	0
62,615	18,022	0	0	Program Manager	1.25	73,203	73,203	0	0	0
13,526	15,505	16,560	17,394	Contract Coordinator	2.00	122,728	0	0	122,728	0
34,430	38,764	39,543	41,588	Accounting Clerk II	1.00	57,183	0	0	57,183	0
105,302	87,179	58,391	46,701	Accounting Specialist	1.00	47,466	0	0	47,466	0
0	0	0	33,433	Administrative Assistant	1.00	40,981	0	0	40,981	0
0	58,627	64,594	67,257	Clerical Supervisor	1.00	71,055	0	71,055	0	0
124,656	42,489	46,320	44,574	Conf. Executive Assistant	1.50	73,025	51,215	21,810	0	0

0	8,000	54,698	17,556	Public Information Officer	1.00	72,747	72,747	0	0	0
0	11,543	62,393	0	Senior Accountant	0.75	51,973	0	0	51,973	0
0	0	0	0	Extra Hire		0	0	0	0	0
1,097,513	1,187,638	1,379,126	1,211,122	PERSONNEL	14.50	1,865,313	618,796	470,403	776,114	0
9,712	5,625	6,000	6,250	Advertising		7,500	4,000	3,000	500	0
16,363	9,337	12,000	9,634	Bank Charges		12,000	0	0	12,000	0
12,470	3,261	25,500	2,485	Board/Comm/Meeting Expense		25,400	25,000	100	300	0
46,140	48,843	57,500	46,933	Computer Maintenance/Equipment		31,476	10,100	2,400	18,976	0
198,020	135,764	275,129	229,206	Contract Expense		242,313	125,000	1,713	115,600	0
6,388	5,880	7,000	3,844	Copying		4,800	300	1,000	3,500	0
5,733	6,093	8,500	3,287	Dues and Memberships		10,120	7,000	2,000	1,120	0
2,056	249	1,300	1,709	Furniture & Fixtures		5,000	5,000	0	0	0
3,751	116	13,000	2,065	Legal Expenses		8,000	5,000	3,000	0	0
25,269	18,658	28,480	15,428	Licenses and Fees		33,860	12,000	12,000	9,860	0
0	0	0	0	Maintenance and Repair		0	0	0	0	0
612	698	750	709	Postage		852	350	200	302	0
36	194	2,250	201	Printing		2,250	2,000	0	250	0
53,278	58,238	49,450	49,342	Rent		39,610	16,574	7,196	15,840	0
9,109	5,270	6,000	5,218	Supplies		5,500	1,000	500	4,000	0
4,450	3,359	5,200	3,241	Telephone		4,900	2,000	900	2,000	0
14,315	0	20,000	0	Special Event Expense		20,000	20,000	0	0	0
15,775	1,109	45,000	31,814	Training		30,200	15,500	6,500	8,200	0
7,866	1,311	11,500	1,363	Travel		9,700	3,000	2,000	4,700	0
				Transfer Out		200,000	200,000	0	0	0
80,127	0	86,778	0	Operating Contingency		84,165	0	0	0	84,165
0	0	0	0			0	0	0	0	0
511,468	304,005	661,337	412,729	MATERIALS AND SUPPLIES		777,646	453,824	42,509	197,148	84,165
1,608,981	1,491,643	2,040,463	1,623,851	TOTAL EXPENSES		2,642,959	1,072,620	512,912	973,262	84,165
0	139,362	0	378,386	Unappropriated Ending Balance		0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	Planning	CAMPO	Ride Line	AAMPO	Equip	Contracts
1,162,822	1,364,242	3,018,659	2,936,111	Beg Bal-Restrict for Contracts		5,211,851	0	1,066,699	2,471,307	990,762	178,281	504,802
244,428	0	0	0	Beg Bal-Restricted for Other		0	0	0	0	0	0	0
0	391	33,278	46,938	Beg Bal-Unrestricted		99,938	99,938	0	0	0	0	0
384,135	0	0	0	Beg Bal-Restricted Reserve		0	0	0	0	0	0	0
110,093	112,731	112,741	109,019	Dues		102,883	102,883	0	0	0	0	0
8,023	10,683	0	26,650	Fees For Service		10,000	0	0	10,000	0	0	0
2,722	1	0	262	Miscellaneous Revenue		25,000	0	25,000	0	0	0	0
439,023	250,023	277,440	2,224,361	Contract Revenue		2,515,681	230,000	1,025,840	200,000	959,841	0	100,000
20,000	0	0	0	Grant Revenue		76,000	0	0	76,000	0	0	0
24,400	0	0	0	Sponsorship		0	0	0	0	0	0	0
15,000	0	0	0	Match Revenue		0	0	0	0	0	0	0
0	0	0	0	Oregon Business Development		120,000	120,000	0	0	0	0	0
639,780	862,870	986,522	692,503	ODOT		1,465,567	687,150	246,540	0	531,877	0	0
8,726,340	8,897,625	8,945,721	9,408,940	Coordinated Care		7,410,000	0	0	7,410,000	0	0	0
0	0	0	0	Department of Land Conservation		48,000	48,000	0	0	0	0	0
72,662	249,468	265,500	247,121	Economic Development Admin		75,000	75,000	0	0	0	0	0
228,008	282,222	376,791	399,960	Title XIX		461,799	0	0	461,799	0	0	0
165,555	143,750	200,000	133,977	Environmental Protection Agency		0	0	0	0	0	0	0
0	0	0	0	CCO Metrics Income		305,000	0	0	305,000	0	0	0
12,242,992	12,174,006	14,216,652	16,225,842	REVENUE		17,926,719	1,362,971	2,364,079	10,934,106	2,482,480	178,281	604,802
63,425	61,239	72,251	67,664	Leave Benefits		79,181	17,096	6,618	48,585	6,882	0	0
103,407	101,430	135,527	107,455	Fringe Benefits		120,715	28,747	11,160	69,132	11,676	0	0
327,211	304,398	405,933	292,801	Insurance Benefits		437,778	68,844	22,668	317,452	28,814	0	0
274,084	285,185	379,620	322,675	PERS Benefits		370,874	87,550	33,990	213,775	35,559	0	0
10,341	10,548	28,004	11,525	PERS Reserve		27,498	6,548	2,542	15,748	2,660	0	0
94,535	52,858	93,510	101,814	Program Director	0.90	99,537	44,782	5,598	43,695	5,462	0	0
0	0	0	0	Program Manager		0	0	0	0	0	0	0
46,921	83,014	81,655	50,085	Transportation Manager	1.00	87,237	26,396	30,796	0	30,045	0	0

74,055	80,271	88,860	98,330	Administrative Assistant	3.65	155,023	6,456	10,759	127,049	10,759	0	0
0	0	12,459	0	Assistant Loan Officer	0.00	0	0	0	0	0	0	0
168,540	224,549	110,656	164,912	Assistant Planner	1.88	114,927	20,732	67,170	20,886	6,139	0	0
4,063	0	0	0	Business Officer		0	0	0	0	0	0	0
202,565	204,679	376,527	181,518	CED Planner	4.15	286,815	200,568	9,230	0	77,017	0	0
-17	0	0	0	CED Planner II		0	0	0	0	0	0	0
58,944	57,206	64,078	88,731	Clerical Supervisor	2.00	136,723	28,476	3,560	101,127	3,560	0	0
25,344	20,625	22,860	40,540	Contracts Coordinator	0.00	0	0	0	0	0	0	0
53,050	58,458	54,837	4,981	Executive Assistant	0.00	0	0	0	0	0	0	0
33,497	15,417	0	0	Information and Referral Spec		0	0	0	0	0	0	0
42,926	45,200	48,994	48,049	Lead Trans Brokerage Spec.	0.00	0	0	0	0	0	0	0
9,791	37,940	42,358	40,919	Medical Resource Worker	3.00	152,061	0	0	152,061	0	0	0
0	0	0	0	MPO Director		0	0	0	0	0	0	0
0	0	56,365	0	Public Information Spec.	0.00	0	0	0	0	0	0	0
311,044	260,471	359,544	284,967	Transportation Brokerage Spec.	8.80	342,564	0	0	342,564	0	0	0
1,990	73	0	9,028	Extra Hire		0	0	0	0	0	0	0
1,905,715	1,903,560	2,434,038	1,915,994	PERSONNEL	25.38	2,410,933	536,195	204,091	1,452,074	218,573	0	0
3,263	4,175	3,600	4,380	Advertising		4,600	1,500	1,000	100	2,000	0	0
191	245	0	0	Auto Expense		0	0	0	0	0	0	0
1,342	845	1,650	831	Bank Charges		1,000	0	0	1,000	0	0	0
2,954	151	4,600	428	Board/Comm/Meeting Expense		5,000	2,500	1,000	500	1,000	0	0
23,692	7,698	14,000	9,012	Computer Maintenance/Equipment		26,000	2,500	1,000	9,600	500	10,000	2,400
1,462	740	1,500	1,888	Contract Administration		1,500	0	0	1,500	0	0	0
7,653,853	7,199,082	8,075,012	8,373,967	Contract Expense		11,397,032	372,500	968,000	8,940,829	1,015,703	0	100,000
7,159	4,480	7,250	2,804	Copying		6,250	1,750	500	3,500	500	0	0
4,770	1,762	5,815	1,095	Dues and Memberships		5,800	3,500	1,000	300	1,000	0	0
5,628	149	1,000	0	Equipment Expense		1,000	0	0	1,000	0	0	0
61,855	67,966	86,721	86,721	Finance Indirect		124,058	21,703	9,532	83,291	9,532	0	0
124,621	127,416	182,855	182,855	Indirect Expense		176,986	30,962	13,598	118,828	13,598	0	0
1,269	0	100,000	17,500	Furniture & Fixtures		87,500	0	0	17,500	0	70,000	0
18,469	10,197	3,750	716	Legal Expenses		5,000	2,000	1,000	1,000	1,000	0	0
6,568	7,678	9,000	8,706	Licenses and Fees		91,000	7,000	1,500	80,000	1,500	0	1,000
2,864	0	3,500	1,493	Maintenance and Repair		3,500	0	1,000	0	1,000	1,500	0
4,092	555	4,000	3,148	Marketing Expense		3,500	2,500	0	1,000	0	0	0
4,494	4,930	6,250	4,830	Postage		6,250	250	500	5,000	500	0	0
2,471	1,616	3,500	1,146	Printing		3,500	1,500	500	1,000	500	0	0
77,229	84,264	86,595	86,356	Rent		83,109	16,622	11,137	49,666	5,684	0	0

	2,965		3,510	Janitorial		3,800	800	3,000	0	0	0	0
11,682	5,168	11,500	6,262	Supplies		12,000	3,000	500	7,500	500	0	500
99,829	120,575	123,059	123,059	Technology Indirect		138,383	24,209	10,632	92,910	10,632	0	0
18,518	16,925	21,150	16,037	Telephone		22,850	5,200	2,400	13,000	1,000	0	1,250
24,360	10,243	22,500	9,740	Training		27,500	7,000	4,000	10,000	4,000	0	2,500
16,725	4,705	13,000	3,512	Travel		16,000	8,000	2,000	1,500	2,000	0	2,500
0	0	2,945,807	257,081	Operating Contingency		3,212,668	311,780	1,121,189	41,508	1,191,758	51,781	494,652
0	0	0	0	Transfer Out		5,000	0	5,000	0	0	0	0
0	0	0	0	Capital Purchase		0	0	0	0	0	0	0
0	0	45,000	0	Leasehold Improvements		45,000	0	0	0	0	45,000	0
8,179,360	7,684,532	11,782,614	9,207,077	MATERIALS AND SUPPLIES		15,515,786	826,776	2,159,988	9,482,032	2,263,907	178,281	604,802
10,085,074	9,588,092	14,216,652	11,123,071	TOTAL EXPENSES		17,926,719	1,362,971	2,364,079	10,934,106	2,482,480	178,281	604,802
2,157,918	2,585,914	0	5,102,771	Unappropriated Ending Balance		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Business Lending

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	Admin	Loan Fund
491,919	545,391	595,938	518,930	Beg Bal-Restricted for Other		509,000	0	509,000
25	0	0	0	Miscellaneous Revenue		0	0	0
58,863	43,648	51,872	46,156	Contract Revenue		113,000	113,000	0
0	176,500	41,500	46,062	Grant Revenue		0	0	0
177,108	156,604	175,000	129,948	Interest Revenue		130,000	0	130,000
0	0	0	0	Transfers In		79,398	79,398	0
7,605	3,360	4,000	0	Loan Fees		750	750	0
5,000	500	0	0	Program Income		0	0	0
0	0	0	0	Loan Processing Revenue		0	0	0
1,672	5,100	3,000	6,816	Borrowers Fees		7,000	0	7,000
0	0	0	7,046	Loan Packaging Fees		7,000	0	7,000
5,901	4,502	5,000	5,386	Service Fees		6,200	1,200	5,000
124,557	109,173	150,000	92,258	Program Administration		120,000	120,000	0
872,650	1,044,778	1,026,310	852,602	REVENUE		972,348	314,348	658,000
8,273	9,889	9,241	9,446	Leave Benefits		8,352	8,352	0
8,167	8,338	11,578	12,635	Fringe Benefits		13,279	13,279	0
25,401	24,071	48,957	32,535	Insurance Benefits		40,967	40,967	0
23,180	21,240	35,263	30,416	PERS Benefits		40,441	40,441	0
915	857	2,638	1,130	PERS Reserve		3,025	3,025	0
10,504	1,879	10,246	0	Program Director	0.10	11,195	11,195	0
0	0	0	0	Planner	0.10	7,476	7,476	0
0	0	0	0	Administrative Assistant	0.10	4,304	4,304	0
72,014	77,459	84,007	69,685	Senior Loan Officer	0.00	0	0	0
0	0	0	0	Loan Officer	1.00	71,368	71,368	0
0	11,355	37,620	46,477	Assist. Loan Officer	1.00	56,895	56,895	0
148,455	155,088	239,550	202,326	PERSONNEL	2.30	257,302	257,302	0
0	0	90	0	Advertising		0	0	
607	623	650	780	Bank Charges		900	0	900

10	0	0	0	Board/Comm/Meeting Expense		0	0	0
1,387	5,596	3,100	11,140	Borrowers Fees		15,000	0	15,000
4,200	608	2,500	1,202	Contract Expense		28,520	3,520	25,000
749	1,002	600	993	Copying		0	0	0
90	0	0	0	Dues and Memberships		0	0	0
1,436	1,555	6,107	6,107	Finance Indirect		11,242	11,242	0
2,781	3,518	12,877	12,877	Indirect Expense		16,039	16,039	0
0	0	3,000	0	Furniture & Fixtures		3,000	0	3,000
27,773	15,594	16,000	12,386	Interest Expense		20,000	0	20,000
112	0	50	0	Loan Legal Expense		0	0	0
305	0	0	0	Legal Expenses		0	0	0
2,296	2,200	3,000	4,125	Licenses and Fees		6,000	6,000	0
131,990	109,992	150,000	89,450	Loan Admin Expense		150,000	0	150,000
326	128	150	631	Marketing Expense		0	0	0
415	429	400	309	Postage		0	0	0
0	0	0	0	Printing		0	0	0
2,545	2,617	5,368	5,368	Rent		6,704	6,704	0
376	458	350	445	Supplies		0	0	0
3,331	4,246	8,662	8,662	Technology Indirect		12,541	12,541	0
522	476	800	915	Telephone		1,000	1,000	0
0	429	1,000	0	Training		0	0	0
2,054	1,449	2,000	0	Travel		0	0	0
0	0	0	0	Transfer Out		79,398	0	79,398
0	0	0	0	Operating Contingency		0	0	0
183,305	150,921	216,704	155,390	MATERIALS AND SUPPLIES		350,344	57,046	293,298
331,759	306,009	456,254	357,716	TOTAL EXPENSES		607,646	314,348	293,298
540,891	738,769	570,056	494,886	Unappropriated Ending Balance		364,702	0	364,702

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
167,462	167,742	24,064	139,219	Beg Bal-Restrict for Contracts		15,288	0	0	0	0	15,288
1,337,884	1,337,886	1,326,704	0	Beg Bal-Restricted Reconcile		0	0	0	0	0	0
1,637,700	1,599,725	1,637,700	0	Beg Bal-Restricted Reserve		2,083,270	2,083,270	0	0	0	0
2,426,007	3,142,559	3,877,694	6,579,745	Beg Bal-Unrestricted		3,930,754	0	2,723,950	1,127,575	79,229	0
187,454	191,946	202,027	195,251	Dues		223,200	0	139,500	83,700	0	0
0	0	0	0	Fee for Service		0	0	0	0	0	0
310	10	0	0	Miscellaneous Revenue		0	0	0	0	0	0
651,765	844,009	100,000	335,341	Contract Revenue		100,000	0	0	0	0	100,000
10,000	10,000	10,000	0	Transfer In		30,000	0	0	0	0	30,000
0	0	0	0	Oregon Project Independence		0	0	0	0	0	0
0	0	0	0	Older American Act		0	0	0	0	0	0
12,417,074	11,912,354	12,677,580	14,568,654	Title XIX		15,150,000	400,000	12,000,000	2,700,000	50,000	0
114,414	86,146	30,000	37,480	Federal Match		60,000	60,000	0	0	0	0
18,950,071	19,292,377	19,885,769	21,855,690	REVENUE		21,592,512	2,543,270	14,863,450	3,911,275	129,229	145,288
352,721	411,898	461,368	425,513	Leave Expense		485,006	10,232	374,207	100,567	0	0
516,122	545,870	665,161	593,834	Fringe Benefits		661,656	10,724	501,121	149,811	0	0
1,650,808	1,955,123	2,193,938	1,931,795	Insurance Benefits		2,279,704	28,498	1,831,144	420,062	0	0
1,331,802	1,529,463	1,967,701	1,729,420	PERS Benefits		2,003,931	32,660	1,526,192	445,079	0	0
52,649	59,881	146,511	62,385	PERS Reserve		152,882	2,443	116,350	34,089	0	0
89,056	68,945	73,044	121,187	Program Director	1.00	134,903	94,432	0	40,471	0	0
14,265	0	0	0	Services Director		0	0	0	0	0	0
0	0	179,319	0	Program Manager	1.00	150,000	0	110,000	40,000	0	0
634,763	726,041	773,474	720,150	Program Supervisor	9.00	768,627	0	599,297	169,330	0	0
175,770	182,807	229,744	202,488	Administrative Assistant	4.00	204,717	0	153,356	51,361	0	0
87,737	98,598	158,069	99,277	ADRC Specialist	2.00	101,921	0	75,836	26,085	0	0
498,680	653,654	770,755	802,418	Adult Protective Services Spec	13.00	877,727	0	751,922	125,805	0	0
100,533	107,941	119,481	114,763	AFH Licensing Worker	2.00	125,240	0	125,240	0	0	0
1,943,165	2,064,569	2,477,271	2,265,302	Case Manager	44.50	2,766,620	0	2,002,937	763,683	0	0
0	0	0	0	Clerical Support Supervisor	1.00	61,296	0	43,327	17,969	0	0
0	0	0	0	Case Aide	5.00	211,618	0	166,399	45,219	0	0

244,444	265,859	330,186	205,392	Clerical Specialist	8.00	322,941	0	256,023	66,918	0	0
23,067	22,187	33,234	35,415	Contracts Coordinator	0.00	0	0	0	0	0	0
187,598	179,093	201,122	196,224	Diversion & Transition Coord	4.00	275,149	0	215,231	59,918	0	0
997,020	1,098,599	1,159,469	1,016,183	Eligibility Specialist	22.00	1,216,484		991,398	225,086	0	0
36,191	24,046	26,532	25,463	Executive Assistant	0.50	27,706	27,706	0	0	0	0
340,253	333,001	430,497	342,579	In Home Assistant	4.00	185,100	0	112,474	72,626	0	0
102,169	204,552	200,969	197,132	Lead Case Manager	3.00	214,084	0	214,084	0	0	0
42,544	42,544	0	34,300	Lead Eligibility Specialist		0	0	0	0	0	0
0	0	0	0	Senior Meals Coordinator		0	0	0	0	0	0
0	0	0	0	Technology Support Spec.		0	0	0	0	0	0
9,453	0	0	0	Workstation Support Specialist		0	0	0	0	0	0
25,778	1,556	162,405	98,131	Extra Hire	-	0	0	0	0	0	0
9,456,586	10,576,227	12,760,250	11,219,351	PERSONNEL	124.00	13,227,312	206,695	10,166,538	2,854,079	0	0
799	545	800	100	Advertising		7,300	3,000	4,000	300		
3,146	371	800	50	Board/Comm/Meeting Expense		5,500	5,000	500	0	0	0
106,305	46,687	32,000	5,474	Computer Maint./Equipment		143,800	5,000	72,000	16,800	50,000	0
240,079	222,413	120,492	167,929	Contract Expense		210,000	0	90,000	0	0	120,000
27,551	22,186	21,000	12,348	Copying		24,000	0	15,000	9,000	0	0
36,791	42,386	15,000	50,890	Dues and Memberships		60,000	60,000	0	0	0	0
0	109	0	0	Equipment Expense		0	0	0	0	0	0
332,939	334,474	380,316	401,024	Finance Indirect		606,107	5,866	464,356	135,885	0	0
681,144	620,862	801,916	695,622	Indirect Expense		864,712	8,368	662,481	193,863	0	0
9,453	2,943	2,500	2,000	Furniture & Fixtures		22,000	3,000	15,000	4,000	0	0
176	176	0	176	Insurance		0	0			0	0
17,342	23,890	20,000	2,340	Legal Expenses		61,500	60,000	1,000	500	0	0
5,638	4,558	26,000	16,321	Licenses and Fees		35,000	4,000	25,000	6,000	0	0
2,813	918	1,000	1,000	Maintenance and Repair		1,000	0		1,000	0	0
53,070	34,015	35,200	41,889	Postage		43,000	0	35,000	8,000	0	0
9,929	3,119	200	393	Printing		3,000	0	3,000		0	0
398,758	442,354	452,868	441,350	Rent		450,007	3,854	315,408	130,745	0	0
0	2,042	0	0	Janitorial		3,000	0	3,000	0	0	0
41,758	144,006	30,000	409	Resource Reserve		60,000	60,000	0	0	0	0
1,120	1,840	3,000	1,653	Stipend		1,200	0	0	0	0	1,200
57,379	20,559	15,800	16,306	Supplies		30,000	2,000	20,000	8,000	0	0
444,569	567,616	539,422	563,049	Technology Indirect		676,109	6,543	517,987	151,579	0	0
75,948	81,346	41,200	83,319	Telephone		85,668	3,668	65,000	17,000	0	0
17,547	3,436	7,002	8,256	Training		35,200	20,000	10,000	4,000	0	1,200
87,124	22,489	55,000	4,200	Travel		65,000	5,000	40,000	20,000	0	0
35,000	10,000	35,000	1,457,845	Transfers Out		30,000	30,000	0	0	0	0
2,704,795	114,011	1,523,277	2,816,938	Operating Contingency		4,842,097	2,051,276	2,338,180	350,524	79,229	22,888
35,659	0	0	0	Capital Purchase		0	0	0	0	0	0

6,472	0	0	10,000	Leasehold Improvements	0	0	0	0	0	0
5,433,302	2,769,349	4,159,793	6,800,881	MATERIALS AND SUPPLIES	8,365,200	2,336,575	4,696,912	1,057,196	129,229	145,288
14,889,888	13,345,577	16,920,043	18,020,232	TOTAL EXPENSES	21,592,512	2,543,270	14,863,450	3,911,275	129,229	145,288
4,060,184	5,946,800	2,965,726	3,835,457	Unappropriated Ending Balance	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me (to 309)	Special Contracts & Grants	Meals Reserve
7,764	49,944	38,029	0	Beg Bal-Restricted for Grants		66,956	66,956	0	0	0	0	0	0
622,184	493,518	445,942	452,106	Beg Bal-Restrict for Contracts		136,788	15,000	14,476	0	0	0	107,312	0
61,390	260,396	912,305	739,931	Beg Bal-Restricted for Other		435,355	0	0	358,522	0	0	0	76,833
		175,000	158,000	Beg Bal-Restricted for Reserves		0	0	0	0	0	0	0	0
104,306	309,252	416,420	23,404	Beg Bal-Unrestricted		437,867	0	41,896	0	395,971	0	0	0
36,126	38,710	32,000	23,886	Fee for Service		36,500	500	0	0	21,000	0	0	15,000
5,182	4,322	5,000	465	Internal Transfer		5,000	0	0	0	0	0	0	5,000
209	651	0	0	Miscellaneous Revenue		0	0	0	0	0	0	0	0
1,610,054	948,074	1,187,063	827,296	Contract Revenue		1,080,069	510,563	207,500	0	0	0	362,006	0
168,724	160,730	175,720	139,492	Grant Revenue		265,494	48,000	9,000	125,000	0	0	83,494	0
230,379	233,726	250,500	153,944	Donations		200,500	500	0	200,000	0	0	0	0
17	18	0	12	Interest Revenue		0	0	0	0	0	0	0	0
25,000	0	0	0	Transfer In		0	0	0	0	0	0	0	0
18,167	0	0	0	Special Event Revenue		0	0	0	0	0	0	0	0
181,463	177,173	160,000	218,024	Program Meals Revenue		160,000	0	0	160,000	0	0	0	0
0	0	0	0	Program Income		0	0	0	0	0	0	0	0
47,064	47,066	48,000	35,940	Match Revenue		35,600	35,600	0	0	0	0	0	0
112,687	100,992	113,684	114,489	Veterans		114,000	0	114,000	0	0	0	0	0
1,116,855	1,089,454	990,000	872,771	Oregon Project Independence		1,045,000	0	0	145,000	900,000	0	0	0
1,413,310	1,842,266	1,300,000	1,047,196	Older American Act		1,223,000	0	0	700,000	523,000	0	0	0
134,911	130,648	120,000	130,081	Title XIX		140,000	0	0	140,000	0	0	0	0
641,285	738,404	800,000	645,000	Senior Meals XIX		650,000	0	0	650,000	0	0	0	0
107,065	83,377	95,000	94,377	USDA		95,000	0	0	95,000	0	0	0	0
57,828	1,756	20,000	10,348	Federal Match		40,000	0	40,000	0	0	0	0	0
9,861	7,098	8,000	10,178	Siletz Revenue		10,000	0	0	10,000	0	0	0	0
6,711,831	6,717,575	7,292,663	5,696,941	REVENUE		6,177,129	677,119	426,872	2,583,522	1,839,971	0	552,812	96,833
75,100	70,144	75,013	68,436	Leave Expense		85,868	11,303	9,031	24,660	31,329	0	9,545	0

131,353	105,718	135,649	103,413	Fringe Benefits		124,022	16,175	15,616	39,678	37,738	0	14,815	0
385,496	334,899	407,752	334,146	Insurance Benefits		450,556	44,870	63,222	142,434	133,242	0	66,788	0
307,948	276,910	337,075	309,262	PERS Benefits		367,036	49,261	47,560	110,160	114,934	0	45,121	0
11,996	10,348	25,370	10,988	PERS Reserve		28,250	3,684	3,557	9,038	8,596	0	3,375	0
19,239	47,044	43,737	0	Program Director	0.00	0	0	0	0	0	0	0	0
57,059	0	0	0	Services Director		0	0	0	0	0	0	0	0
0	28,335	89,267	86,975	Program Manager	1.00	76,205	25,402	5,080	5,080	30,482	0	10,161	0
134,654	74,322	45,959	39,222	Program Supervisor	2.00	149,509	0	0	64,844	84,665	0	0	0
73,659	54,380	0	0	RSVP Supervisor		0	0	0	0	0	0	0	0
86,901	101,597	78,401	2,986	Administrative Assistant	1.73	66,082	40,684	13,676	0	11,722	0	0	0
74,490	68,700	85,500	0	ADRC Specialist	1.50	78,340	0	0	0	78,340	0	0	0
298,608	164,835	209,573	153,924	Case Manager	3.00	204,795	0	0	0	187,621	0	17,174	0
0	0	0	0	Clerical Assistant		0	0	0	0	0	0	0	0
54,584	60,084	19,625	63,688	Clerical Specialist	2.00	87,485	0	0	45,834	0	0	41,651	0
22,425	10,818	15,264	17,294	Contracts Coordinator	0.00	0	0	0	0	0	0	0	0
132,434	84,206	190,004	156,464	Eligibility Specialist	4.00	220,736	118,137	102,599	0	0	0	0	0
0	24,046	0	25,462	Executive Assistant	0.50	27,664	0	0	0	27,664	0	0	0
0	0	0	0	STEPS Elig Specialist	1.00	62,165	0	0	0	9,325	0	52,840	0
1,146	0	0	0	In Home Assistant		0	0	0	0	0	0	0	0
0	0	26,532	8,657	Lead Case Manager	0.00	0	0	0	0	0	0	0	0
49,854	7,847	57,080	121,810	Lead Eligibility Specialist	0.00	0	0	0	0	0	0	0	0
32,032	46,548	50,478	42,222	Money Management Coordinator	1.00	46,914	0	0	0	0	0	46,914	0
0	0	0	0	Meal Site Manager 1	3.90	155,503	0	0	155,503	0	0	0	0
194,774	193,432	194,502	201,872	Meal Site Manager 3	2.20	96,187	0	0	96,187	0	0	0	0
14,462	12,821	25,000	20,357	Relief Site Manager	1.40	39,940	0	0	39,940	0	0	0	0
0	8,919	48,165	54,313	Senior Meals Supervisor		0	0	0	0	0	0	0	0
35,948	37,454	40,885	40,287	Senior Meals Coordinator	1.00	44,520	0	0	44,520	0	0	0	0
0	0	0	0	Technology Support Spec.		0	0	0	0	0	0	0	0
7,903	0	0	0	Workstation Support Specialist		0	0	0	0	0	0	0	0
35,308	52,773	44,634	52,610	Veterans Service Officer	1.00	56,505	0	56,505	0	0	0	0	0
5,695	0	0	0	Extra Hire		0	0	0	0	0	0	0	0
2,243,071	1,876,180	2,245,465	1,914,387	PERSONNEL	27.225	2,468,282	309,516	316,846	777,878	755,658	0	308,384	0
5,820	22,954	9,600	21,031	Advertising		15,195	10,000	1,000	2,000	1,195	0	1,000	0
18,207	15,255	17,000	2,224	Auto Expense		17,000	0	0	12,000	0	0	0	5,000
727	702	875	964	Bank Charges.		0	0	0	0	0	0	0	0
1,528	60	1,250	456	Board/Comm/Meeting Expense		1,200	500	200	300	0	0	200	0
7,441	5,919	20,200	12,426	Computer Maint./Equipment		16,900	2,500	2,400	2,400	7,200	0	2,400	0
1,751,984	1,831,191	1,690,000	1,528,762	Contract Expense		1,804,100	3,600	500	1,500,000	230,000	0	70,000	0

539,704	651,847	500,000	454,548	CEP Contract		600,000	0	0	0	600,000	0	0	0
7,898	5,790	9,700	2,585	Copying		9,000	3,000	1,000	2,500	2,000	0	500	0
6,695	1,280	2,300	1,890	Dues and Memberships		2,900	1,000	500	1,200	0	0	200	0
99,089	44,450	95,041	91,987	Finance Indirect		133,099	17,499	16,619	51,568	31,772	0	15,641	0
202,010	93,869	200,398	193,960	Indirect Expense		189,888	24,965	23,710	73,570	45,328	0	22,315	0
1,170	567	0	0	Furniture & Fixtures		500	500	0	0	0	0	0	0
2,438	2,718	3,763	3,023	Insurance		5,200	4,000	0	1,000	0	0	200	0
0	191	0	0	Legal Expenses		2,000	500	1,000	500	0	0	0	0
8,752	14,502	29,650	22,127	Licenses and Fees		60,500	6,500	7,500	20,000	1,500	0	25,000	0
16,512	15,944	23,500	9,648	Maintenance and Repair		21,000	1,000	0	5,000	0	0	0	15,000
0	0	0	0	Marketing Expense		0	0	0	0	0	0	0	0
5,568	3,533	4,650	5,768	Postage		6,300	2,500	350	2,200	500	0	750	0
6,528	3,983	9,000	6,554	Printing		10,500	4,000	500	5,000	500	0	500	0
106,357	90,184	109,131	101,561	Rent		73,182	14,940	13,607	17,912	20,877	0	5,846	0
2,572	2,573	2,800	3,060	Janitorial Expense		3,100	0	3,100	0	0	0	0	0
49,976	59,914	27,900	13,578	Supplies		14,000	6,000	1,000	0	6,500	0	500	0
124,996	156,356	144,072	103,887	Stipend		137,808	137,808	0	0	0	0	0	0
138,727	98,030	134,801	130,470	Technology Indirect		148,471	19,520	18,538	57,524	35,441	0	17,448	0
27,817	22,760	29,857	23,507	Telephone		29,700	3,000	3,200	16,000	4,500	0	3,000	0
0	0	0	0	Special Event		0	0	0	0	0	0	0	0
8,724	3,424	20,900	8,101	Training		24,000	12,000	5,000	3,000	2,000	0	2,000	0
14,126	33,793	20,500	17,708	Volunteer Recognition		23,970	20,000	0	3,970	0	0	0	0
18,363	18,483	18,000	13,235	Meal Delivery Travel		18,000	0	0	18,000	0	0	0	0
36,839	5,338	50,000	20,762	Volunteer Travel		35,000	35,000	0	0	0	0	0	0
36,467	9,246	25,500	15,931	Travel		30,500	5,000	3,000	10,000	10,000	0	2,500	0
0	0	218,000	0	Capital Purchase		0	0	0	0	0	0	0	0
0	0	0	0	Transfers Out		0	0	0	0	0	0	0	0
857,634	0	1,207,202	0	Operating Contingency		275,834	32,271	7,302	0	85,000	0	74,428	76,833
4,104,670	3,214,857	4,625,590	2,809,753	MATERIALS AND SUPPLIES		3,708,847	367,603	110,026	1,805,644	1,084,313	0	244,428	96,833
6,347,741	5,091,037	6,871,055	4,724,140	TOTAL EXPENSES		6,177,129	677,119	426,872	2,583,522	1,839,971	0	552,812	96,833
364,090	1,626,538	421,608	972,801	Unappropriated Ending Balance		0	0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Technology Services

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	Technology Services	Contracts	Communications
0	62,000	0	82,534	Beg Bal-Unrestricted		90,903	50000	4761	36142
35,000	37,001	35,000	35,000	Fee for Service		35,000	0	0	35000
620,364	786,233	805,885	805,885	Indirect Income		975,505	975505	0	0
223	696	0	0	Miscellaneous		0	0	0	0
72,973	35,392	25,000	6,480	Contract Revenue		97,610	0	97,610	0
-583	0	0	0	Transfers In		0	0	0	0
727,978	921,322	865,885	929,899	REVENUE		1,199,018	1,025,505	102,371	71,142
13,485	17,504	16,223	17,204	Leave Expense		24,438	22,964	1474	0
26,087	26,721	29,750	31,922	Fringe Benefits		41,254	39,181	2073	0
68,492	92,657	104,846	92,146	Insurance Benefits		135,983	128,775	7208	0
71,329	65,416	106,930	75,800	PERS Benefits		125,640	119,328	6312	0
2,222	2,477	6,553	2,688	PERS Reserve		9,400	8,928	472	0
0	71,656	71,900	43,116	Program Director	1.00	112,795	107,155	5640	0
68,931	0	0	0	Technology Manager		0	0	0	0
0	0	0	0	Accounting Specialist		0	0	0	0
5,509	6,202	6,157	6,682	Accounting Clerk II	0.00	0	0	0	0
0	0	0	0	Software Support Specialist		0	0	0	0
0	0	76,570	0	Senior Systems Admin	0.00	0	0	0	0
13,400	0	0	0	Technology Support Specialist		0	0	0	0
35,819	103,780	107,562	71,635	Workstation Support Specialist	1.50	86,364	83,003	3361	0
72,086	44,301	65,454	90,426	Network Supp Specialist	2.50	204,327	192,883	11444	0
73,334	79,110	0	89,884	Information Support Specialist	1.00	66,371	63,210	3161	0
5,242	0	0	0	Extra Hire		0	0	0	0
455,937	509,824	591,945	521,503	PERSONNEL	6.00	806,572	765,427	41,145	0
200	40	200	415	Advertising		1,000	1,000	0	0
0	0	200	0	Board/Comm/Meeting Expense		0	0	0	0
22,279	34,824	39,630	37,481	Computer Maintenance/Equipment		98,200	63,200	35000	0
94,103	68,876	61,113	110,994	Contract Expense		84,000	68,000	16000	0
684	280	700	102	Copying		550	500	50	0

100	270	500	0	Dues and Memberships	0	0	0	0
2366	948	4000	0	Furniture & Fixtures	0	0	0	0
2519	0	2500	0	Legal Expenses	0	0	0	0
40,180	68,159	55,500	72,259	Licenses and Fees	53,811	53,811	0	0
472	1,031	5,000	1,331	Maintenance and Repair	4,000	4,000	0	0
44	181	120	41	Postage	275	200	75	0
11	56	0	18	Printing	0	0	0	0
29,124	31,756	31,627	31,627	Rent	30,567	30,567	0	0
1,831	1,814	3,000	1,278	Supplies	3,075	3,000	75	0
24,159	21,443	32,000	24,126	Telephone	36,800	1,800	0	35,000
2,917	7,329	10,000	3,996	Training	10,000	10,000	0	0
1,852	3,161	2,850	1,262	Travel	5,200	3,000	2200	0
0	0	0	0	Operating Contingency	7,826	0	7826	0
0	85,125	15,000	11,000	Capital Purchase	0	0	0	0
0	0	10,000	10,000	Leasehold Improv.	21,000	21,000	0	0
222,841	325,293	273,940	305,930	MATERIAL & SUPPLIES	356,304	260,078	61,226	35,000
678,778	835,117	865,885	827,433	TOTAL EXPENSES	1,162,876	1,025,505	102,371	35,000
49,200	86,205	0	102,466	Unappropriated Ending Balance	36,142	0	0	36,142

Oregon Cascades West Council of Governments

Non-Departmental

Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	FTE	2022-23 Proposed	Albany	Toledo	Copier
2,009,916	1,831,587	1,452,994	1,931,160	Beg Bal-Restricted for Other		2,010,941	1,778,025	100,610	132,306
700,000	715,000	715,000	755,000	Beg Bal-Restrict Reserve		0	0	0	0
0	85,450	92,173	83,000	Beg Bal-Unrestricted		74,714	0	0	74,714
51,459	39,496	65,000	29,230	Fee for Services		50,100	0		50,100
7,984	1,752	0	600	Miscellaneous		0	0	0	0
0	0	10,000	0	Grant Revenue		0	0	0	0
638,712	685,686	711,153	711,966	Rent Income		691,308	554,678	136,630	0
3,408,072	3,358,971	3,046,320	3,510,956	REVENUE		2,827,063	2,332,703	237,240	257,120
3,021	3,654	4,174	2,796	Leave Expense		3,124	2,568	556	0
6,486	7,125	26,097	8,343	Fringe Benefits		7,263	5,956	1,307	0
6,609	30,653	41,255	22,652	Insurance Benefits		79,668	46,031	33,637	0
17,888	22,758	23,208	22,405	PERS Benefits		21,521	17,540	3,981	0
233	343	1,893	338	PERS Reserve		1,610	1,312	298	0
16,779	0	0	0	Deputy Director		0	0	0	0
0	26,504	35,414	29,526	Program Director	0.00	0	0	0	0
				Program Supervisor	0.20	14,554	11,643	2,911	0
5,968	6,719	6,810	7,208	Accounting Clerk II	0.00	0	0	0	0
49,157	50,316	52,425	49,114	Facility Maint. Coordinator	1.50	65,930	53,953	11,977	0
0	0	0	0	Extra Hire		0	0	0	0
106,141	148,072	191,276	142,382	PERSONNEL	1.70	193,670	139,003	54,667	0
0	0	0	0	Advertising		0	0	0	0
0	98	500	0	Computer Maintenance & Equipment		2,400	1,920	480	0
79,270	116,889	136,000	104,943	Contract Expense		115,620	50,000	21,500	44,120
8,960	2,587	16,200	266	Copying		250	250	0	0
48,836	7,274	1,000	0	Furniture & Fixtures		1,800	1,500	300	0
66,004	70,366	73,000	69,612	Insurance		77,404	56,100	21,304	0
74,376	74,788	85,000	73,467	Janitorial		88,000	76,000	12,000	0
0	0	0	0	Legal Expenses		0	0	0	0
421	394	1,000	200	Licenses and Fees		2,712	2,000	712	0

63,956	35,093	60,178	68,554	Maintenance and Repair		64,500	47,500	12,000	5,000
54	73	100	67	Postage		150	150	0	0
0	0	100	0	Printing		100	100	0	0
14,963	7,642	20,500	8,735	Supplies		13,500	10,000	2,500	1,000
0	0	2,500	0	Taxes		0	0	0	0
692	268	500	404	Telephone		700	500	200	0
0	0	1,000	0	Training		2,000	1,600	400	0
2,103	3,179	3,000	2,574	Travel		4,920	2,420	2,500	0
0	0	0	755,000	Transfers Out		0	0	0	0
59,733	54,507	65,000	54,791	Utilities		67,677	55,000	12,677	0
1,766,860	0	1,379,976	0	Operating Contingency		824,500	750,000	0	74,500
13,124	0	60,000	39,000	Capital Purchase		155,000	95,000	60,000	0
186,335	18,004	55,000	59,393	Leasehold Improv.		0	0	0	0
43,333	43,333	43,333	44,623	Principal Payment		0	0	0	0
7,735	5,157	5,157	1,289	Interest Payment		0	0	0	0
2,436,754	439,651	2,009,044	1,282,918	MATERIAL & SUPPLIES		1,421,233	1,150,040	146,573	124,620
2,542,895	587,723	2,200,320	1,425,300	TOTAL EXPENSES		1,614,903	1,289,043	201,240	124,620
865,177	2,771,247	846,000	2,085,656	Unappropriated Ending Balance		1,212,160	1,043,660	36,000	132,500

Oregon Cascades West Council of Governments

Reserves

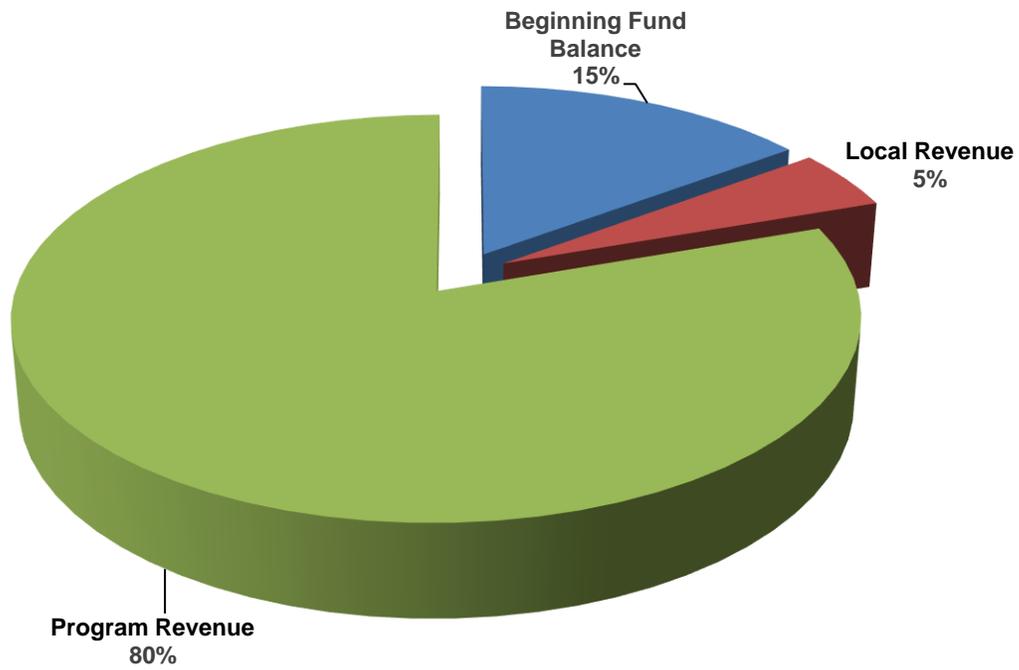
Consolidated Budget FY 2022-23

2019-2020 Actuals	2020-21 Actuals	2021-22 Adopted	Estimated Actuals	Description	2022-23 Proposed	Admin	CED	Lending	SDS	CSP	Non-Departmental
0	0	226,564	246,564	Beg Bal-Restricted Reserve	3,622,806	66,709	389,135	27,945	2,025,396	358,621	755,000
0	0	3,396,242	3,376,242	Transfer In	200,000	200,000	0	0	0	0	0
-	-	3,622,806	3,622,806	REVENUE	3,822,806	266,709	389,135	27,945	2,025,396	358,621	755,000
0	0	0	0	Transfer Out	0	0	0	0	0	0	0
0	0	0	0	Capital Project	250,000	250,000	0	0	0	0	0
-	-	-	-	MATERIALS AND SUPPLIES	250,000	250,000	0	0	0	0	0
-	-	-	-	TOTAL EXPENSES	250,000	250,000	0	0	0	0	0
0	0	3,622,806	3,622,806	Unappropriated Ending Balance	3,572,806	16,709	389,135	27,945	2,025,396	358,621	755,000

GENERAL ADMINISTRATION

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	393,792
State Revenue	-
Federal Revenue	-
Local Revenue	127,036
Program Revenue	2,122,131
TOTAL REVENUE	2,642,959
Personnel	1,082,316
Fringe Benefits	106,502
Insurance Benefits	304,266
Leave Benefits	54,319
PERS Benefits	317,910
TOTAL PERSONNEL	1,865,313
Materials & Supplies	777,646
Principal Expense	-
Interest Expense	-
TOTAL MATERIALS & SUPPLIES	777,646
Unappropriated Ending Balance	-

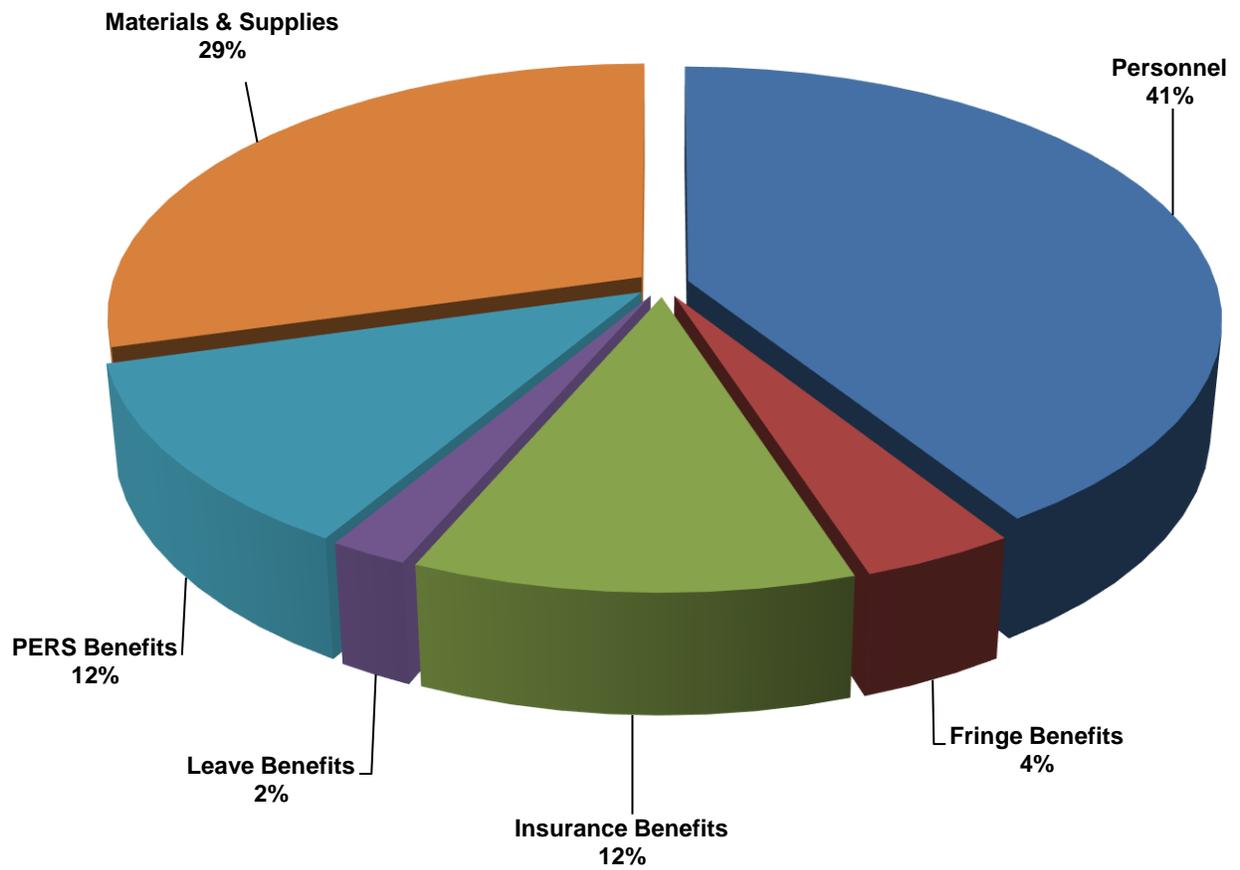
General Administration Revenue Chart FY 2022-23



* 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 2022-23



General Administration Work Program

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

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

Funding:

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

Program Area Oversight Committees or Commissions:

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

Program Contact:

Ryan Vogt
541.924.8465
rvogt@ocwcog.org

General Management

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

Funding:

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

Goals:

- Continue to improve regional awareness of OCWCOG's program and services, and to facilitate regional activities. OCWCOG will continue regular visits to member jurisdictions and provide timely, regular reports of agency activities to members.
- Provide a clear direction and values for agency staff, members, and stakeholders, by creating and codifying the agencies Mission Statement, Vision, and Guiding Principles, 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:

- Continue to improve and update comprehensive standard operating procedures (SOP) for all duties in the Finance department.
- Work with Technology staff to research enterprise software solutions to improve efficiencies and processes and offer better service to those the department supports.
- Gather information and provide input for the OCWCOG strategic planning process. Provide support to implement outlined goals.
- Enhance finance department staff skills and knowledge through continuing education and training opportunities.

Human Resources Management

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

Funding:

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

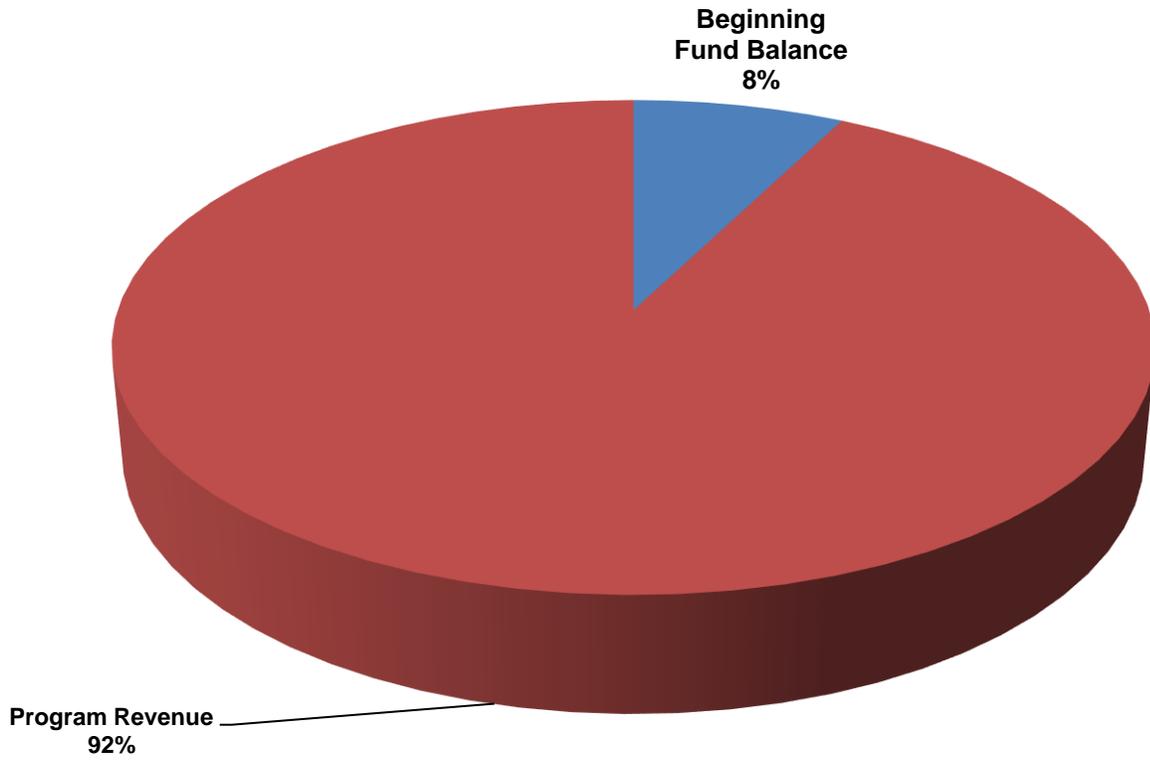
Goals:

- Evaluate onboarding and orientation processes and procedures for opportunities to improve, act on opportunities when appropriate.
- Create opportunities for management development in areas to include labor relations, performance management, coaching and mentoring to better assist managers in becoming successful leaders.
- Develop a plan identify and implement a replacement HRIS as a component of an integrated Enterprise IT solution.
- Support new and ongoing committees and workgroups including:
 - Wellness Committee
 - Safety Committee
 - Labor Management Advisory Committee
 - Diversity Equity and Inclusion Committee
 - Social Committee
 - Learning/Development Committee
 - Health Insurance Committee
- Provide Human Resource expertise and consultation to members at a competitive rate.
- Enhance HR staff skills and knowledge through continuing education.

TECHNOLOGY SERVICES

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	90,903
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	1,108,115
TOTAL REVENUE	1,199,018
Personnel	478,317
Fringe Benefits	41,254
Insurance Benefits	135,983
Leave Benefits	24,438
PERS Benefits	126,580
TOTAL PERSONNEL	806,572
Materials & Supplies	356,304
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	356,304
Unappropriated Ending Balance	36,142

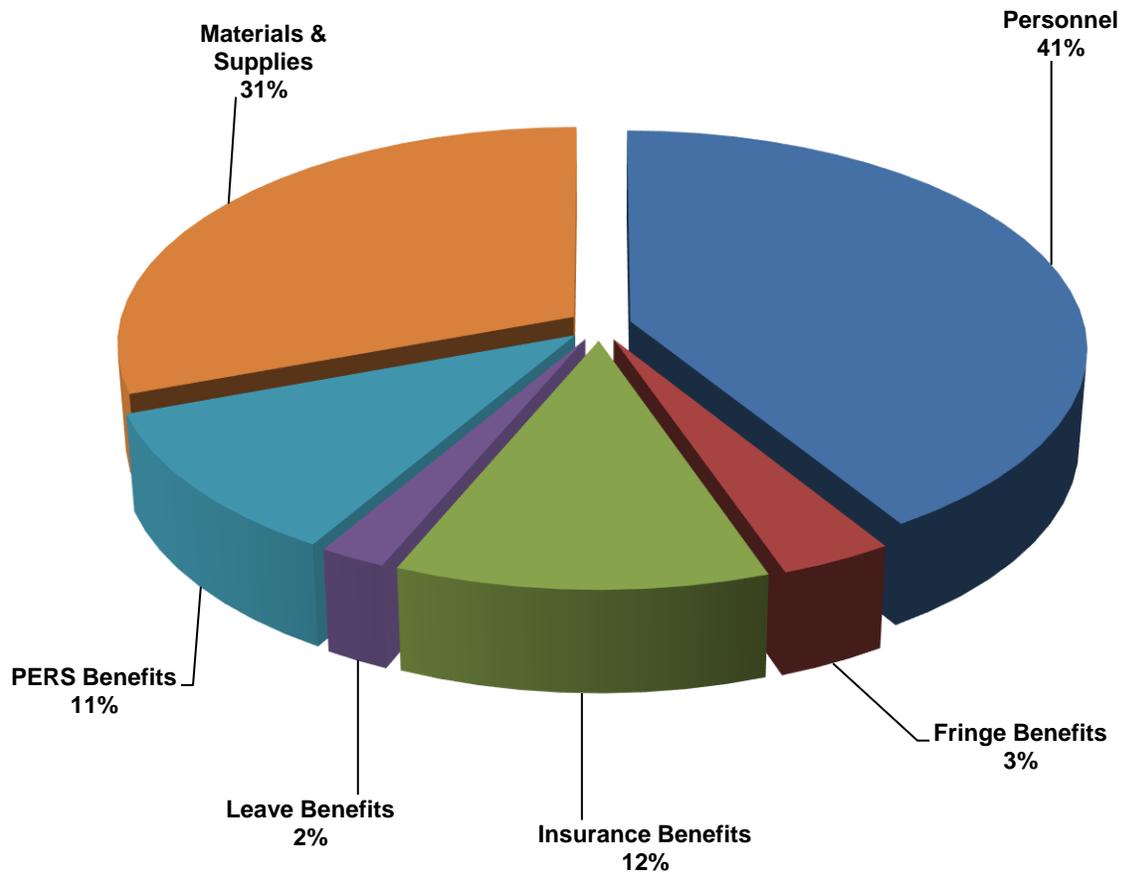
Technology Services Revenue Chart FY 2022-23



* Federal contracts including funds passed through the State Government

Program Revenue
Contracts Revenue
Indirect Income
Transfers In

Technology Service Expense Chart FY 2022-23



Technology Services Management

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

Funding:

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

Goals:

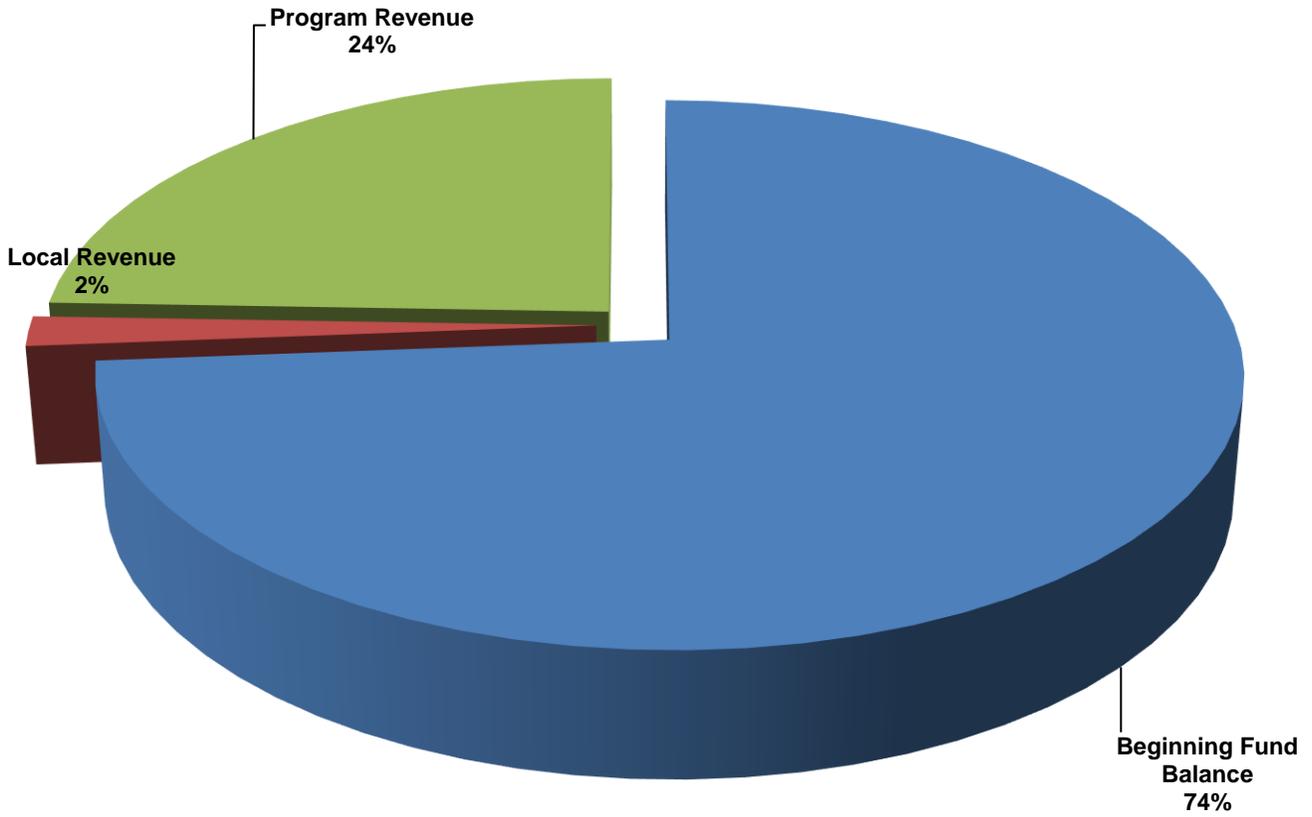
- Stabilize and enhance operations.
- Modernize information systems.
- Align information technology with program area business needs.
- Leverage cloud services to maximize staff collaboration and service delivery.
- Revitalize and maintain continuity of member managed services.

NON-DEPARTMENTAL

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY

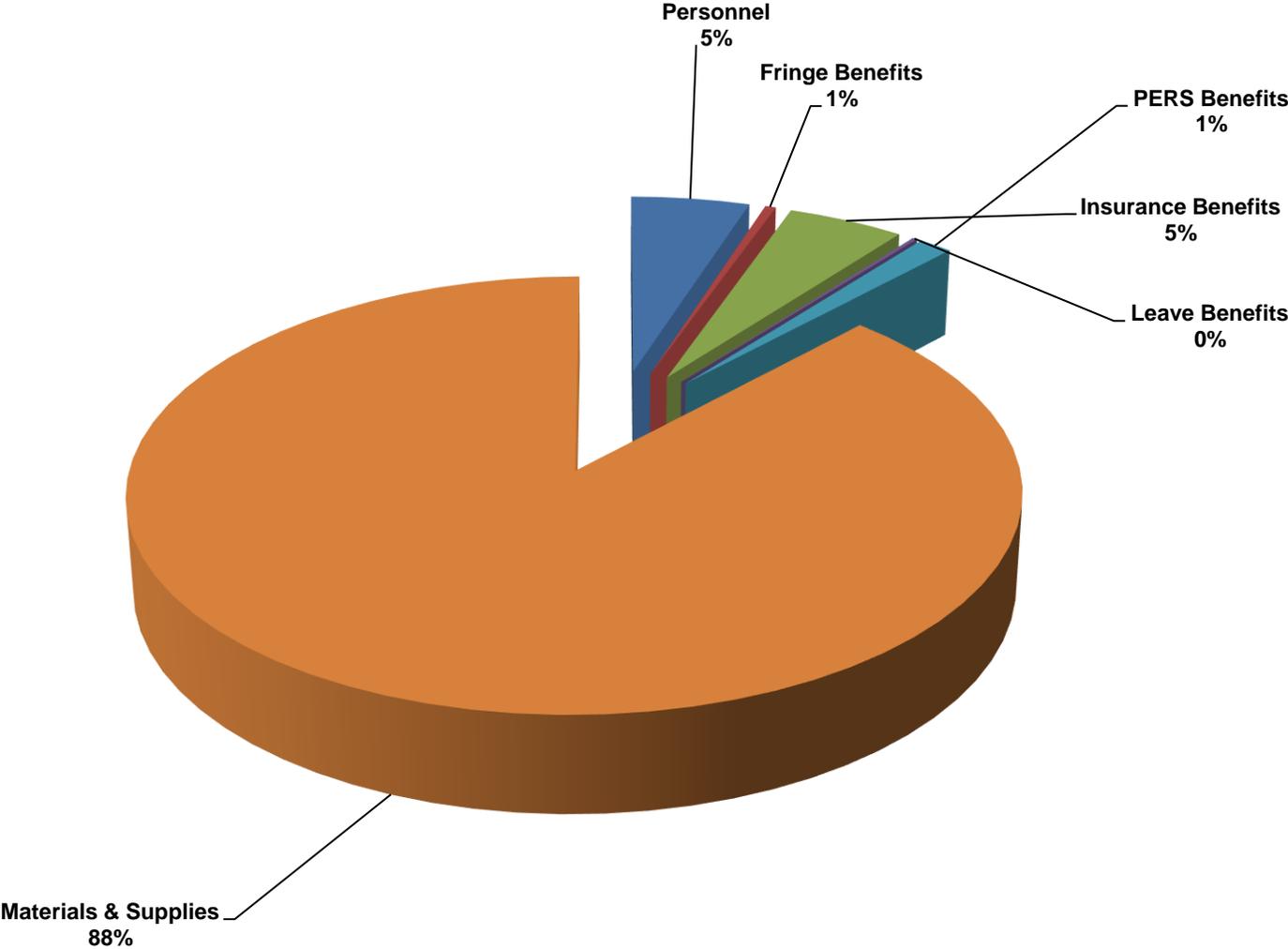
Beginning Fund Balance	2,085,655
State Revenue	-
Federal Revenue	-
Local Revenue	50,100
Program Revenue	691,308
TOTAL REVENUE	2,827,063
Personnel	80,484
Fringe Benefits	7,263
Insurance Benefits	79,668
Leave Benefits	3,124
PERS Benefits	23,131
TOTAL PERSONNEL	193,670
Materials & Supplies	1,421,233
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	1,421,233
Unappropriated Ending Balance	1,212,160

Non-Departmental Revenue Chart FY 2022-23



Local Revenue	Program Revenue
Fee for Service	Rent Income
Grant Revenue	

Non-Departmental Expense Chart FY 2022-23



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.

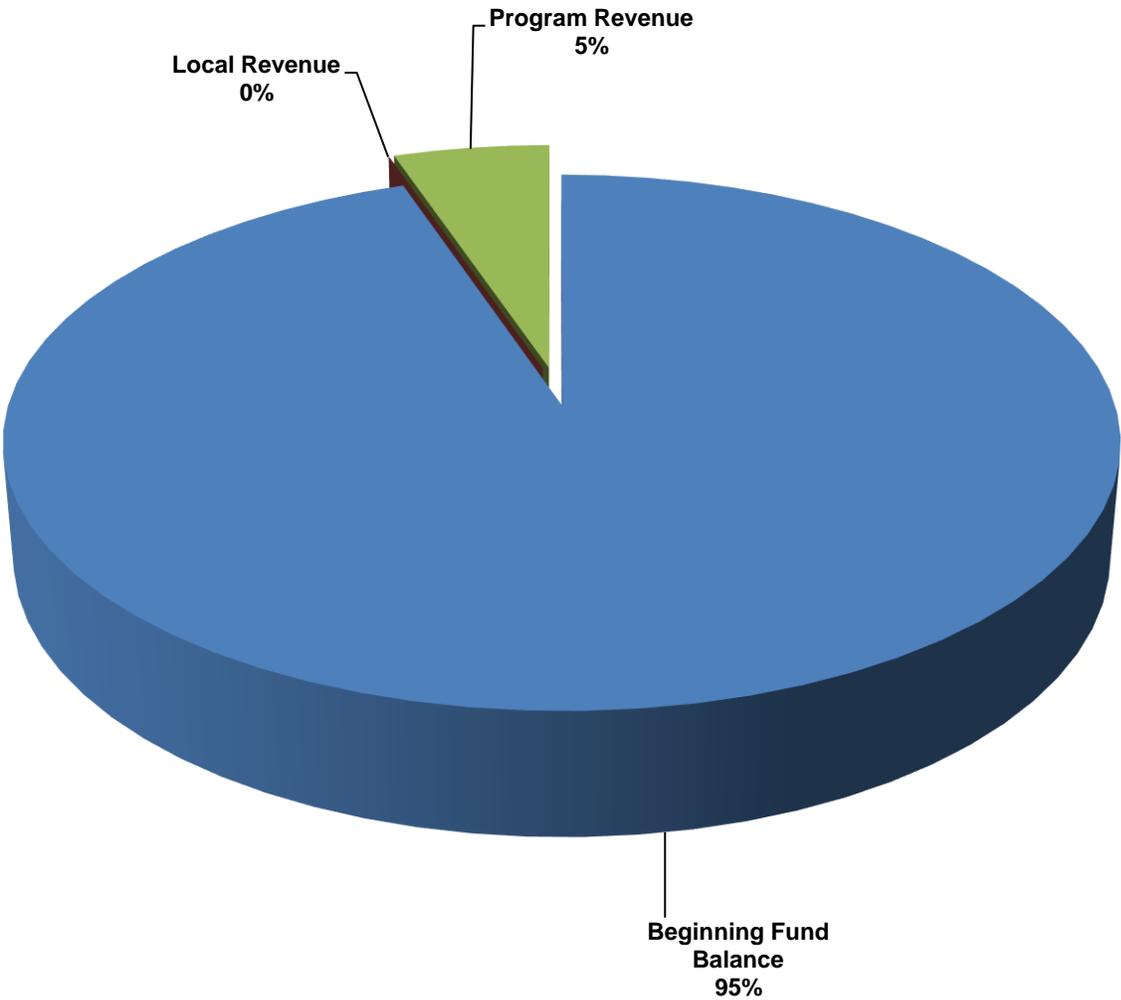
Goals:

- Establish standard and competitive processes to obtain contractors, ensure compliance with state procurement law, and complete facilities projects on-time and within budget.
- Fold strategic plan goals into five-year maintenance plan. Continue facilities improvement and capital investment.
- Operate all OCWCOG facilities consistent with program area needs to enhance staff workflows, provide building security and reception to better serve the public.

RESERVES

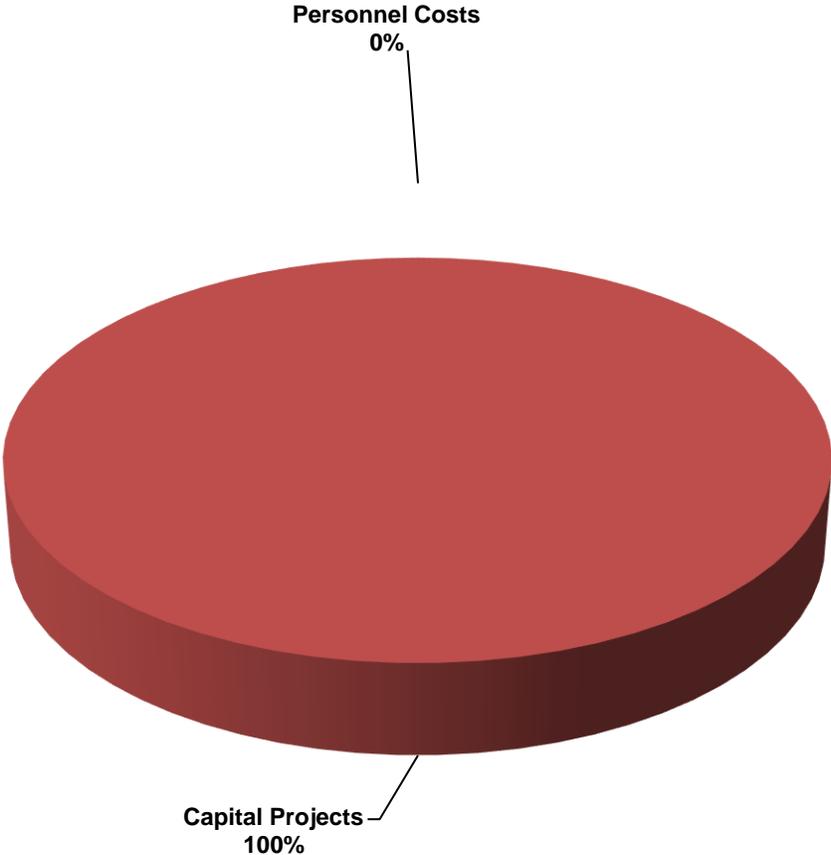
CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	3,622,806
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	200,000
TOTAL REVENUE	3,822,806
Personnel	-
Fringe Benefits	-
Insurance Benefits	-
Leave Benefits	-
PERS Benefits	-
TOTAL PERSONNEL	-
Materials & Supplies	250,000
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	250,000
Unappropriated Ending Balance	3,572,806

Reserves Revenue Chart FY 2022-23



Local Revenue	Program Revenue
	Transfer In

Reserves Expense Chart FY 2022-23



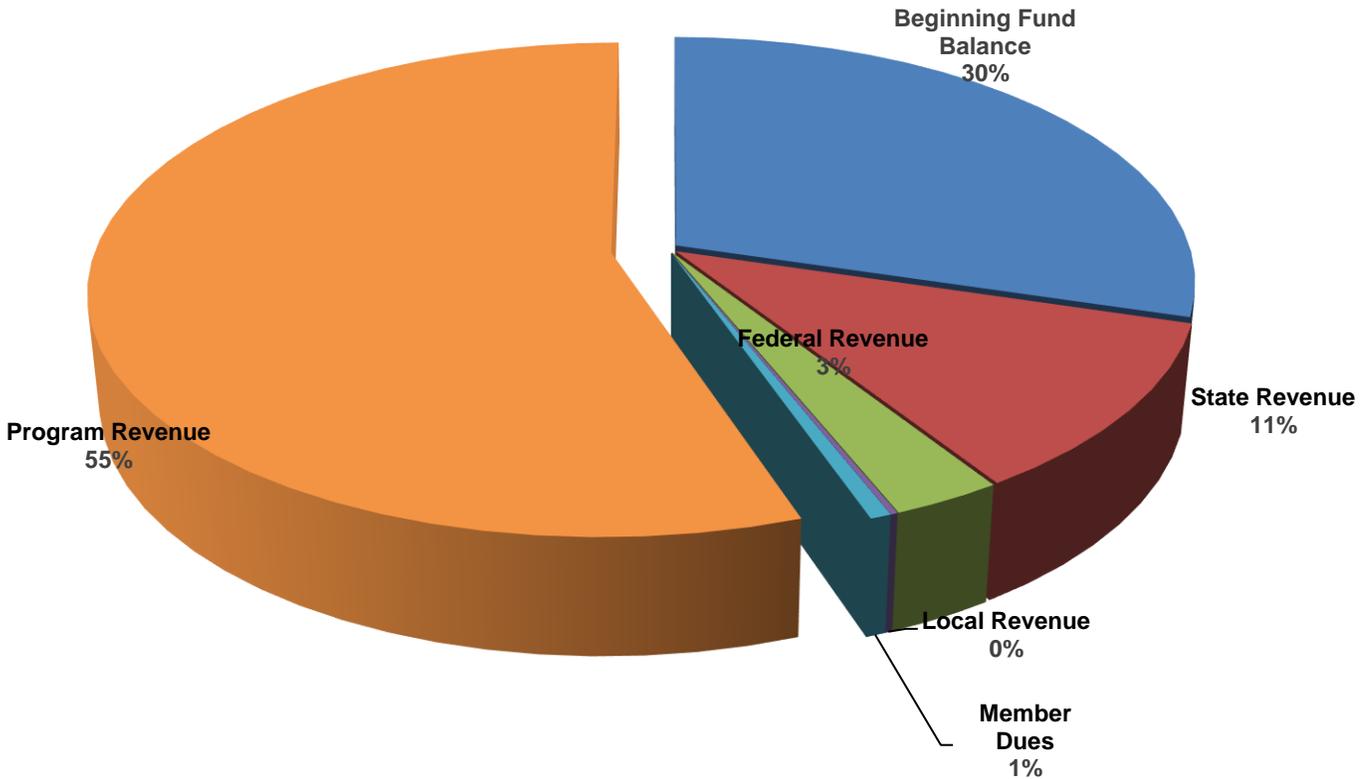
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COMMUNITY AND ECONOMIC DEVELOPMENT

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY

Beginning Fund Balance	5,311,789
State Revenue	2,014,567
Federal Revenue	536,799
Local Revenue	137,883
Program Revenue	9,925,681
TOTAL REVENUE	17,926,719
Personnel	1,374,887
Fringe Benefits	120,715
Insurance Benefits	437,778
Leave Benefits	79,181
PERS Benefits	398,372
TOTAL PERSONNEL	2,410,933
Materials & Supplies	15,515,786
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	15,515,786
Unappropriated Ending Balance	-

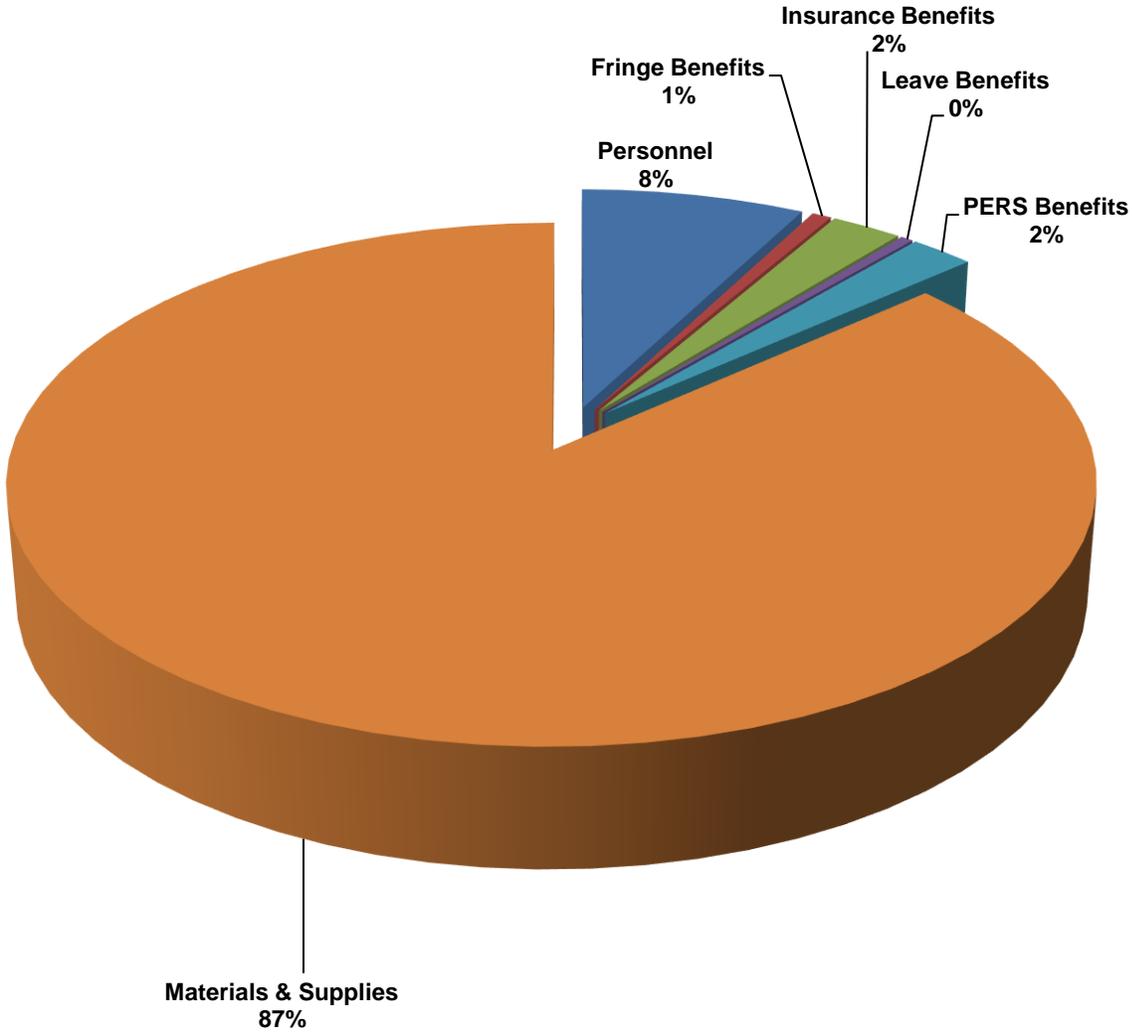
Community and Economic Development Revenue Chart FY 2022-23



* 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 2022-23



Community and Economic Development Work Program

OCWCOG's Community and Economic Development (CED) Department engages in a variety of programs that support the Region and member jurisdictions to improve overall community and economic vitality and resiliency. CED is broadly comprised of five program areas: Community Development & Land Use Planning, Economic Development, Small Business Lending, Transportation Planning and Programming, and Transportation Services.

Community Development & Land Use Planning Services:

CED planning staff primarily assist communities with land use planning. 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, 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 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

- Transportation Brokerage Advisory Committee (TBAC)

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

Program Contact:

Jenny Glass

jglass@ocwcog.org

541.924.8474

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 2022-23:

- 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 2022-23:

- Economic Development Administration planning grant
- Business Oregon
- Ford Family Foundation
- Direct service contracts with cities, counties, ports, and tribes

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 guaranteed funding in partnership with banks and other lending institutions. In addition to the portfolio of lending programs, *CWBL* assists Lincoln County and the Lincoln City Urban Renewal District to manage their business loan programs, which includes packaging, closing, and servicing of loans. *CWBL* also contracts with CCD Business Development Corporation, a Certified Development Company (CDC), to provide SBA 504 loans to businesses throughout Oregon.

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

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 and 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. Chief among the responsibilities of the CWACT is to recommend the funding of transportation projects in the Statewide Transportation Improvement Program.

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 called Get There. 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.

Albany Area MPO and Corvallis Area MPO (AAMPO & CAMPO) are federally mandated and federally funded transportation policy-making organizations made up of representatives from local government and governmental transportation authorities. The two MPOs receive federal dollars for regional transportation planning, as well as additional federal funds for construction of regionally significant projects. Each MPO is responsible for developing a Regional Transportation Plan (RTP), which provides a regional vision and policies to guide development of the transportation network over the next 20 years. The MPOs also develops the regions' four-year Transportation Improvement Program, which programs millions of Federal transportation program funds for local, 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
- Expansion of regional transportation options including vanpool services to link the Mid-Willamette Valley and the Central Oregon Coast.

Secured & Pending Funding FY 2022-23:

- 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 through either Intercommunity Health Network-Coordinated Care Organization (IHN-CCO) or the Oregon Health Authority (OHA) as well as Medicare clients enrolled in Samaritan Advantage Health Plan. *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

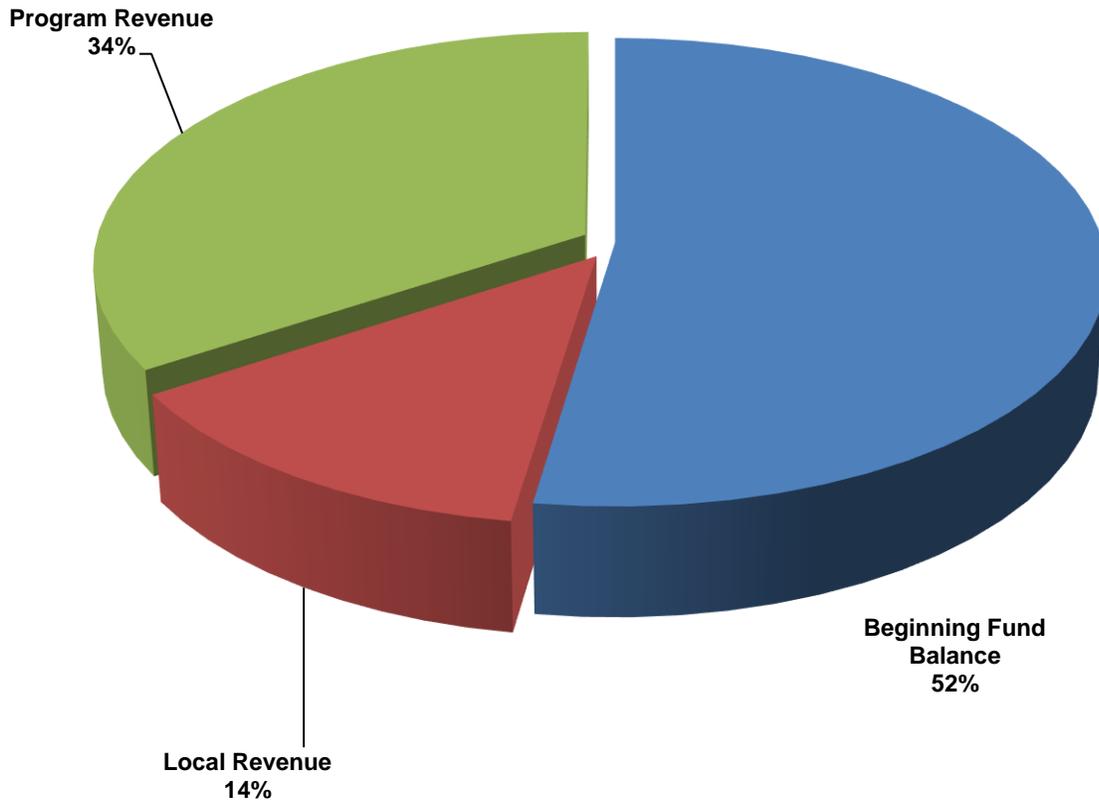
Secured & Pending Funding FY 2022-23:

- IHN-CCO Medicaid
- SAHP Medicare

BUSINESS LENDING

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	509,000
State Revenue	-
Federal Revenue	-
Local Revenue	130,000
Program Revenue	333,348
TOTAL REVENUE	972,348
Personnel	151,238
Fringe Benefits	13,279
Insurance Benefits	40,967
Leave Benefits	8,352
PERS Benefits	43,466
TOTAL PERSONNEL	257,302
Materials & Supplies	330,344
Interest Expense	20,000
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	350,344
Unappropriated Ending Balance	364,702

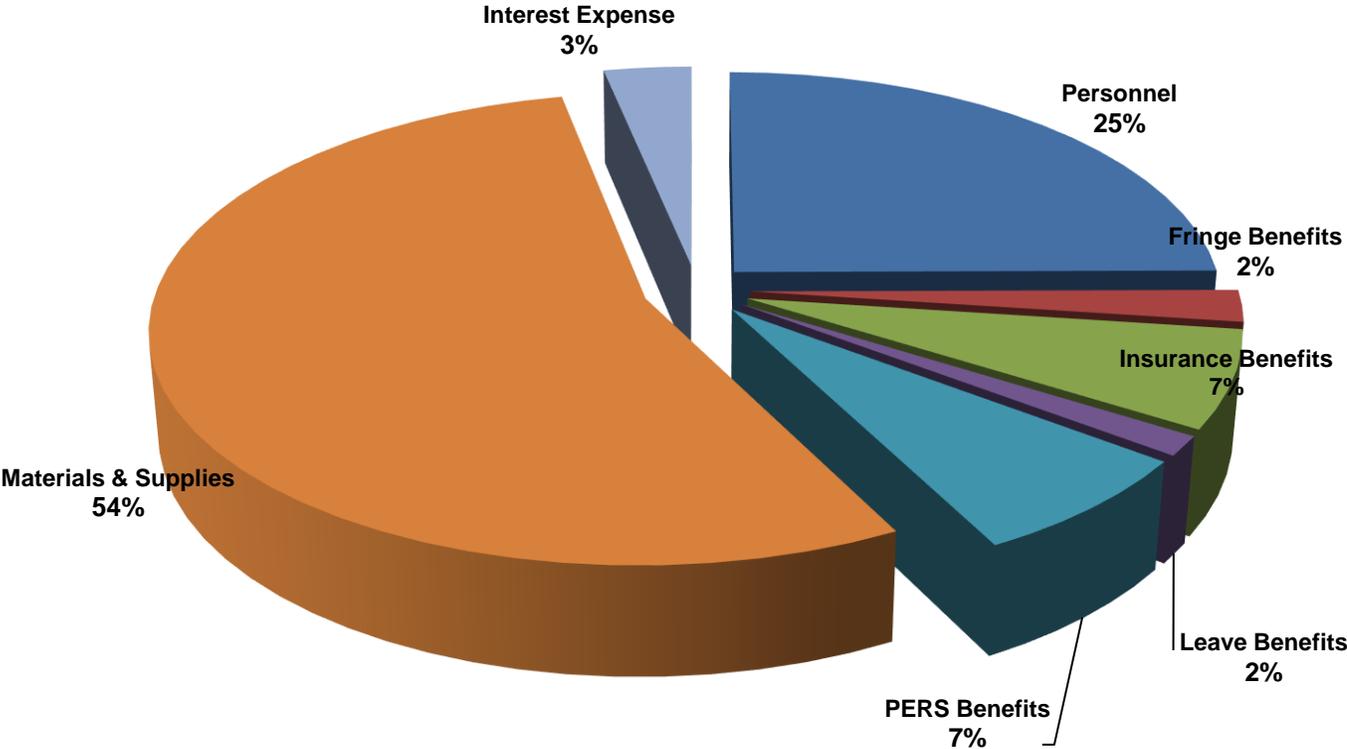
Business Lending Revenue Chart FY 2022-23



* 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 2022-23

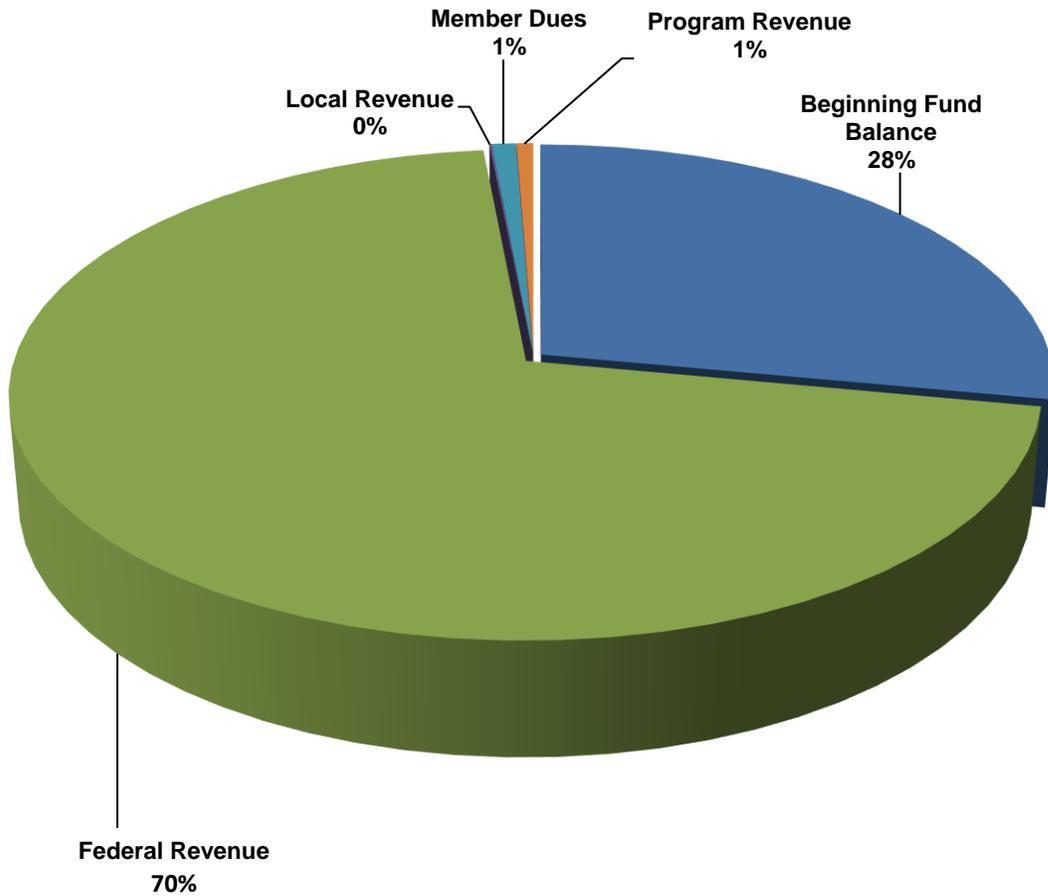


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SENIOR AND DISABILITY SERVICES

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	6,029,312
State Revenue	-
Federal Revenue	15,210,000
Local Revenue	223,200
Program Revenue	130,000
TOTAL REVENUE	21,592,512
Personnel	7,797,015
Fringe Benefits	661,656
Insurance Benefits	2,279,704
Leave Benefits	485,006
PERS Benefits	2,003,931
TOTAL PERSONNEL	13,227,312
Materials & Supplies	8,365,200
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	8,365,200
Unappropriated Ending Balance	-

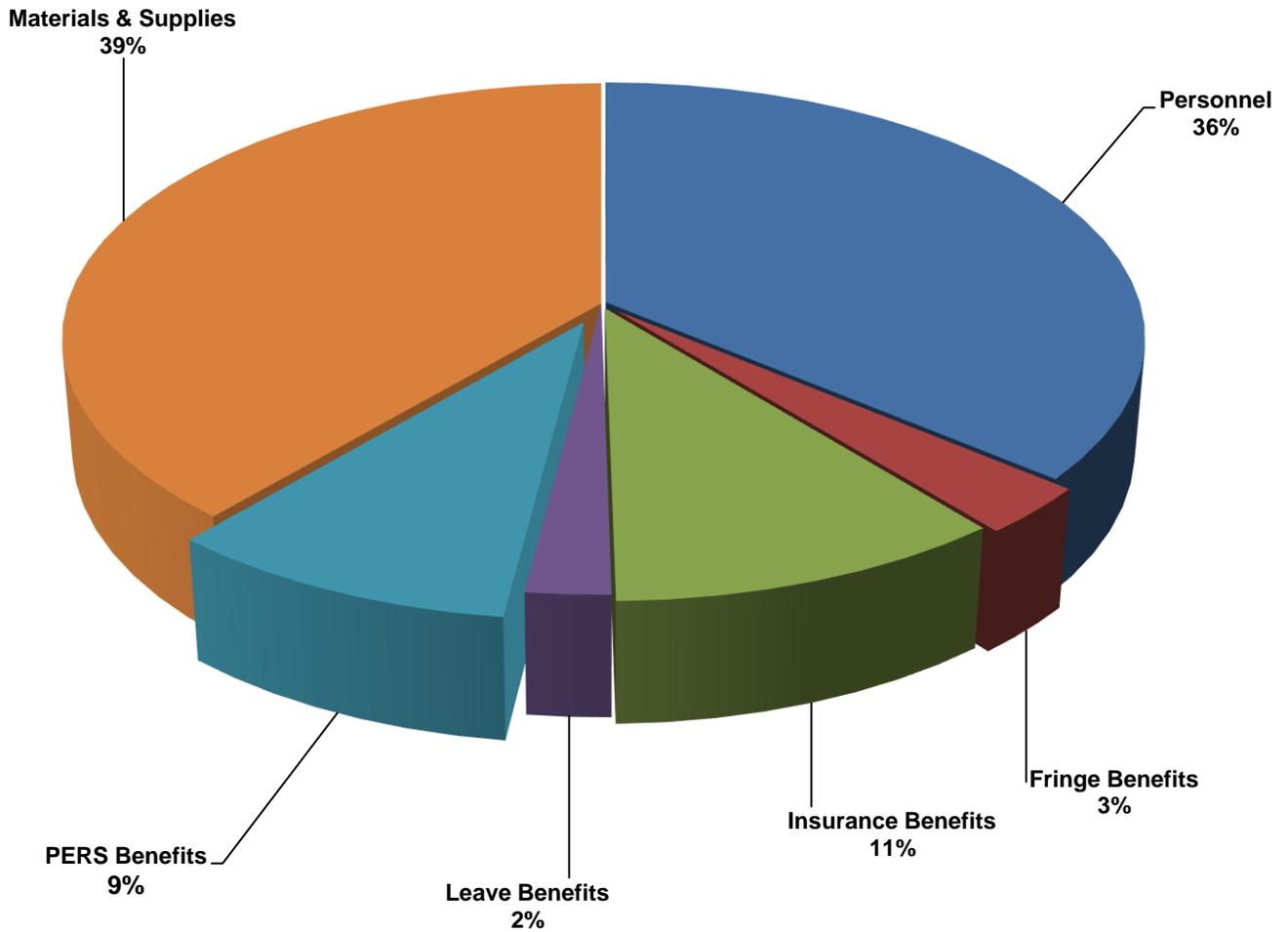
Senior and Disability Services Revenue Chart FY 2022-23



* 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 2022-23



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:

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

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:

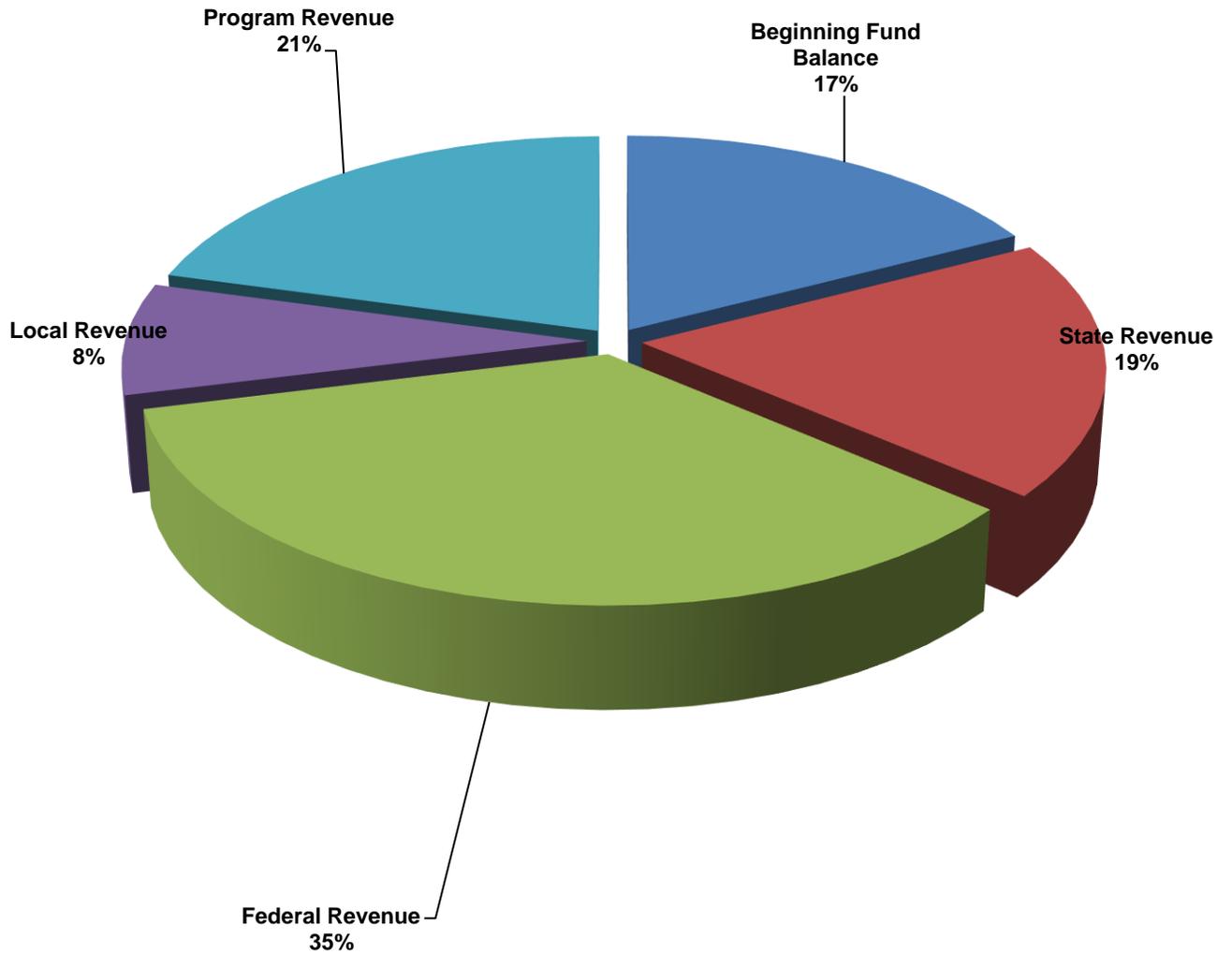
APS is funded solely by the Oregon Legislature through a contract with Oregon DHS.

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COMMUNITY SERVICES PROGRAM

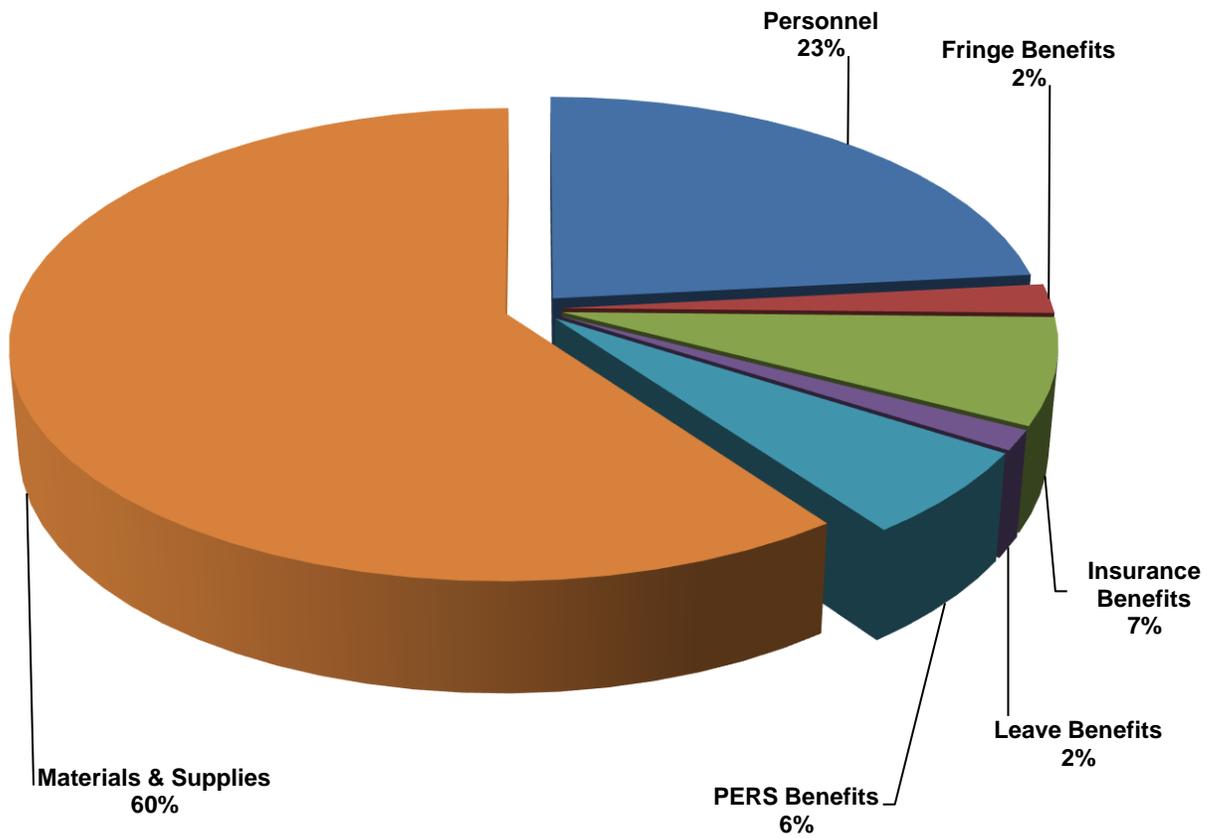
CASCADES WEST COUNCIL OF GOVERNMENTS FY 2022-23 BUDGET SUMMARY	
Beginning Fund Balance	1,076,966
State Revenue	1,159,000
Federal Revenue	2,158,000
Local Revenue	502,494
Program Revenue	1,280,669
TOTAL REVENUE	6,177,129
Personnel	1,440,800
Fringe Benefits	124,022
Insurance Benefits	450,556
Leave Benefits	85,868
PERS Benefits	367,036
TOTAL PERSONNEL	2,468,282
Materials & Supplies	3,708,847
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	3,708,847
Unappropriated Ending Balance	-

Community Services Program Revenue Chart FY 2022-23



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

Community Services Program Expense Chart FY 2022-23



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.

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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 aged 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 1,992 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 2020-2021 Meals on Wheels served a total of 239,946 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 2020-2021 Meals on Wheels served 13,279 congregate meals.

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.

Financial Wellness: Money Management for Seniors Program, \$tand By Me Oregon and Elder and Disability Justice

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

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

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

\$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.

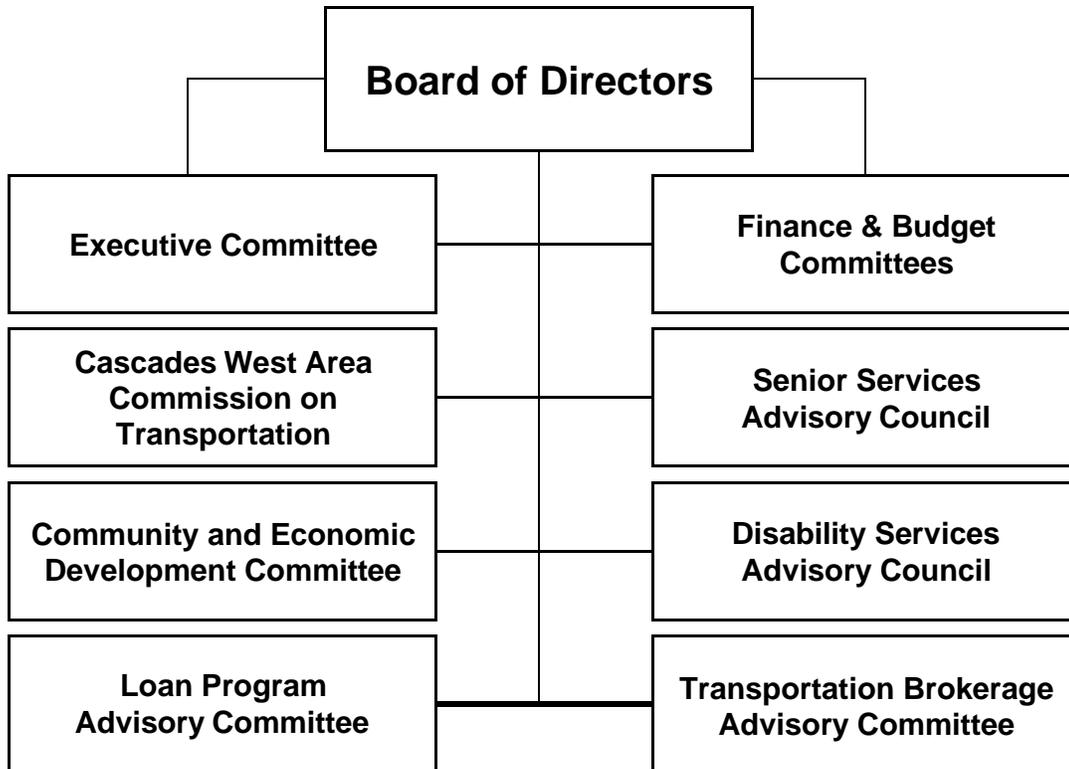
\$BM services are embedded in the community to create employment, financial education, and effective personal financial strategies. The program uses a Collective Impact Model in which coaches from local non-profits are trained specifically on the \$BM financial model, client management, and data collection allowing for flexibility while still maintaining the umbrella structure of the \$BM program regardless of what sector they serve.

Elder and Disability Justice, the work of preventing abuse and providing for the safety and well-being of seniors and persons with disabilities in our communities, is a top priority. All calls coming into the agency reporting a concern about an at-risk vulnerable adult are screened and triaged to identify the best course of action. Some of these calls are referred to the Adult Protective Services (APS) unit for investigation, but many that don't rise to the level of abuse or neglect are referred to a variety of supports and services by the screening unit. The APS screening unit also provides training, outreach, and support to bring awareness to the community about elder and disability justice issues, including scam and fraud awareness.

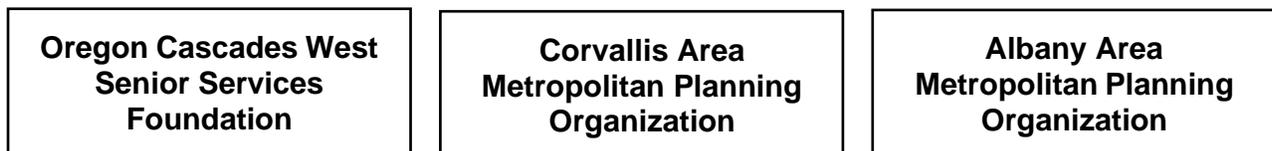
Funding:

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

OCWCOG Board and Committees



Independent Bodies Staffed by OCWCOG



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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
OAA	Older Americans Act
OABHI	<i>Older Adult Behavioral Health Initiative</i>
OCWCOG	Oregon Cascades West Council of Governments
OMPOC	Oregon Metropolitan Planning Organization Consortium
ODOT	Oregon Department of Transportation
ODVA	Oregon Department of Veterans Affairs
OHA	Oregon Health Authority
OPI	<i>Oregon Project Independence</i>
ORS	Oregon Revised Statutes
OSU	Oregon State University
PEARLS	<i>Program to Encourage Active and Rewarding Lives</i>
PERS	Oregon Public Employees Retirement System
PL	Planning
RFP	Request for Proposal
<i>Ride Line</i>	<i>Cascades West Ride</i>
<i>LineRSVP</i>	<i>Retired Seniors Volunteer Program</i>
<i>RTP</i>	<i>Regional Transportation Plan</i>
SBA	U.S. Small Business Administration

SBDC	Small Business Development Centers
<i>\$BM</i>	<i>\$tand By Me</i>
SCP	<i>Senior Companion Program</i>
SDS	OCWCOG'S Senior and Disability Program
SEIU	Service Employees International Union
SHIBA	<i>Senior Health Insurance Benefits Assistance</i>
SNAP	<i>Supplemental Nutrition Assistance Program</i>
SOP	Standard Operating Procedures
SPR	State Planning and Research
SRTS	<i>Safe Routes to Schools</i>
SSAC	Senior Services Advisory Council
STIP	<i>Statewide Transportation Improvement Program</i>
TDM	Transportation on Demand
TGM	Transportation Growth Management
<i>TIP</i>	<i>Transportation Improvement Plan</i>
Title XIX	Medicaid Program
TNAF	Temporary Assistance for Needy Families
<i>UPWP</i>	<i>Unified Planning Work Program</i>
USDA	U.S. Department of Agriculture
VSO	Veterans Service Office / Officer

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Oregon Cascades West Council of Governments