

# Work Program & Budget

Oregon Cascades West Council of Governments

**Fiscal Year 2019–2020**

**Draft**

Prepared by:  
**Oregon Cascades West Council of Governments**

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[www.OCWCOG.org](http://www.OCWCOG.org)

[www.StateoftheRegion.org](http://www.StateoftheRegion.org)

Executive Director: Fred Abousleman

May 2019

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TAB PAGE: Overview of Programs and Funding

# Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2019-2020

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

## **Cascades West Business Lending**

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

## **Transportation**

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

## **Senior and Disability Services**

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

## Community Services Program

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

## **Governance, Administration, and Programs of OCWCOG:**

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

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

The Board has an Executive Committee and a Finance Committee. The Executive Committee meets bi-monthly with OCWCOG management to discuss and advise on operational issues. The Finance Committee consists of the Executive Committee and OCWCOG standing 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 by State law 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's responsibility 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.

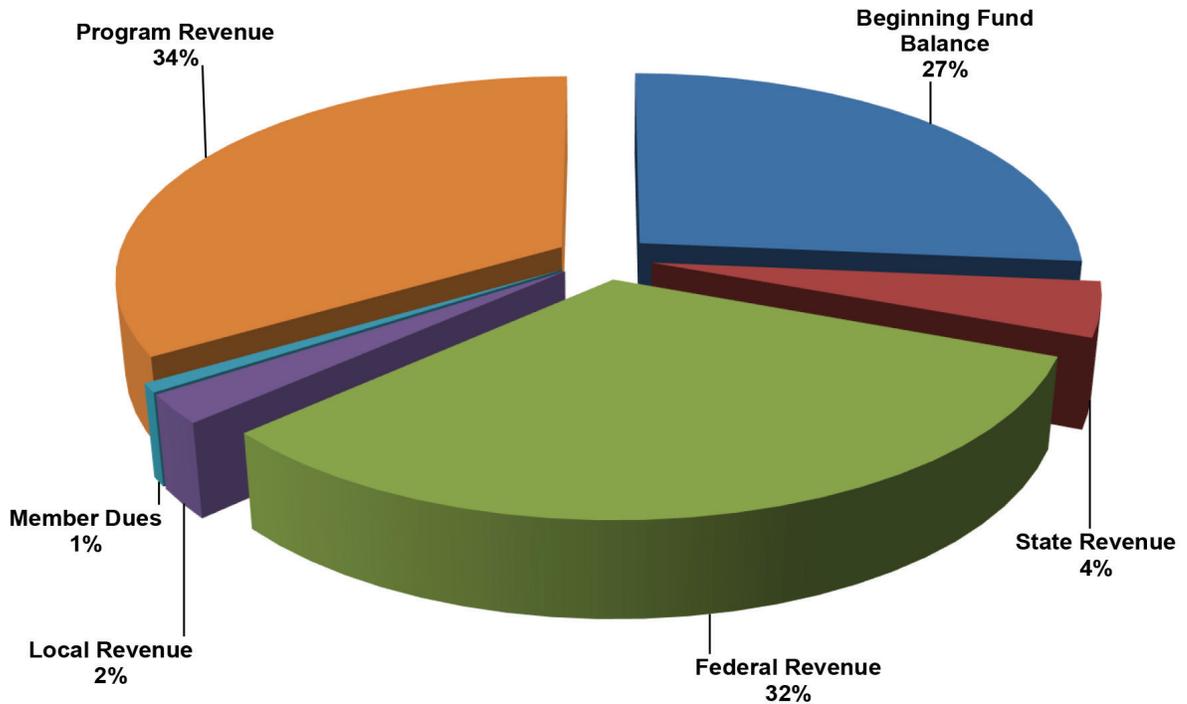
All work of OCWCOG staff is presented in this document. Consequently, this document can be correctly read as an "authorization" document, directing the Executive Director to carry out programs and functions on behalf of the members consistent with this document.

### **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.

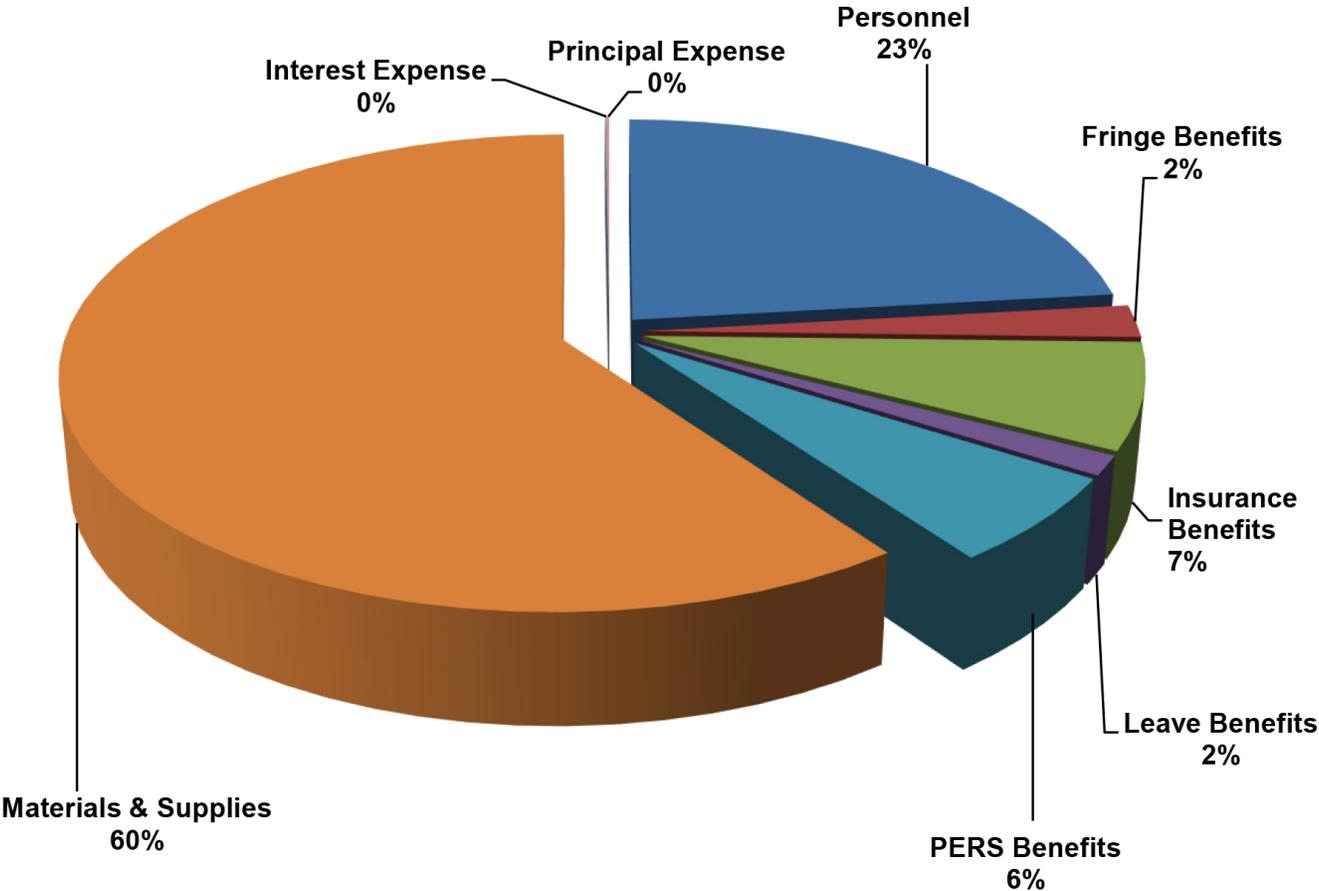
# Agency Revenue Chart FY2019-2020



\*Federal contracts including funds passed through the State Government.

State Revenue	Federal Revenue
Oregon Department of Transportation <i>Oregon Project Independence</i> Veterans	Department of Agriculture Economic Development Administration Environmental Protection Agency Federal Contracts Federal Match Older Americans Act <i>Meals on Wheels XIX</i> Siletz Revenue Title XIX
Local Revenue	Program Revenue
Donations Dues Fees for Service Grant Revenue Interest Revenue Sponsorships	Contracts Revenue Coordinated Care Indirect Income Loan Fees / Borrower's Fees Loan Packaging Fees Match Miscellaneous Revenue Program Income Program Meals Revenue Rent Income Service Fees Transfers In/Internal Transfers

# Agency Expense Chart FY2019-2020



# Agency and Department Budgets

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

- 17 Agency Budget
- 19 Consolidated OCWCOG
- 23 Consolidated General Administration
- 25 Consolidated Community and Economic Development
- 27 Consolidated Business Lending
- 29 Consolidated Senior and Disability Services
- 32 Consolidated Community Services Program
- 35 Consolidated Technology Services
- 37 Consolidated Non-Departmental

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# Agency Consolidated Budget

<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	10,901,004
State Revenue	1,767,749
Federal Revenue	13,172,333
Local Revenue	1,251,049
Program Revenue	13,705,299
<b>TOTAL REVENUE</b>	<b>40,797,434</b>
Personnel	9,464,978
Fringe Benefits	899,854
Insurance Benefits	2,953,268
Leave Benefits	545,158
PERS Benefits	2,438,511
<b>TOTAL PERSONNEL</b>	<b>16,301,769</b>
Materials & Supplies	24,434,332
Interest Payments	18,000
Principal Payments	43,333
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>24,495,665</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

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# Oregon Cascades West Council of Governments Agency Consolidated Budget FY2019-2020

2018 Actuals	2019 Adopted	Description	2020 Proposed	General Admin Consolidated	CEA Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated
26,834	1,746	Beg Bal-Restricted for Grants	0	0	0	0	0	0	0	0
1,631,161	1,943,336	Beg Bal-Restrict for Contracts	1,794,742	0	1,105,643	0	533,490	155,609	0	0
2,041,269	1,532,985	Beg Bal-Restricted for Reconciliation	1,532,985	0	0	0	1,532,985	0	0	0
2,290,027	2,317,449	Beg Bal-Restricted for Other	2,526,889	50,537	0	501,889	0	55,027	0	1,919,436
2,230,000	2,230,000	Beg Bal-Restricted for Reserve	2,342,700	0	0	0	1,637,700	0	0	705,000
1,424,358	2,583,432	Beg Bal-Unrestricted	2,703,688	0	0	0	2,703,688	0	0	0
10,157	1,500	Borrower Fees	2,000	0	0	2,000	0	0	0	0
2,241,447	2,029,684	Contract Revenue	2,129,144	127,123	335,878	55,000	500,000	1,079,143	32,000	0
7,744,088	7,379,243	Coordinated Care	8,241,572	0	8,241,572	0	0	0	0	0
195,738	282,000	Donations	275,075	0	0	0	0	275,075	0	0
279,204	296,303	Dues	312,424	14,877	110,092	0	187,455	0	0	0
93,750	75,000	Economic Development Administration	75,000	0	75,000	0	0	0	0	0
0	200,000	Environmental Protection Agency	200,000	0	200,000	0	0	0	0	0
0	55,000	Federal Contracts	55,000	0	55,000	0	0	0	0	0
220,896	497,381	Federal Match	392,781	0	0	0	377,781	15,000	0	0
153,882	84,000	Fee for Service	92,550	0	5,000	0	15,000	12,550	0	60,000
165,934	265,169	Grant Revenue	279,000	0	0	0	0	269,000	0	10,000
1,805,216	2,148,610	Indirect Income	2,243,661	1,559,836	0	0	0	0	683,825	0
289,855	232,211	Interest Revenue	264,000	99,000	0	165,000	0	0	0	0
3,919	5,000	Internal Transfer	5,000	0	0	0	0	5,000	0	0
10,907	15,000	Loan Fees	0	0	0	0	0	0	0	0
128,710	132,055	Loan Processing Revenue	0	0	0	0	0	0	0	0
86,797	90,953	Match Revenue	83,500	0	0	0	0	83,500	0	0
47,137	3,500	Miscellaneous Revenue	0	0	0	0	0	0	0	0
528,801	639,367	ODOT	675,273	0	675,273	0	0	0	0	0
894,928	1,150,854	Older Americans Act	1,082,538	0	0	0	450,000	632,538	0	0
548,836	1,120,978	Oregon Project Independence	986,000	0	0	0	886,000	100,000	0	0
0	0	Program Administration	120,000	0	0	120,000	0	0	0	0
0	15,000	Program Income	0	0	0	0	0	0	0	0
150,288	153,804	Program Meals Revenue	156,000	0	0	0	0	156,000	0	0
638,154	642,153	Rent Income	637,922	0	0	0	0	0	0	637,922
386,611	388,072	Meals on Wheels XIX	370,500	0	0	0	0	370,500	0	0
5,915	5,550	Service Fees	6,500	0	0	6,500	0	0	0	0
10,350	5,000	Siletz Revenue	12,500	0	0	0	0	12,500	0	0
19,596	0	Special Event Revenue	3,000	0	0	0	0	3,000	0	0
41,990	25,000	Sponsorship	25,000	0	25,000	0	0	0	0	0
10,436,555	10,645,542	Title XIX	10,872,734	0	454,900	0	10,323,834	94,000	0	0
104,758	103,671	Transfer In	80,000	0	0	10,000	10,000	25,000	35,000	0
111,083	111,280	USDA	111,280	0	0	0	0	111,280	0	0

# Oregon Cascades West Council of Governments Agency

## Consolidated Budget FY2019-2020

2018 Actuals	2019 Adopted	Description	2020 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated
105,166	105,166	Veterans	106,476	0	0	0	0	106,476	0	0
<b>37,104,317</b>	<b>39,512,994</b>	<b>REVENUE</b>	<b>40,797,434</b>	<b>1,851,373</b>	<b>11,283,358</b>	<b>860,389</b>	<b>19,157,933</b>	<b>3,561,198</b>	<b>750,825</b>	<b>3,332,358</b>
518,409	491,240	Leave Benefits	545,158	44,484	61,001	7,952	367,610	38,426	20,277	5,408
633,107	802,912	Fringe Benefits	899,854	79,544	107,612	7,981	561,446	89,592	29,119	24,560
2,297,093	2,724,508	Insurance Benefits	2,953,268	182,756	404,024	25,656	1,983,021	214,354	92,298	51,159
1,434,767	1,742,492	PERS Benefits	2,349,139	202,012	297,412	23,069	1,529,789	186,441	77,576	32,840
67,555	91,852	PERS Reserve	89,372	7,785	10,901	0	58,858	7,484	3,206	1,138
130,888	135,316	Executive Director	139,646	139,646	0	0	0	0	0	0
101,626	91,123	Deputy Director	101,789	74,695	0	0	0	0	0	27,094
48,496	52,303	Accounting Specialist	97,800	97,800	0	0	0	0	0	0
29,495	38,510	Accounting Clerk II	45,024	34,297	0	0	0	0	5,452	5,275
326,043	406,804	Administrative Assistant	367,032	40,288	0	0	216,825	109,919	0	0
181,075	226,610	ADRC Specialist	238,247	0	0	0	238,247	0	0	0
311,626	402,982	Adult Protective Services Specialist	424,240	0	0	0	424,240	0	0	0
0	26,953	Assistant Loan Officer	0	0	0	0	0	0	0	0
62,595	73,480	Assistant AFH Licensing Worker	108,256	0	0	0	108,256	0	0	0
0	0	Assistant Planner	95,844	0	95,844	0	0	0	0	0
1,684,972	1,915,810	Case Manager	2,215,083	0	0	0	2,215,083	0	0	0
122,374	185,896	CED Planner	290,198	0	290,198	0	0	0	0	0
55,604	193,302	CED Planner II	0	0	0	0	0	0	0	0
7,114	13,594	Clerical Assistant	16,672	0	0	0	0	0	0	0
251,425	285,716	Clerical Specialist	290,801	0	0	0	272,606	16,672	0	0
47,331	51,347	Clerical Supervisor	55,712	0	55,712	0	0	18,195	0	0
39,176	0	Conf. Administrative Assistant	0	0	0	0	0	0	0	0
48,727	91,940	Confidential Executive Assistant	106,692	106,692	0	0	0	0	0	0
52,475	83,266	Contract Coordinator	78,953	17,139	25,763	0	31,151	4,900	0	0
174,881	189,222	Division & Transition Coordinator	197,131	0	0	0	197,131	0	0	0
904,288	1,024,702	Eligibility Specialist	1,072,254	0	0	0	1,015,280	56,974	0	0
38,266	50,028	Executive Assistant	51,324	0	51,324	0	0	0	0	0
130,836	93,426	Extra Hire	77,972	3,741	0	0	74,231	0	0	0
48,993	42,713	Facility Maintenance Coordinator	0	0	0	0	0	0	0	0
0	0	Facilities Maintenance Worker	41,363	0	0	0	0	0	0	41,363
81,295	153,297	In Home Assistant	312,468	0	0	0	312,468	0	0	0
62,634	64,774	Information Systems Specialist	66,606	0	0	0	0	0	66,606	0
191,811	271,626	Lead Case Manager	300,959	0	0	0	300,959	0	0	0
21,904	31,987	Lead Eligibility Specialist	49,572	0	0	0	49,572	0	0	0
42,080	44,589	Lead Trans Brokerage Specialist	45,558	0	45,558	0	0	0	0	0
68,337	72,629	Loan Officer	0	0	0	0	0	0	0	0
184,279	194,780	Meal Site Manager 3	192,164	0	0	0	0	192,164	0	0

# Oregon Cascades West Council of Governments Agency Consolidated Budget FY2019-2020

2019 Actuals	2019 Adopted	Description	2020 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated
0	0	Money Management Coordinator	43,287	0	0	0	0	43,287	0	0
79,215	0	MPO Director	0	0	0	0	0	0	0	0
73,936	77,178	Network Operations Specialist	79,206	0	0	0	0	0	79,206	0
0	0	Other Personnel Costs	0	0	0	0	0	0	0	0
86,784	90,194	Personnel Manager	85,130	85,130	0	0	0	0	0	0
257,889	294,882	Program Director	326,976	112,262	102,084	12,827	99,803	0	0	0
217,025	66,278	Program Manager	146,454	70,699	0	0	75,755	0	0	0
474,733	540,602	Program Supervisor	758,259	0	0	0	565,949	132,109	0	60,201
20,837	18,917	Relief Site Manager	25,000	0	0	0	0	25,000	0	0
65,055	70,206	RSVP Supervisor	79,806	0	0	0	15,961	63,845	0	0
0	71,753	Services Director	0	0	0	0	0	0	0	0
0	0	Senior Accountant	0	0	0	0	0	0	0	0
0	0	Senior Loan Officer	78,069	0	0	78,069	0	0	0	0
21,611	58,228	Senior Meals Supervisor	0	0	0	0	0	0	0	0
45,073	44,389	Senior Meals Coordinator	38,148	0	0	0	0	38,148	0	0
79,782	82,845	Technology Manager	87,556	0	0	0	0	0	87,556	0
0	0	Technology Support Specialist	0	0	0	0	0	0	0	0
356,795	415,042	Transportation Brokerage Specialist	426,599	0	426,599	0	0	0	0	0
0	79,207	Transportation Program Manager	81,834	0	81,834	0	0	0	0	0
31,684	49,510	Veterans Service Officer	47,419	0	0	0	0	47,419	0	0
49,426	51,141	Workstation Support Specialist	81,875	0	0	0	0	0	81,875	0
<b>12,261,421</b>	<b>14,372,101</b>	<b>PERSONNEL</b>	<b>16,301,769</b>	<b>1,298,970</b>	<b>2,055,866</b>	<b>155,554</b>	<b>10,714,241</b>	<b>1,284,929</b>	<b>543,171</b>	<b>249,038</b>
11,894	14,850	Advertising	12,750	1,100	4,150	0	1,600	5,900	0	0
14,414	12,500	Auto Expense	12,500	0	500	0	0	12,000	0	0
0	0	Bad Debt Expense	0	0	0	0	0	0	0	0
12,919	17,700	Bank Charges	19,645	10,500	1,500	7,000	0	645	0	0
19,618	39,050	Board/Comm/Meeting Expense	38,150	26,000	4,850	0	5,750	1,550	0	0
10,408	1,000	Borrowers Fees	1,350	0	0	1,350	0	0	0	0
0	0	CED Administration	0	0	0	0	0	0	0	0
452,347	500,000	CEP Contract	325,000	0	0	0	325,000	0	0	0
92,060	132,970	Computer Maintenance/Equipment	127,146	51,200	15,300	0	35,000	5,646	20,000	0
2,488	2,500	Contract Administration	2,500	0	2,500	0	0	0	0	0
9,103,133	8,957,393	Contract Expense	9,669,136	205,220	7,793,306	200	283,249	1,244,390	52,800	89,971
70,151	76,170	Copying	76,000	8,000	9,000	450	37,000	8,750	500	12,300
50,574	46,925	Dues and Memberships	77,500	19,500	8,150	0	47,000	2,350	500	0
4,367	3,800	Equipment Expense	1,500	0	1,500	0	0	0	0	0
487,217	505,167	Finance Indirect	512,117	0	82,150	3,100	355,259	71,608	0	0
15,359	17,400	Furniture & Fixtures	115,000	7,000	80,000	0	9,500	2,500	4,000	12,000
939,935	1,000,809	Indirect Expense	1,047,719	0	168,067	6,342	726,807	146,503	0	0

# Oregon Cascades West Council of Governments Agency

## Consolidated Budget FY2019-2020

2018 Actuals	2019 Adopted	Description	2020 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non-Departmental Consolidated
19,521	17,620	Interest Expense	17,500	0	0	17,500	0	0	0	0
63,195	63,697	Insurance	66,250	0	0	0	0	3,750	0	62,500
53,311	53,692	Janitorial	77,567	0	0	0	0	3,200	0	74,367
21,666	16,650	Legal Expense	29,000	14,000	3,000	0	10,000	0	2,000	0
64,515	72,675	Licenses and Fees	120,669	20,500	12,230	2,200	23,000	15,159	47,180	400
125,623	132,155	Loan Admin Expense	120,000	0	0	120,000	0	0	0	0
0	2,000	Loan Legal Expense	0	0	0	0	0	0	0	0
97,727	128,650	Maintenance and Repairs	83,320	0	2,000	0	2,100	23,500	1,500	54,220
13,723	5,650	Marketing Expense	3,250	0	2,950	300	0	0	0	0
18,143	17,750	Meal Delivery Travel	17,750	0	0	0	0	17,750	0	0
410,909	4,153,105	Operating Contingency	3,713,703	40,414	735,684	0	1,086,343	222,613	0	1,628,649
54,676	63,000	Postage	60,950	775	5,550	250	50,600	3,525	200	50
7,539	10,955	Printing	15,775	1,800	3,550	150	5,000	5,100	150	25
640,987	656,745	Rent	652,251	47,694	74,195	2,545	420,564	78,429	28,824	0
110,448	351,081	Resource Reserve	327,781	0	0	0	327,781	0	0	0
90,880	87,477	Stipend	145,584	0	0	0	1,700	143,884	0	0
104,827	104,518	Supplies	119,400	5,500	9,950	400	54,250	27,000	3,000	19,300
20,949	0	Special Event	14,000	14,000	0	0	0	0	0	0
3,447	3,500	Taxes	3,500	0	0	0	0	0	0	3,500
591,624	642,634	Technology Indirect	683,824	0	109,692	4,139	474,373	95,620	0	0
154,466	152,108	Telephone	169,615	5,300	19,468	950	75,200	29,897	38,000	800
73,332	113,086	Training	123,550	42,800	24,000	1,000	32,000	16,750	6,000	1,000
148,330	145,850	Travel	143,000	11,100	9,250	1,000	95,000	21,750	3,000	1,900
64,143	70,000	Utilities	66,000	0	0	0	0	0	0	66,000
42,533	25,000	Volunteer Travel	50,000	0	0	0	0	50,000	0	0
15,992	11,500	Volunteer Recognition	16,500	0	0	0	0	16,500	0	0
12,892	20,000	Interest Payment	18,000	0	0	0	0	0	0	0
43,333	43,333	Principal Payment	43,333	0	0	0	0	0	0	18,000
14,600	7,000	Capital Purchases	55,000	0	0	0	0	0	0	43,333
0	1,091,737	Leasehold Improvements	419,500	0	45,000	0	200,000	0	0	55,000
87,334	70,000	Transfers Out	35,000	0	0	0	35,000	0	0	174,500
10,385,347	5,479,491	Unappropriated EFB for future	5,046,080	20,000	0	535,959	3,724,616	0	0	765,505
<b>24,842,897</b>	<b>25,140,893</b>	<b>MATERIALS AND EXPENSES</b>	<b>24,495,665</b>	<b>552,403</b>	<b>9,227,492</b>	<b>704,835</b>	<b>8,443,692</b>	<b>2,276,269</b>	<b>207,654</b>	<b>3,083,320</b>
<b>37,104,318</b>	<b>39,512,994</b>	<b>TOTAL EXPENSES</b>	<b>40,797,434</b>	<b>1,851,373</b>	<b>11,283,358</b>	<b>860,389</b>	<b>19,157,933</b>	<b>3,561,198</b>	<b>750,825</b>	<b>3,332,358</b>
<b>0</b>	<b>0</b>	<b>NET GAIN/LOSS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## General Administration

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	GA	HR	Finance	Special Dues
5,000	14,667	10,000	10,000	Beg Bal - Restricted for Contracts		0	0	0	0	0
872	1,058	0	0	Beg Bal-Restricted for Grants		0	0	0	0	0
0	0	26,427	26,427	Beg Bal-Restricted for Other		50,537	0	0	25,000	25,537
30,000	0	0	25,000	Beg Bal-Unrestricted		0	0	0	0	0
3,046	37,408	17,500	32,500	Contract Revenue		127,123	0	12,123	115,000	0
0	0	14,110	0	Dues		0	0	0	0	0
1,144,013	1,236,725	1,505,975	1,505,975	Indirect Income		1,559,836	689,422	358,297	512,117	0
68,694	110,097	57,204	107,356	Interest Revenue		99,000	9,000	0	90,000	0
0	0	0	0	Grant Revenue		0	0	0	0	0
2,293	16,146	0	1,216	Miscellaneous Revenue		0	0	0	0	0
0	0	0	0	Transfers In		0	0	0	0	0
0	11,427	0	14,110	Special Dues Project		14,877	0	0	0	0
<b>1,253,918</b>	<b>1,427,529</b>	<b>1,631,216</b>	<b>1,722,584</b>	<b>REVENUE</b>		<b>1,851,373</b>	<b>698,422</b>	<b>370,420</b>	<b>742,117</b>	<b>40,414</b>
37,205	39,472	40,202	41,438	Leave Benefits		44,484	11,995	10,245	22,244	0
173,926	60,080	69,912	73,233	Fringe Benefits		79,544	31,963	17,417	30,164	0
0	185,665	185,722	182,885	Insurance Benefits		182,756	52,196	48,471	82,089	0
107,795	132,294	150,754	139,197	PERS Benefits		202,012	62,435	52,219	87,358	0
4,034	5,769	11,242	5,881	PERS Reserve		7,785	2,546	1,918	3,321	0
131,715	130,888	135,316	137,124	Executive Director	1.00	139,646	139,646	0	0	0
75,638	74,187	66,520	78,710	Deputy Director	0.75	74,695	74,695	0	0	0
93,555	98,288	104,955	106,468	Program Director	1.00	112,262	0	0	112,262	0
79,590	86,784	90,194	86,000	Personnel Manager	1.00	85,130	0	85,130	0	0
0	64,783	66,278	66,278	Program Manager	1.00	70,699	0	0	70,699	0
0	0	11,982	10,558	Contract Coordinator	0.30	17,139	0	0	17,139	0
9,934	22,973	28,566	31,109	Accounting Clerk II	0.75	34,297	0	0	34,297	0
48,350	48,496	52,303	47,844	Accounting Specialist	2.00	97,800	0	0	97,800	0
16,708	35,965	36,079	20,000	Administrative Assistant	1.00	40,288	40,288	0	0	0
0	0	0	0	Clerical Specialist		0	0	0	0	0
21,864	39,176	0	0	Conf. Administrative Assistant		0	0	0	0	0
49,077	48,727	91,940	92,504	Conf. Executive Assistant	2.00	106,692	0	106,692	0	0
29,523	0	0	0	Senior Accountant		0	0	0	0	0
0	0	0	0	Executive Assistant		0	0	0	0	0
2,847	20,000	10,000	1,731	Extra Hire		3,741	0	0	3,741	0
<b>881,761</b>	<b>1,093,546</b>	<b>1,151,965</b>	<b>1,120,960</b>	<b>PERSONNEL</b>	<b>10.80</b>	<b>1,298,970</b>	<b>415,764</b>	<b>322,092</b>	<b>561,114</b>	<b>0</b>
995	3,768	3,500	2,177	Advertising		1,100	500	500	100	0
11,596	10,385	15,000	13,500	Bank Charges		10,500	0	0	10,500	0
17,915	8,569	25,300	9,047	Board/Comm/Meeting Expense		26,000	25,000	200	800	0
47,243	43,720	45,900	46,497	Computer Maintenance/Equipment		51,200	1,000	1,200	49,000	0
122,947	78,268	189,000	108,400	Contract Expense		205,220	150,000	11,220	44,000	0
8,143	10,267	8,000	7,043	Copying		8,000	3,000	2,000	3,000	0
12,498	11,989	19,500	18,500	Dues and Memberships		19,500	17,500	500	1,500	0
0	0	0	0	Furniture & Fixtures		7,000	1,000	1,000	5,000	0

# Oregon Cascades West Council of Governments General Administration Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	GA	HR	Finance	Special Dues
0	0	0	0	Insurance		0	0	0	0	0
0	0	0	0	Interest Expense		0	0	0	0	0
2,591	3,575	3,200	14,000	Legal Expenses		14,000	10,000	4,000	0	0
7,866	11,895	19,500	17,788	Licenses and Fees		20,500	11,000	7,500	2,000	0
0	42	0	0	Maintenance and Repair		0	0	0	0	0
1,437	893	850	510	Postage		775	150	400	225	0
1,101	611	1,100	1,500	Printing		1,800	1,000	0	800	0
43,304	49,943	55,066	55,066	Rent		47,694	14,308	14,308	19,078	0
6,885	5,085	4,700	5,961	Supplies		5,500	1,000	1,000	3,500	0
7,617	5,479	5,862	5,070	Telephone		5,300	2,200	1,100	2,000	0
0	0	0	13,139	Special Event Expense		14,000	14,000	0	0	0
29,764	17,673	38,836	30,000	Training		42,800	30,000	1,800	11,000	0
3,923	10,395	3,400	4,359	Travel		11,100	1,000	1,600	8,500	0
0	0	0	0	Transfers Out		0	0	0	0	0
46,332	11,427	25,537	224,067	Operating Contingency		40,414	0	0	0	40,414
0	50,000	15,000	25,000	Unappropriated EFB for future		20,000	0	0	20,000	0
0	0	0	0	Capital Purchase		0	0	0	0	0
<b>372,167</b>	<b>333,982</b>	<b>479,251</b>	<b>601,624</b>	<b>MATERIALS AND SUPPLIES</b>		<b>562,403</b>	<b>282,658</b>	<b>48,328</b>	<b>181,003</b>	<b>40,414</b>
<b>1,253,918</b>	<b>1,427,529</b>	<b>1,631,216</b>	<b>1,722,584</b>	<b>TOTAL EXPENSES</b>		<b>1,851,373</b>	<b>698,422</b>	<b>370,420</b>	<b>742,117</b>	<b>40,414</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments Community and Economic Development Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
636,605	807,960	1,208,781	1,229,609	Beg Bal-Restrict for Contracts		1,105,643	0	24,198	0	9,489	196,294	875,663
153,950	168,711	2,350	0	Beg Bal-Unrestricted		0	0	0	0	0	0	0
704,021	720,472	590,736	453,970	Contract Revenue		335,878	229,814	0	0	0	5,000	101,064
7,046,851	7,744,088	7,379,243	8,006,974	Coordinated Care		8,241,572	0	0	8,241,572	0	0	0
94,966	100,084	104,412	104,412	Dues		110,092	110,092	0	0	0	0	0
75,000	93,750	75,000	75,000	Economic Development Admin		75,000	75,000	0	0	0	0	0
0	0	200,000	85,000	Environmental Protection Agency		200,000	200,000	0	0	0	0	0
0	55,000	55,000	15,000	Federal Contracts		55,000	55,000	0	0	0	0	0
1,915	67,830	5,000	3,454	Fee for Service		5,000	0	0	3,000	0	2,000	0
215	27,211	0	6,000	Miscellaneous Revenue		0	0	0	0	0	0	0
436,873	528,801	639,367	496,108	ODOT		675,273	275,539	199,401	0	200,333	0	0
0	0	15,000	0	Program Income		0	0	0	0	0	0	0
33,300	41,990	25,000	25,000	Sponsorship		25,000	0	0	0	0	0	25,000
302,139	496,944	516,000	470,000	Title XIX		454,900	0	0	454,900	0	0	0
<b>9,485,835</b>	<b>10,797,841</b>	<b>10,815,889</b>	<b>10,970,527</b>	<b>REVENUE</b>		<b>11,283,358</b>	<b>945,445</b>	<b>223,599</b>	<b>8,699,472</b>	<b>209,822</b>	<b>203,294</b>	<b>1,001,727</b>
57,782	53,756	58,633	55,796	Leave Benefits		61,001	18,385	3,647	29,887	4,187	0	4,895
375,946	74,401	103,847	99,942	Fringe Benefits		107,612	30,489	8,077	49,720	10,575	0	8,751
0	329,183	490,282	357,438	Insurance Benefits		404,024	93,812	13,563	222,624	33,642	0	40,383
167,574	175,987	233,229	192,000	PERS Benefits		297,412	88,547	22,123	141,748	21,053	0	23,941
6,928	8,265	10,518	10,277	PERS Reserve		10,901	3,357	889	5,692	0	0	963
104,887	84,218	85,716	85,800	Program Director	1.00	102,084	51,042	5,104	35,730	5,104	0	5,104
124,699	63,349	0	12,231	Program Manager	0.00	0	0	0	0	0	0	0
0	0	79,207	39,586	Transportation Manager	1.00	81,834	20,518	24,622	12,072	24,622	0	0
0	0	0	15,000	Assistant Planner	2.00	95,844	70,098	0	9,362	0	0	16,384
133,275	122,374	185,896	168,126	CED Planner	4.50	290,198	147,221	55,372	0	51,011	0	36,594
0	55,604	193,302	61,067	CED Planner II	0.00	0	0	0	0	0	0	0
20,046	20,991	28,294	20,700	Contracts Coordinator	0.40	25,763	20,160	0	0	0	0	5,603
42,877	47,331	51,347	55,161	Clerical Supervisor	1.00	55,712	0	0	55,712	0	0	0
43,938	38,266	50,028	52,434	Executive Assistant	1.00	51,324	26,740	3,857	14,398	3,857	0	2,472
37,811	42,080	44,589	42,149	Lead Trans Brokerage Spec.	1.00	45,558	0	0	45,558	0	0	0
94,823	79,215	0	2,428	MPO Director	0.00	0	0	0	0	0	0	0
295,759	356,795	415,042	403,379	Transportation Brokerage Spec.	11.35	426,599	0	0	396,385	0	0	30,214
8,061	35,433	13,277	15,510	Extra Hire	0.00	0	0	0	0	0	0	0
<b>1,514,405</b>	<b>1,587,249</b>	<b>2,043,207</b>	<b>1,689,024</b>	<b>PERSONNEL</b>	<b>23.25</b>	<b>2,055,866</b>	<b>570,369</b>	<b>137,254</b>	<b>1,018,888</b>	<b>154,051</b>	<b>0</b>	<b>175,304</b>
2,804	1,665	4,200	2,720	Advertising		4,150	1,500	500	150	1,000	0	1,000
613	302	500	0	Auto Expense		500	0	0	0	0	500	0
1,147	1,338	1,500	1,390	Bank Charges		1,500	0	0	1,500	0	0	0
1,701	2,751	3,650	4,242	Board/Comm/Meeting Expense		4,850	1,850	1,000	500	1,000	0	500
4,175	2,042	8,000	1,594	Computer Maintenance/Equipment		15,300	2,400	0	4,900	0	8,000	0
1,482	2,488	2,500	2,237	Contract Administration		2,500	0	0	2,500	0	0	0
6,550,999	7,315,806	7,039,269	7,638,515	Contract Expense		7,793,306	221,000	31,000	7,401,000	20,306	0	120,000
6,394	7,875	7,250	8,581	Copying		9,000	1,750	1,000	5,000	1,000	0	250
3,722	2,900	4,850	2,232	Dues and Memberships		8,150	2,300	4,000	500	350	0	1,000

# Oregon Cascades West Council of Governments Community and Economic Development Consolidated Budget FY2019-2020

2017 Actuals	2018		2019		Estimated		Description	FTE	2020		Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
	Actuals	Adopted	Adopted	Actuals	Proposed	Proposed										
380	3,789	3,800	0	1,500	1,500	0	Equipment Expense		0	0	1,500	0	0	0	0	0
78,735	84,621	78,510	72,074	82,150	82,150	0	Finance Indirect		22,940	3,100	43,400	3,100	3,100	0	9,610	0
103,344	138,541	155,540	142,790	168,067	168,067	0	Indirect Expense		46,932	6,342	88,790	6,342	6,342	0	19,661	0
0	389	2,000	25,327	80,000	80,000	0	Furniture & Fixtures		0	0	0	0	0	80,000	0	0
14	168	3,250	0	3,000	3,000	0	Legal Expense		700	400	500	400	400	0	1,000	0
3,160	4,269	6,225	3,634	12,230	12,230	0	Licenses and Fees		3,920	1,000	5,560	1,000	500	0	1,250	0
665	1,225	3,000	7,500	2,000	2,000	0	Maintenance and Repair		0	0	0	0	0	1,500	500	0
10,034	8,693	4,650	350	2,950	2,950	0	Marketing Expense		950	150	4,500	150	150	0	2,000	0
5,098	4,373	6,500	4,267	5,550	5,550	0	Postage		250	1,000	200	1,000	200	0	500	0
145	120	1,195	30	3,550	3,550	0	Printing		850	1,000	35,633	9,292	2,545	0	7,890	0
67,462	76,778	73,241	68,381	74,195	74,195	0	Rent		18,835	250	6,500	250	250	0	1,500	0
10,857	16,632	10,750	9,067	9,950	9,950	0	Supplies		1,450	4,139	57,951	4,139	4,139	0	12,832	0
86,642	102,755	99,874	91,688	109,692	109,692	0	Technology Indirect		30,631	700	13,000	700	700	0	500	0
27,823	22,449	20,369	20,612	19,468	19,468	0	Telephone		4,568	2,500	5,000	2,500	2,500	0	2,000	0
17,551	21,448	26,550	16,122	24,000	24,000	0	Training		3,250	1,000	2,000	1,000	1,000	0	2,000	0
9,809	10,099	10,750	7,506	9,250	9,250	0	Travel		0	18,972	0	0	9,489	68,294	638,930	0
976,671	5,087	699,022	1,105,643	735,684	735,684	0	Operating Contingency		0	0	0	0	0	0	0	0
0	1,371,990	300,000	0	0	0	0	Unappropriated EFB for future		0	0	0	0	0	0	0	0
0	0	195,737	45,000	45,000	45,000	0	Leasehold Improvements		0	0	0	0	0	45,000	0	0
<b>7,971,430</b>	<b>9,210,593</b>	<b>8,772,682</b>	<b>9,281,503</b>	<b>9,227,492</b>	<b>9,227,492</b>		<b>MATERIALS AND SUPPLIES</b>		<b>375,076</b>	<b>86,345</b>	<b>7,680,584</b>	<b>55,771</b>	<b>203,294</b>	<b>826,423</b>		
<b>9,485,835</b>	<b>10,797,841</b>	<b>10,815,889</b>	<b>10,970,527</b>	<b>11,283,358</b>	<b>11,283,358</b>		<b>TOTAL EXPENSES</b>		<b>945,445</b>	<b>223,599</b>	<b>8,699,472</b>	<b>209,822</b>	<b>203,294</b>	<b>1,001,727</b>		
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

# Oregon Cascades West Council of Governments

## Business Lending

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Admin	Loan Fund
271,673	388,076	441,570	473,228	Beg Bal-Restricted for Other		501,889	0	501,889
0	0	0	0	Beg Bal-Unrestricted		0	0	0
1,125	10,157	1,500	2,033	Borrowers Fees		2,000	0	2,000
17,000	39,243	55,000	42,000	Contract Revenue		55,000	55,000	0
0	0	0	0	Fee for Service		0	0	0
182,315	179,750	175,000	162,000	Interest Revenue		165,000	0	165,000
0	10,907	15,000	2,400	Loan Fees		0	0	0
131,704	128,710	132,055	119,108	Loan Processing Revenue		0	0	0
255	350	0	2,913	Miscellaneous Revenue		0	0	0
0	0	0	0	Program Administration		120,000	120,000	0
0	0	0	0	Recovery of Bad Debt		0	0	0
5,941	5,915	5,550	7,022	Service Fees		6,500	1,500	5,000
25,366	0	33,671	0	Transfers In		10,000	10,000	0
<b>635,377</b>	<b>763,107</b>	<b>859,346</b>	<b>810,704</b>	<b>REVENUE</b>		<b>860,389</b>	<b>186,500</b>	<b>673,889</b>
7,369	7,386	8,542	6,943	Leave Benefits		7,952	7,952	0
34,745	4,565	9,677	7,574	Fringe Benefits		7,981	7,981	0
0	27,325	28,636	26,099	Insurance Benefits		25,656	25,656	0
15,902	16,933	22,752	17,491	PERS Benefits		23,069	23,069	0
594	817	1,101	840	PERS Reserve		0	0	0
7,247	8,222	10,602	9,534	Program Director	0.10	12,827	12,827	0
0	0	0	61,956	Senior Loan Officer	1.00	78,069	78,069	0
0	0	0	0	Program Manager		0	0	0
64,464	68,337	71,603	0	Loan Officer		0	0	0
0	0	0	0	Administrative Assistant		0	0	0
6,716	0	28,015	0	Assist. Loan Officer		0	0	0
<b>137,036</b>	<b>133,585</b>	<b>180,928</b>	<b>130,437</b>	<b>PERSONNEL</b>	<b>1.10</b>	<b>155,554</b>	<b>155,554</b>	<b>0</b>
0	0	0	0	Advertising		0	0	0
-84,000	0	0	0	Bad Debt Expense		0	0	0
727	620	700	686	Bank Charges		7,000	0	7,000
0	65	0	0	Board/Comm/Meeting Expense		0	0	0
526	10,408	1,000	1,620	Borrowers Fees		1,350	350	1,000
0	0	0	0	CED Administration		0	0	0

# Oregon Cascades West Council of Governments

## Business Lending

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Admin	Loan Fund
2,010	113	150	413	Contract Expense		200	200	0
396	508	500	419	Copying		450	450	0
120	40	0	0	Dues and Memberships		0	0	0
6,200	6,411	6,435	6,435	Finance Indirect		3,100	3,100	0
8,153	9,359	12,749	12,749	Indirect Expense		6,342	6,342	0
21,408	19,521	17,620	17,463	Interest Expense		17,500	0	17,500
83	0	2,000	0	Loan Legal Expense		0	0	0
511	0	200	0	Legal Expenses		0	0	0
2,179	2,227	2,200	2,300	Licenses and Fees		2,200	2,200	0
134,500	125,623	132,155	119,108	Loan Admin Expense		120,000	0	120,000
0	0	0	0	Loan Fees		0	0	0
0	507	0	204	Marketing Expense		300	300	0
304	309	250	311	Postage		250	250	0
11	0	100	20	Printing		150	150	0
4,673	5,381	5,429	5,429	Rent		2,545	2,545	0
1,081	466	500	500	Supplies		400	400	0
6,904	7,785	8,186	8,186	Technology Indirect		4,139	4,139	0
1,427	1,139	1,149	991	Telephone		950	950	0
2,402	1,156	1,500	500	Training		1,000	1,000	0
648	656	500	1,044	Travel		1,000	1,000	0
0	0	15,000	0	Operating Contingency		0	0	0
388,077	437,228	470,095	501,889	Unappropriated EFB for future		535,959	7,570	528,389
<b>498,341</b>	<b>629,522</b>	<b>678,418</b>	<b>680,267</b>	<b>MATERIALS AND SUPPLIES</b>		<b>704,835</b>	<b>30,946</b>	<b>673,889</b>
<b>635,377</b>	<b>763,107</b>	<b>859,346</b>	<b>810,704</b>	<b>TOTAL EXPENSES</b>		<b>860,389</b>	<b>186,500</b>	<b>673,889</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments Senior and Disability Services Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
0	0	0	0	0 Beg Bal-Restricted for Grants		0	0	0	0	0	0	0	0
494,308	791,924	533,797	471,945	Beg Bal-Restrict for Contracts		533,490	0	0	0	250,079	0	0	24,064
1,313,895	2,041,269	1,532,985	1,532,985	Beg Bal-Restricted Reconcile		1,532,985	608,365	443,343	286,178	195,099	0	0	0
0	0	0	0	0 Beg Bal-Restricted for Other		0	0	0	0	0	0	0	0
1,530,000	1,530,000	1,530,000	1,530,000	Beg Bal-Restricted Reserve		1,637,700	1,637,700	0	0	0	0	0	0
1,537,032	1,255,647	2,581,082	2,129,525	Beg Bal-Unrestricted		2,703,688	818,850	686,645	827,379	244,070	126,744	0	0
1,275,612	931,161	500,950	500,000	Contract Revenue		500,000	0	0	0	0	0	400,000	100,000
160,870	167,693	177,781	177,781	Dues		187,455	0	121,995	65,460	0	0	0	0
0	0	0	0	0 Internal Transfer		0	0	0	0	0	0	0	0
14,660	191,997	457,381	346,314	Federal Match		377,781	150,000	115,558	62,223	0	0	50,000	0
16,913	15,751	16,500	13,173	Fee for Service		15,000	0	0	0	15,000	0	0	0
48,437	0	0	0	0 Grant Revenue		0	0	0	0	0	0	0	0
112	943	3,500	2,310	Miscellaneous Revenue		0	0	0	0	0	0	0	0
0	0	0	0	0 Donations		0	0	0	0	0	0	0	0
0	0	0	0	0 Interest Revenue		0	0	0	0	0	0	0	0
0	0	0	0	0 Match Revenue		0	0	0	0	0	0	0	0
0	0	0	0	0 Veterans		0	0	0	0	0	0	0	0
469,448	315,086	572,012	453,422	Older Americans Act		450,000	0	0	0	450,000	0	0	0
593,656	463,997	1,030,654	886,146	Oregon Project Independence		886,000	0	0	0	886,000	0	0	0
9,229,699	9,828,085	10,031,542	10,016,828	Title XIX		10,323,834	360,000	7,840,675	2,088,159	0	35,000	0	0
0	0	0	0	0 USDA		0	0	0	0	0	0	0	0
10,000	10,000	10,000	10,000	Transfer In		10,000	0	0	0	0	0	0	10,000
<b>16,694,643</b>	<b>17,643,563</b>	<b>18,978,184</b>	<b>18,070,429</b>	<b>REVENUE</b>		<b>19,167,933</b>	<b>3,674,916</b>	<b>9,208,216</b>	<b>3,329,399</b>	<b>2,040,248</b>	<b>161,744</b>	<b>709,347</b>	<b>134,064</b>
312,096	358,061	323,013	337,869	Leave Expense		367,610	6,798	255,105	77,436	14,816	0	13,455	0
1,858,302	405,332	485,793	495,735	Fringe Benefits		561,446	10,598	380,409	124,975	23,024	0	22,440	0
0	1,468,746	1,741,141	1,342,419	Insurance Benefits		1,983,021	23,753	1,382,326	414,367	83,358	0	79,217	0
844,436	944,586	1,102,138	1,036,084	PERS Benefits		1,529,789	28,676	1,039,621	345,428	67,814	0	48,250	0
34,120	45,028	54,095	50,703	PERS Reserve		58,858	116	41,895	14,065	2,535	0	247	0
116,982	67,161	93,562	99,885	Program Director	1.00	99,803	30,096	35,112	15,048	14,703	0	4,844	0
0	0	14,351	15,685	Services Director	0.20	15,961	15,961	0	0	0	0	0	0
249,848	45,261	0	0	Program Manager	1.00	75,755	18,939	30,302	15,151	11,363	0	0	0
324,529	446,657	540,602	514,994	Program Supervisor	8.00	565,949	18,670	384,567	144,042	18,670	0	0	0
0	0	0	0	Accounting Clerk II		0	0	0	0	0	0	0	0
223,900	168,774	235,001	123,159	Administrative Assistant	5.00	216,825	0	170,370	46,455	0	0	0	0
199,484	181,075	226,610	219,132	ADRC Specialist	4.92	238,247	0	122,168	34,778	81,301	0	0	0
301,287	311,626	402,982	409,987	Adult Protective Services Spec	7.00	424,240	0	370,360	53,880	0	0	0	0
49,581	62,595	73,480	77,495	AFH Licensing Worker	2.00	108,256	0	108,256	0	0	0	0	0
1,661,365	1,684,972	1,882,153	1,737,085	Case Manager	38.64	2,215,083	0	1,560,313	382,412	84,539	0	187,819	0
26,470	7,114	0	0	Clerical Assistant		0	0	0	0	0	0	0	0
190,769	251,425	285,716	239,722	Clerical Specialist	7.50	272,606	0	199,093	73,513	0	0	0	0
24,730	0	0	0	Clerical Supervisor		0	0	0	0	0	0	0	0

# Oregon Cascades West Council of Governments Senior and Disability Services Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
30,216	31,483	37,022	27,174	Contracts Coordinator	0.60	31,151	16,454	0	0	9,798	0	4,899	0
166,543	174,881	189,222	183,351	Division & Transition Coord	3.00	197,131	0	135,407	61,724	0	0	0	0
814,709	841,035	966,645	896,473	Eligibility Specialist	19.90	1,015,280	0	769,529	245,751	0	0	0	0
55,067	66,637	47,052	40,239	Extra Hire	1.50	74,231	0	0	52,480	0	0	0	0
0	81,295	153,297	195,195	In Home Assistant	8.00	312,468	0	158,258	154,210	0	0	0	0
188,644	191,811	271,626	225,880	Lead Case Manager	4.75	300,959	16,594	124,042	127,134	33,189	0	0	0
26,474	21,904	31,987	44,474	Lead Eligibility Specialist	1.00	49,572	0	0	0	0	0	49,572	0
0	7,625	0	45,028	Senior Meals Coordinator	0.60	0	0	0	0	0	0	0	0
<b>7,699,554</b>	<b>7,865,082</b>	<b>9,157,488</b>	<b>8,357,768</b>	<b>PERSONNEL</b>	<b>114.01</b>	<b>10,714,241</b>	<b>186,655</b>	<b>7,288,884</b>	<b>2,382,849</b>	<b>445,110</b>	<b>0</b>	<b>410,743</b>	<b>0</b>
5,782	3,754	4,100	612	Advertising		1,600	0	600	1,000	0	0	0	0
0	0	0	0	Auto Expense		0	0	0	0	0	0	0	0
0	0	0	0	Bank Charges		0	0	0	0	0	0	0	0
3,515	5,131	9,200	5,523	Board/Comm/Meeting Expense		5,750	2,000	350	100	1,000	0	0	2,300
542,519	452,347	500,000	300,000	CEP Contract		325,000	0	0	0	325,000	0	0	0
36,792	13,501	37,000	21,829	Computer Maint./Equipment		35,000	0	0	0	0	35,000	0	0
538,428	579,915	374,018	329,707	Contract Expense		283,249	1,000	50,000	9,000	125,000	0	0	107,249
35,050	31,309	36,500	34,975	Copying		37,000	0	27,000	0	1,000	0	0	0
26,443	33,748	20,000	46,952	Dues and Memberships		47,000	35,000	0	0	12,000	0	0	0
0	578	0	0	Equipment Expense		0	0	0	0	0	0	0	0
327,344	332,076	342,677	342,677	Finance Indirect		355,259	7,130	229,399	83,700	22,320	0	12,710	0
602,766	663,873	678,892	678,892	Indirect Expense		726,807	14,587	469,317	171,237	45,663	0	26,003	0
368	4,488	8,000	2,000	Furniture & Fixtures		9,500	5,000	3,000	1,000	500	0	0	0
0	0	0	0	Insurance		0	0	0	0	0	0	0	0
0	0	0	0	Janitorial Expense		0	0	0	0	0	0	0	0
5,522	17,399	10,000	10,000	Legal Expenses		10,000	10,000	0	0	0	0	0	0
15,924	13,530	16,700	1,271	Licenses and Fees		23,000	1,000	15,000	5,500	1,500	0	0	0
6,723	3,043	1,500	5,645	Maintenance and Repair		2,100	0	1,500	600	0	0	0	0
0	4,523	1,000	0	Marketing Expense		0	0	0	0	0	0	0	0
730	0	0	0	Other Operating		0	0	0	0	0	0	0	0
59,585	46,919	51,600	48,891	Postage		50,600	200	40,000	10,000	400	0	0	0
4,656	1,822	4,000	4,525	Printing		5,000	4,500	4,500	0	500	0	0	0
413,691	422,107	428,236	429,509	Rent		420,564	8,078	257,971	121,850	21,777	0	10,888	0
48,104	110,448	351,081	312,047	Resource Reserve		327,781	150,000	115,558	62,223	0	0	0	0
1,320	2,680	1,700	1,700	Stipend		1,700	0	0	0	0	0	0	1,700
60,883	44,421	48,500	53,851	Supplies		54,250	750	35,000	12,000	5,000	0	0	1,500
364,522	403,239	435,927	435,926	Technology Indirect		474,373	9,521	306,314	111,763	29,804	0	16,971	0
95,384	77,809	60,328	72,254	Telephone		75,200	1,500	53,000	15,000	3,200	0	2,500	0
26,139	15,625	27,000	30,061	Training		32,000	12,000	8,000	8,000	4,000	0	0	0
122,659	109,163	103,500	100,951	Travel		95,000	3,000	60,000	25,000	7,000	0	0	0
35,000	84,834	70,000	35,000	Transfers Out		35,000	35,000	0	0	0	0	0	0

# Oregon Cascades West Council of Governments

## Senior and Disability Services

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
0	394,396	2,047,555	2,353,583	Operating Contingency		1,086,343	0	0	141,262	588,805	126,744	229,532	0
5,618,840	5,805,792	3,951,682	4,054,280	Unappropriated EFB for future		3,724,616	2,892,494	242,823	167,315	400,669	0	0	21,315
-3,600	0	0	0	Capital Purchase		0	0	0	0	0	0	0	0
0	0	200,000	0	Leasehold Improvements		200,000	200,000	0	0	0	0	0	0
<b>8,995,089</b>	<b>9,678,470</b>	<b>9,820,696</b>	<b>9,712,661</b>	<b>MATERIALS AND SUPPLIES</b>		<b>8,443,692</b>	<b>3,388,260</b>	<b>1,919,332</b>	<b>946,550</b>	<b>1,595,138</b>	<b>161,744</b>	<b>288,604</b>	<b>134,064</b>
<b>16,694,643</b>	<b>17,643,663</b>	<b>18,978,184</b>	<b>18,070,429</b>	<b>TOTAL EXPENSES</b>		<b>19,157,933</b>	<b>3,674,916</b>	<b>9,208,216</b>	<b>3,329,399</b>	<b>2,040,248</b>	<b>161,744</b>	<b>709,347</b>	<b>134,064</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments Community Services Program Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	RSVP	Veterans	Meals on Wheels	Special Contracts & Grants	Meals Reserve
39,373	25,776	1,746	789	Beg Bal-Restricted for Grants		0	0	0	0	0	0
0	16,610	190,758	279,318	Beg Bal-Restrict for Contracts		155,609	0	45,609	0	110,000	0
243,507	195,320	120,209	55,148	Beg Bal-Restricted for Other		55,027	0	0	0	0	55,027
8,127	0	0	0	Beg Bal-Unrestricted		0	0	0	0	0	0
416,048	430,640	835,498	907,594	Contract Revenue		1,079,143	525,003	175,670	0	378,470	0
243,608	195,738	282,000	271,277	Donations		275,075	2,000	0	273,075	0	0
14,660	28,900	40,000	10,000	Federal Match		15,000	0	15,000	0	0	0
10,944	13,121	12,500	12,423	Fee for Service		12,550	550	0	0	0	12,000
120,158	165,934	262,619	232,131	Grant Revenue		269,000	32,500	20,000	215,000	1,500	0
7	8	7	7	Interest Revenue		0	0	0	0	0	0
3,201	3,919	5,000	4,618	Internal Transfer		5,000	0	0	0	0	5,000
62,994	86,797	90,953	77,414	Match Revenue		83,500	83,500	0	0	0	0
193	1,514	0	17	Miscellaneous Revenue		0	0	0	0	0	0
568,264	579,842	578,842	601,360	Older Americans Act		632,538	0	0	632,538	0	0
90,210	84,839	90,324	80,000	Oregon Project Independence		100,000	0	0	100,000	0	0
156,146	150,288	153,804	157,288	Program Meals Revenue		156,000	0	0	156,000	0	0
374,028	386,611	388,072	360,750	Meals on Wheels XIX		370,500	0	0	370,500	0	0
8,361	10,350	5,000	12,500	Siletz Revenue		12,500	0	0	12,500	0	0
0	19,596	0	3,000	Special Event Revenue		3,000	0	0	3,000	0	0
93,261	111,526	98,000	98,000	Title XIX		94,000	0	0	94,000	0	0
25,000	74,834	25,000	25,000	Transfer In		25,000	25,000	0	0	0	0
129,487	111,083	111,280	111,280	USDA		111,280	0	0	111,280	0	0
59,104	105,166	105,166	106,476	Veterans		106,476	0	106,476	0	0	0
<b>2,666,682</b>	<b>2,798,411</b>	<b>3,396,778</b>	<b>3,406,390</b>	<b>REVENUE</b>		<b>3,561,198</b>	<b>668,553</b>	<b>362,755</b>	<b>1,967,893</b>	<b>489,970</b>	<b>72,027</b>
35,253	35,084	39,027	37,372	Leave Expense		38,426	8,856	6,770	19,342	3,458	0
199,860	56,942	89,874	72,756	Fringe Benefits		89,592	15,124	12,691	54,772	7,005	0
0	186,578	178,067	178,988	Insurance Benefits		214,354	45,288	28,774	111,996	28,296	0
90,084	97,803	153,945	119,521	PERS Benefits		186,441	40,842	34,272	88,760	22,567	0
3,605	4,597	7,438	5,766	PERS Reserve		7,484	1,665	1,397	3,651	771	0
0	0	57,402	62,743	Services Director	0.80	63,845	7,981	15,961	23,942	15,961	0
0	43,632	0	0	Program Manager		0	0	0	0	0	0
64,681	28,077	0	70,308	Program Supervisor	1.00	132,109	74,679	0	57,430	0	0
109,902	121,305	135,724	121,416	Administrative Assistant	2.75	109,919	82,681	0	27,238	0	0
0	0	33,657	0	Case Manager		0	0	0	0	0	0
0	0	13,594	0	Clerical Assistant		16,672	0	0	0	16,672	0

# Oregon Cascades West Council of Governments Community Services Program Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	RSVP	Veterans	Meals on Wheels	Special Contracts & Grants	Meals Reserve
0	0	0	0	Clerical Specialist	0.50	18,195	0	18,195	0	0	0
33,860	63,254	5,968	3,096	Contracts Coordinator	0.11	4,900	1,225	1,225	1,225	1,225	0
0	0	58,057	54,174	Eligibility Specialist	1.23	56,974	0	56,974	0	0	0
0	0	0	20,515	Money Management Coordinator	1.00	43,287	0	0	0	43,287	0
0	0	3,422	20,389	Extra Hire		0	0	0	0	0	0
184,611	184,279	194,780	197,956	Meal Site Manager 3	5.10	192,164	0	0	192,164	0	0
13,191	20,837	18,917	17,828	Relief Site Manager		25,000	0	0	25,000	0	0
61,304	65,055	70,206	0	RSVP Supervisor		0	0	0	0	0	0
0	21,611	58,228	50,060	Senior Meals Supervisor		0	0	0	0	0	0
39,662	37,448	44,389	43,592	Senior Meals Coordinator	1.00	38,148	0	0	38,148	0	0
57,878	31,684	49,510	20,000	Veterans Service Officer	1.00	47,419	0	47,419	0	0	0
<b>893,891</b>	<b>998,185</b>	<b>1,212,205</b>	<b>1,096,481</b>	<b>PERSONNEL</b>	<b>14.49</b>	<b>1,284,929</b>	<b>278,341</b>	<b>223,678</b>	<b>643,668</b>	<b>139,242</b>	<b>-</b>
5,378	2,658	2,750	5,200	Advertising		5,900	3,000	2,500	250	150	0
10,089	14,111	12,000	12,000	Auto Expense		12,000	0	0	12,000	0	0
564	576	500	600	Bank Charges		645	0	0	645	0	0
4,996	3,074	900	1,450	Board/Comm/Meeting Expense		1,550	1,000	250	300	0	0
9,520	5,635	13,070	16,410	Computer Maint./Equipment		5,646	1,200	1,000	2,000	1,446	0
974,281	995,758	1,203,072	1,296,133	Contract Expense		1,244,390	1,500	11,500	987,600	243,790	0
7,294	6,575	8,000	8,250	Copying		8,750	4,300	2,000	2,200	250	0
790	1,897	2,075	1,795	Dues and Memberships		2,350	600	1,500	250	0	0
55,798	64,109	77,545	80,762	Finance Indirect		71,608	9,377	12,477	43,477	6,277	0
102,742	128,162	153,628	160,002	Indirect Expense		146,503	19,185	25,527	88,948	12,843	0
0	5,344	2,000	1,850	Furniture & Fixtures		2,500	0	1,000	1,000	500	0
2,027	2,554	2,697	3,682	Insurance		3,750	2,500	0	1,250	0	0
2,200	2,291	3,200	3,200	Janitorial Expense		3,200	0	3,200	0	0	0
0	300	0	0	Legal Expenses		0	0	0	0	0	0
8,005	5,884	8,650	9,650	Licenses and Fees		15,159	2,000	3,500	8,500	1,159	0
16,943	20,595	18,150	27,825	Maintenance and Repair		23,500	500	1,000	4,500	0	17,500
35	0	0	35	Marketing Expense		0	0	0	0	0	0
18,554	18,143	17,750	16,250	Meal Delivery Travel		17,750	0	0	17,750	0	0
4,905	2,014	3,550	3,025	Postage		3,525	600	375	2,500	50	0
1,630	4,975	4,510	4,850	Printing		5,100	1,000	1,000	3,000	100	0
54,779	55,949	65,559	67,310	Rent		78,429	14,211	11,353	48,750	4,115	0
82,263	88,200	85,777	113,884	Stipend		143,884	143,884	0	0	0	0
21,471	18,302	22,268	32,491	Supplies		27,000	15,000	3,500	7,000	1,500	0

# Oregon Cascades West Council of Governments Community Services Program Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	RSVP	Veterans	Meals on Wheels	Special Contracts & Grants	Meals Reserve
62,135	77,845	98,647	102,740	Technology Indirect		95,620	12,522	16,661	58,055	8,382	0
21,682	25,129	25,700	27,692	Telephone		29,897	3,200	7,754	18,000	943	0
0	20,949	0	0	Special Event		0	0	0	0	0	0
4,376	9,920	15,200	17,736	Training		16,750	6,000	7,500	2,750	500	0
19,176	16,248	24,500	20,650	Travel		21,750	4,000	2,500	12,000	3,250	0
20,247	15,992	11,500	18,800	Volunteer Recognition		16,500	15,000	0	1,500	0	0
23,206	42,533	25,000	45,000	Volunteer Travel		50,000	50,000	0	0	0	0
0	0	0	0	Transfers Out		0	0	0	0	0	0
0	0	276,375	210,636	Operating Contingency		222,613	79,633	22,980	0	65,473	54,527
237,705	144,504	0	0	Unappropriated EFB for future		0	0	0	0	0	0
0	0	0	0	Leasehold		0	0	0	0	0	0
0	0	0	0	Capital Purchase		0	0	0	0	0	0
<b>1,772,790</b>	<b>1,800,227</b>	<b>2,184,573</b>	<b>2,309,909</b>	<b>MATERIALS AND SUPPLIES</b>		<b>2,276,269</b>	<b>390,212</b>	<b>139,077</b>	<b>1,324,225</b>	<b>350,728</b>	<b>72,027</b>
<b>2,666,681</b>	<b>2,798,412</b>	<b>3,396,778</b>	<b>3,406,390</b>	<b>TOTAL EXPENSES</b>		<b>3,561,198</b>	<b>668,553</b>	<b>362,755</b>	<b>1,967,893</b>	<b>489,970</b>	<b>72,027</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Technology Services

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Technology Services	Contracts	Communications
60,000	0	0	0	Beg Bal-Unrestricted		0	0	0	0
49,879	82,523	30,000	43,762	Contract Revenue		32,000	0	32,000	0
5,189	0	0	0	Dues		0	0	0	0
460,682	568,491	642,635	642,635	Indirect Income		683,825	683,825	0	0
0	181	0	0	Miscellaneous		0	0	0	0
18,788	19,924	35,000	35,000	Transfers In		35,000	0	0	35,000
<b>594,538</b>	<b>671,119</b>	<b>707,635</b>	<b>721,397</b>	<b>REVENUE</b>		<b>750,825</b>	<b>683,825</b>	<b>32,000</b>	<b>35,000</b>
15,486	18,656	18,545	18,500	Leave Expense		20,277	20,277	0	0
77,266	25,320	26,975	28,519	Fringe Benefits		29,119	29,119	0	0
0	86,658	90,627	78,930	Insurance Benefits		92,298	92,298	0	0
31,833	60,974	65,178	65,981	PERS Benefits		77,576	77,576	0	0
1,236	2,784	6,008	2,979	PERS Reserve		3,206	3,206	0	0
16	0	0	0	Deputy Director		0	0	0	0
34,399	79,782	82,845	84,570	Technology Manager	1.00	87,556	87,556	0	0
749	3,130	4,773	4,978	Accounting Clerk II	0.12	5,452	5,452	0	0
39,293	49,426	51,141	52,575	Workstation Support Specialist	1.50	81,875	81,875	0	0
73,820	73,936	77,178	75,971	Network Supp Specialist	1.00	79,206	79,206	0	0
57,052	62,634	64,774	65,155	Information Support Specialist	1.00	66,606	66,606	0	0
0	8,765	19,675	19,341	Extra Hire		0	0	0	0
<b>331,150</b>	<b>472,064</b>	<b>507,719</b>	<b>497,499</b>	<b>PERSONNEL</b>	<b>4.62</b>	<b>543,171</b>	<b>543,171</b>	<b>0</b>	<b>0</b>
0	29	0	0	Board/Comm/Meeting Expense		0	0	0	0
80,441	27,162	28,000	28,000	Computer Maintenance/Equipment		20,000	20,000	0	0
70,100	63,327	70,772	84,534	Contract Expense		52,800	22,800	30,000	0
40	162	300	300	Copying		500	500	0	0
100	0	500	500	Dues and Memberships		500	500	0	0
724	0	1,000	1,000	Furniture & Fixtures		4,000	4,000	0	0
0	0	0	0	Legal Expenses		2,000	2,000	0	0
53,175	26,397	16,400	16,400	Licenses and Fees		47,180	47,180	0	0
1,932	566	2,000	2,000	Maintenance and Repair		1,500	1,500	0	0
161	114	200	200	Postage		200	200	0	0
10	0	30	30	Printing		150	150	0	0
29,405	30,828	29,214	29,214	Rent		28,824	28,824	0	0
1,741	3,594	2,000	2,000	Supplies		3,000	3,000	0	0
20,584	21,867	38,000	38,000	Telephone		38,000	3,000	0	35,000

# Oregon Cascades West Council of Governments

## Technology Services

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Technology Services	Contracts	Communications
4,395	7,510	3,000	3,000	Training		6,000	6,000	0	0
580	398	1,500	1,500	Travel		3,000	1,000	2,000	0
0	2,500	0	0	Transfers Out		0	0	0	0
0	0	0	10220	Unappropriated EFB for future		0	0	0	0
0	14,600	7,000	7,000	Capital Purchase		0	0	0	0
<b>263,388</b>	<b>199,055</b>	<b>199,916</b>	<b>223,898</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>207,654</b>	<b>140,654</b>	<b>32,000</b>	<b>35,000</b>
<b>594,538</b>	<b>671,119</b>	<b>707,635</b>	<b>721,397</b>	<b>TOTAL EXPENSES</b>		<b>750,825</b>	<b>683,825</b>	<b>32,000</b>	<b>35,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN/ (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Non-Departmental

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Albany	Toledo	Copier
1,607,218	1,706,631	1,729,243	1,870,834	Beg Bal-Restricted for Other		1,919,436	1,748,639	55,792	115,005
700,000	700,000	700,000	705,000	Beg Bal-Restrict Reserve		705,000	555,000	150,000	0
5,898	0	0	0	Beg Bal-Unrestricted		0	0	0	0
57,386	57,181	50,000	60,191	Fee for Service		60,000	0	0	60,000
76,528	0	0	0	Grant Revenue		10,000	10,000	0	0
0	791	0	20	Miscellaneous		0	0	0	0
598,321	638,154	642,153	642,153	Rent Income		637,922	512,469	125,453	0
<b>3,045,351</b>	<b>3,102,758</b>	<b>3,121,396</b>	<b>3,278,198</b>	<b>REVENUE</b>		<b>3,332,358</b>	<b>2,826,108</b>	<b>331,245</b>	<b>175,005</b>
6,960	5,995	3,278	5,804	Leave Expense		5,408	4,060	1,348	0
27,303	6,467	16,837	7,642	Fringe Benefits		24,560	16,936	7,624	0
0	12,939	10,033	14,734	Insurance Benefits		51,159	40,206	10,953	0
16,521	6,190	14,504	11,823	PERS Benefits		32,840	24,661	8,179	0
661	295	1,450	596	PERS Reserve		1,138	1,005	133	0
27,959	27,439	24,603	29,020	Deputy Director	0.27	27,094	17,059	10,035	0
812	3,391	5,171	5,392	Accounting Clerk II	0.13	5,275	5,275	0	0
0	0	0	0	Program Supervisor	1.00	60,201	45,151	15,050	0
49,957	48,993	42,713	49,084	Facility Maint. Coord.		0	0	0	0
0	0	0	0	Facilities Maint. Worker	0.80	41,363	33,090	8,273	0
<b>130,173</b>	<b>111,709</b>	<b>118,589</b>	<b>124,095</b>	<b>PERSONNEL</b>	<b>2.20</b>	<b>249,038</b>	<b>187,443</b>	<b>61,595</b>	<b>0</b>
0	50	300	500	Advertising		0	0	0	0
0	0	1,000	0	Computer Maintenance & Equipment		0	0	0	0
68,026	69,947	81,112	90,367	Contract Expense		89,971	37,860	10,611	41,500
10,713	13,455	15,620	8,555	Copying		12,300	300	0	12,000
0	5,138	4,400	1,448	Furniture & Fixtures		12,000	10,000	2,000	0
56,204	60,641	61,000	55,518	Insurance		62,500	47,000	15,500	0
46,160	51,020	50,492	68,882	Janitorial		74,367	63,000	11,367	0
406	224	0	0	Legal Expenses		0	0	0	0
550	312	450	500	Licenses and Fees		400	250	150	0
162,796	72,256	104,000	60,000	Maintenance and Repair		54,220	51,820	2,400	0
43	54	50	50	Postage		50	50	0	0
0	11	20	20	Printing		25	25	0	0
10,979	16,328	15,800	19,132	Supplies		19,300	14,800	3,500	1,000
3,213	3,447	3,500	3,500	Taxes		3,500	3,500	0	0

# Oregon Cascades West Council of Governments

## Non-Departmental

### Consolidated Budget FY2019-2020

2017 Actuals	2018 Actuals	2019 Adopted	Estimated Actuals	Description	FTE	2020 Proposed	Albany	Toledo	Copier
969	595	700	506	Telephone		800	800	0	0
0	0	1,000	500	Training		1,000	1,000	0	0
1,085	1,371	1,700	807	Travel		1,900	1,100	800	0
67,410	64,143	70,000	66,049	Utilities		66,000	56,000	10,000	0
0	0	1,089,616	1,854,436	Operating Contingency		1,628,649	1,557,827	10,822	60,000
2,420,203	2,575,834	742,714	770,000	Unappropriated EFB for future		765,505	555,000	150,000	60,505
7,618	0	0	0	Capital Purchase		55,000	30,000	25,000	0
0	0	696,000	95,000	Leasehold Improv.		174,500	147,000	27,500	0
43,333	43,333	43,333	43,333	Principal Payment		43,333	43,333	0	0
15,470	12,892	20,000	15,000	Interest Payment		18,000	18,000	0	0
<b>2,915,178</b>	<b>2,991,049</b>	<b>3,002,807</b>	<b>3,154,103</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>3,083,320</b>	<b>2,638,665</b>	<b>269,650</b>	<b>175,005</b>
<b>3,045,351</b>	<b>3,102,758</b>	<b>3,121,396</b>	<b>3,278,198</b>	<b>TOTAL EXPENSES</b>		<b>3,332,358</b>	<b>2,826,108</b>	<b>331,245</b>	<b>175,005</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN/ (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

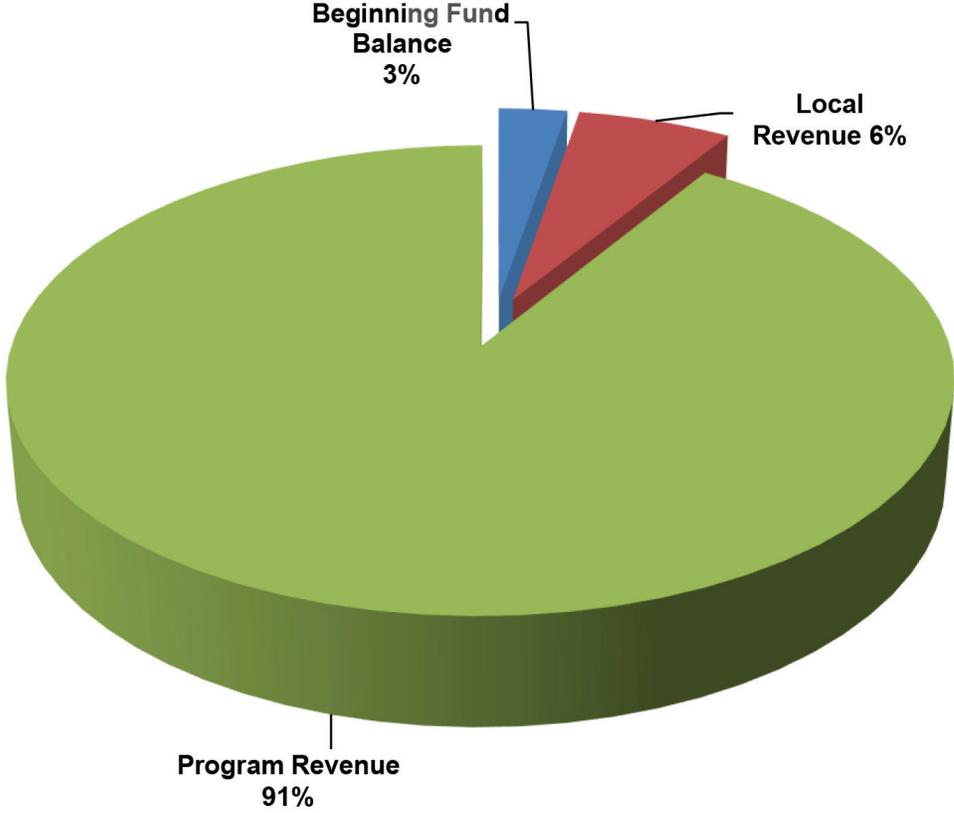
TAB PAGE: General Administration

TAB PAGE: General Administration

# General Administration

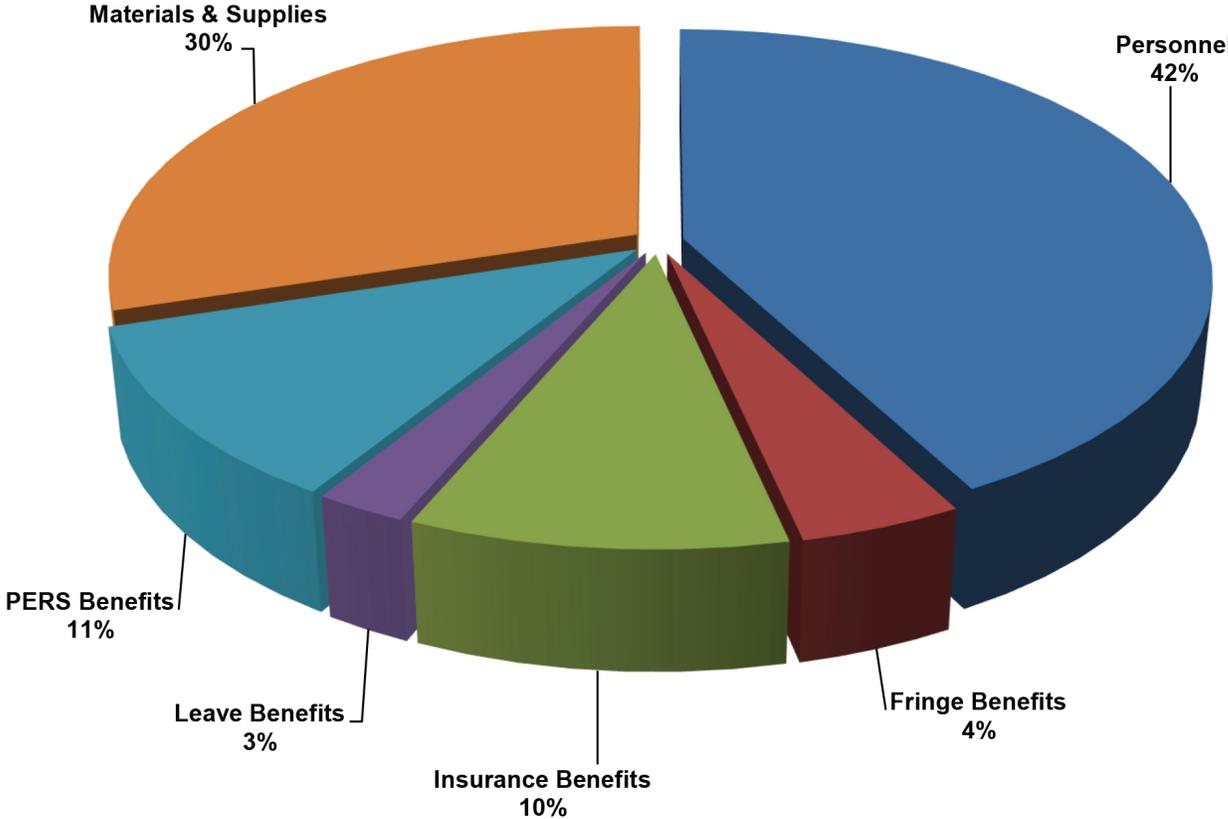
<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	50,537
State Revenue	-
Federal Revenue	-
Local Revenue	113,877
Program Revenue	1,686,959
<b>TOTAL REVENUE</b>	<b>1,851,373</b>
Personnel	782,389
Fringe Benefits	79,544
Insurance Benefits	182,756
Leave Benefits	44,484
PERS Benefits	209,797
<b>TOTAL PERSONNEL</b>	<b>1,298,970</b>
Materials & Supplies	552,403
Principal Expense	-
Interest Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>552,403</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# General Administration Revenue Chart FY2019-2020



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

# General Administration Expense Chart FY2019-2020



# 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 also 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 Management; Human Resources Management; Technology Management; and Facilities Management (referred to as Non-Departmental in this document's Consolidated Budget). General Administration may also oversee research initiatives, corporate and philanthropic development, and events.

## **Funding:**

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

## **Program Area Oversight Committees or Commissions:**

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

## **Program Contact:**

Fred Abousleman  
[fabousle@ocwcog.org](mailto:fabousle@ocwcog.org)  
541.924.8465

# General Management

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

## **Funding:**

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

## **Goals:**

- Continue to improve regional awareness of OCWCOG's program and services, and to facilitate regional activities. OCWCOG will continue regular visits to member jurisdictions; provide timely, regular reports of agency activities to members; and begin preparation and planning to host OCWCOG's 3rd annual Awards Dinner (*CelebrateLBL*).
- Update regional demographic data for the second *State of the Region* report.
- Release *Cascades West Pro Services* business solutions guide and catalog for member jurisdictions.
- Continue working on Legislative Advocacy efforts in coordination with the Region's City Managers and County Administrators, and OCWCOG Board.
- Provide a clear direction and values for agency staff, members, and stakeholders.
- Continue to build OCWCOG's partnerships and collaboration with local universities and community partners.

# Financial Management

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

## **Funding:**

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

## **Goals:**

- Develop standard operating procedures (SOP) for all duties in the Finance department.
- Improve and standardize all printed materials by exploring a single source printing solution.
- Continue to improve internal contract/grant tracking and monitoring with contract and project management software, LiquidPlanner®.
- Provide a suite of financial services at a competitive rate to members, including audit preparation, internal controls, payroll, accounts payable, accounts receivable, contract management, and SOP preparation.
- In coordination with the agency's current accounting software provider, Springbrook®, develop a cost-effective financial solution for small municipalities and member jurisdictions.

# Human Resources Management

OCWCOG's Human Resources Department provides consolidated management of all agency and program personnel matters; and manages agency recruitments, onboarding, compensation and job classification, and employee benefits. The Department develops and recommends to the Executive Director, for OCWCOG Board of Directors, approval 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 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:**

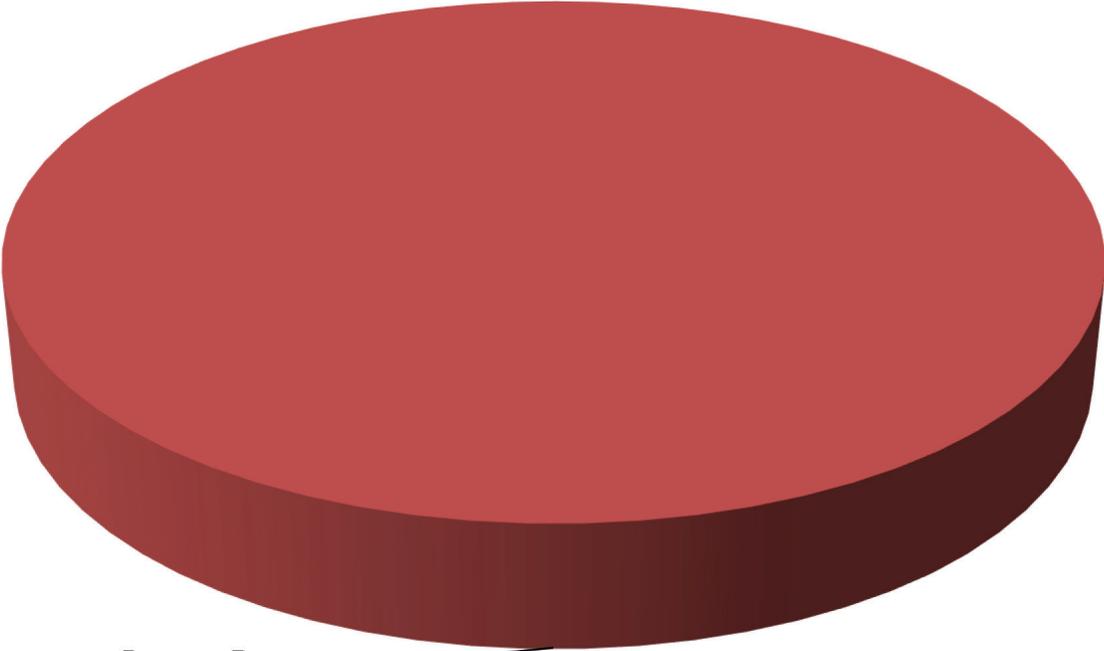
- Develop and implement an all-inclusive new employee onboarding and orientation program.
- Develop an in-house new manager training program, to better assist managers in becoming successful leaders.
- Implement and train managers on new Human Resource Information System, SutiHR®. Research potential for development of a recruitment portal for member jurisdictions.
- Develop a *Wellness Program* to promote the achievement of work-life harmony and wellness in our agency.
- Provide Human Resource expertise and consultation to members at a competitive rate.

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# Technology Services

<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	-
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	750,825
<b>TOTAL REVENUE</b>	<b>750,825</b>
Personnel	320,695
Fringe Benefits	29,119
Insurance Benefits	92,298
Leave Benefits	20,277
PERS Benefits	80,782
<b>TOTAL PERSONNEL</b>	<b>543,171</b>
Materials & Supplies	207,654
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>207,654</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

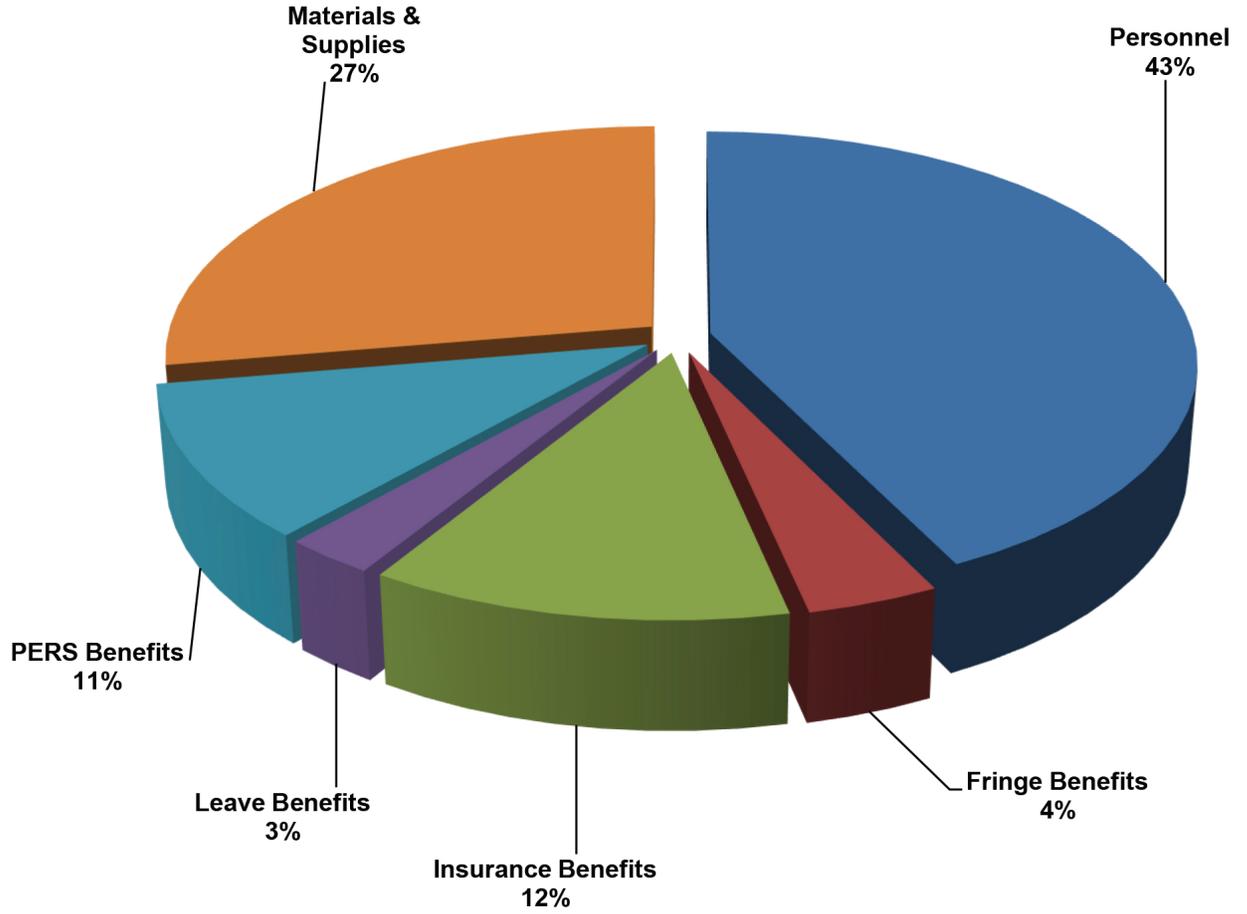
# Technology Services Revenue Chart FY2019-2020



Program Revenue  
100%

<b>Program Revenue</b>
Contracts Revenue
Indirect Income
Transfers In

# Technology Services Expense Chart FY2019-2020



# Technology Services Work Program

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

## **Funding:**

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

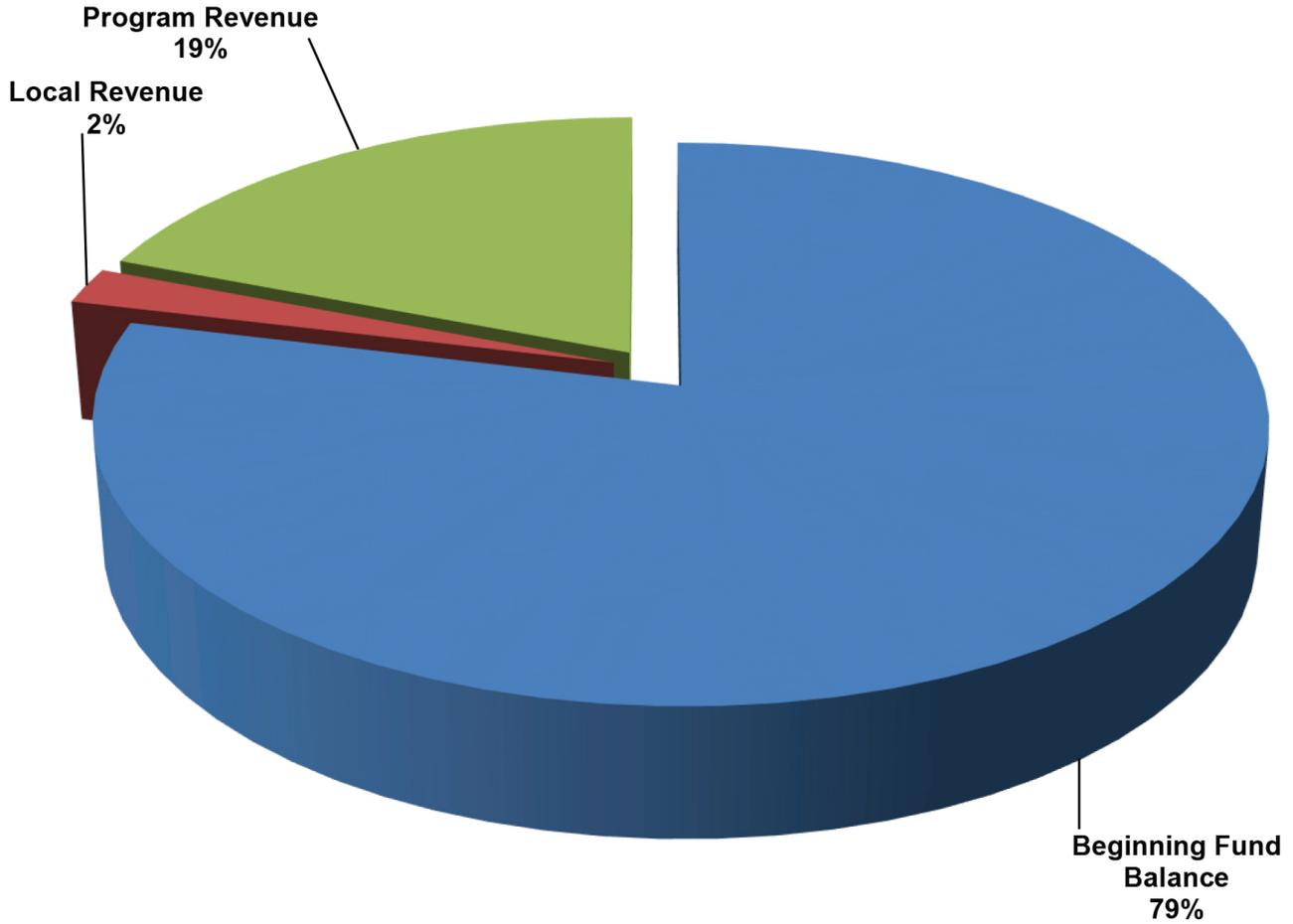
## **Goals:**

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

# Non-Departmental

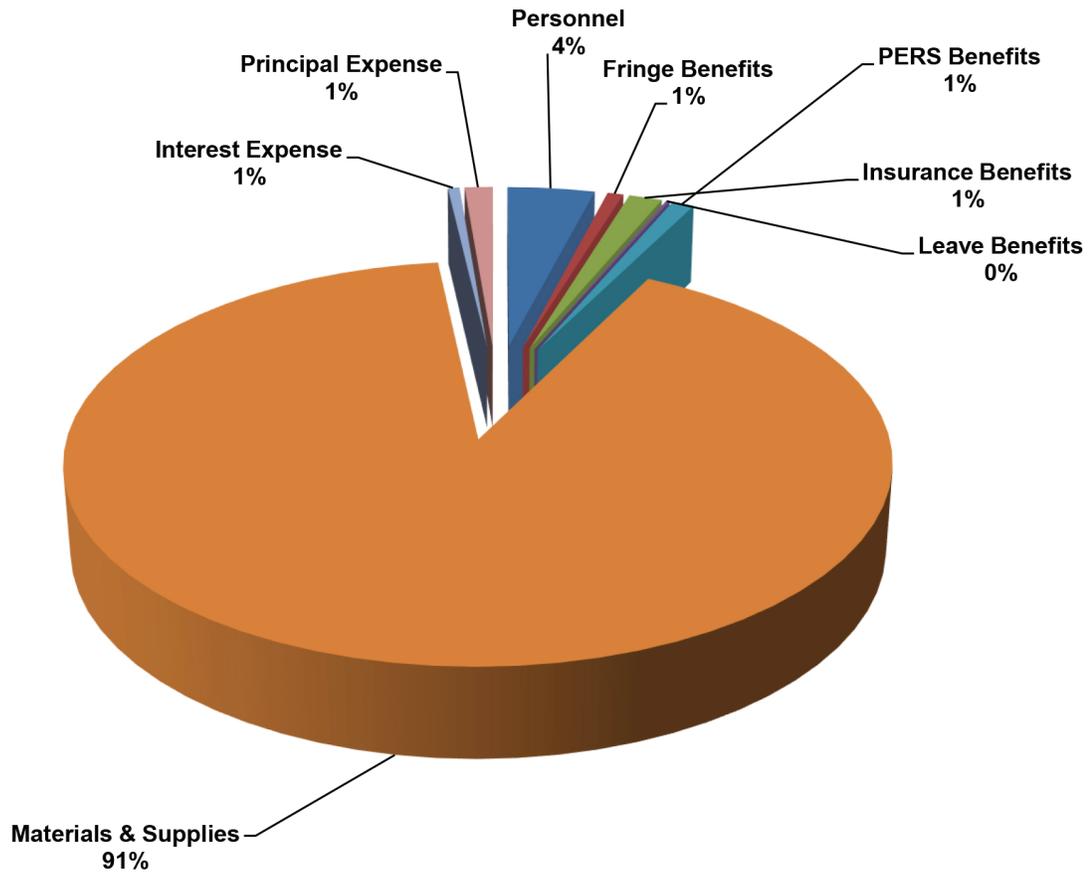
<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	2,624,436
State Revenue	-
Federal Revenue	-
Local Revenue	70,000
Program Revenue	637,922
<b>TOTAL REVENUE</b>	<b>3,332,358</b>
Personnel	133,933
Fringe Benefits	24,560
Insurance Benefits	51,159
Leave Benefits	5,408
PERS Benefits	33,978
<b>TOTAL PERSONNEL</b>	<b>249,038</b>
Materials & Supplies	3,021,987
Interest Expense	18,000
Principal Expense	43,333
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>3,083,320</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Non-Departmental Revenue Chart FY2019-2020



Local Revenue	Program Revenue
Fees for Service Grant Revenue	Rent Income

# Non-Departmental Expense Chart FY2019-2020



# Facilities Management (Non-Departmental) Work Program

OCWCOG's Facilities Management Department coordinates facilities maintenance and related services for its Albany, Corvallis, and Toledo facilities.

## **Funding:**

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

## **Goals:**

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

TAB PAGE: Community and Economic Development

TAB PAGE: Community and Economic Development

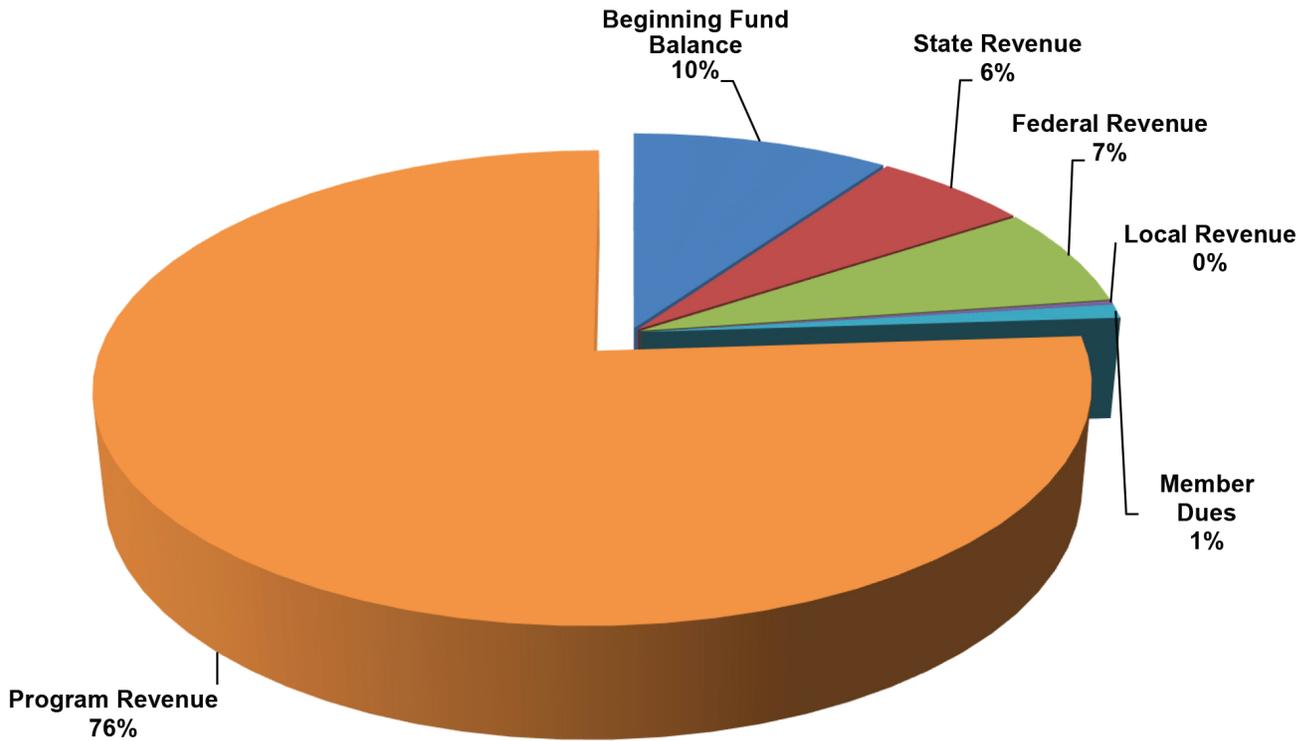
# Community and Economic Development

<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	1,105,643
State Revenue	675,273
Federal Revenue	784,900
Local Revenue	140,092
Program Revenue	8,577,450
<b>TOTAL REVENUE</b>	<b>11,283,358</b>
Personnel	1,174,916
Fringe Benefits	107,612
Insurance Benefits	404,024
Leave Benefits	61,001
PERS Benefits	308,313
<b>TOTAL PERSONNEL</b>	<b>2,055,866</b>
Materials & Supplies	9,227,492
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>9,227,492</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Community and Economic Development Revenue Legend

<b>PROGRAM</b>	<b>BUDGET LINE</b>	<b>FUNDING SOURCE</b>	<b>AMOUNT</b>
<b>Planning</b>	<i>Contract Revenue</i> <ul style="list-style-type: none"> <li>• AAMPO</li> <li>• CAMPO</li> <li>• Federal Emergency Management Agency (FEMA)</li> <li>• Geographic information systems (GIS) services</li> <li>• Planning services</li> </ul>	Program/Federal	\$229,814.00
	<i>Dues</i>	Local	\$110,092.00
	<i>U.S. Department of Commerce's Economic Development Administration (EDA)</i>	Federal	\$75,000.00
	<i>U.S Environmental Protection Agency (EPA)</i>	Federal	\$200,000.00
	<i>Federal Lands Access Program</i>	Federal	\$55,000.00
	<i>Oregon Department of Transportation (ODOT)</i> <ul style="list-style-type: none"> <li>• CWACT</li> <li>• Transportation Demand Management (TDM)</li> <li>• <i>Regional Park and Ride</i></li> <li>• <i>Safe Routes to School (SRTS)</i></li> </ul>	Federal/State	\$275,539.00
<b>CAMPO</b>	<i>ODOT</i>	Federal/State	\$199,401.00
<b>Cascades West RideLine</b>	<i>Coordinated Care Organization</i>	Program	\$8,241,572.00
	<i>Title XIX (Oregon Health Plan)</i>	Federal	\$454,900.00
<b>AAMPO</b>	<i>Contract Revenue</i> <ul style="list-style-type: none"> <li>• <i>ODOT</i></li> </ul>	State	\$200,333.00
<b>Contract Care Pilots</b>	<i>Contract Revenue</i>	Program	\$101,064.00
	<i>Sponsorships</i>	Local	\$25,000.00

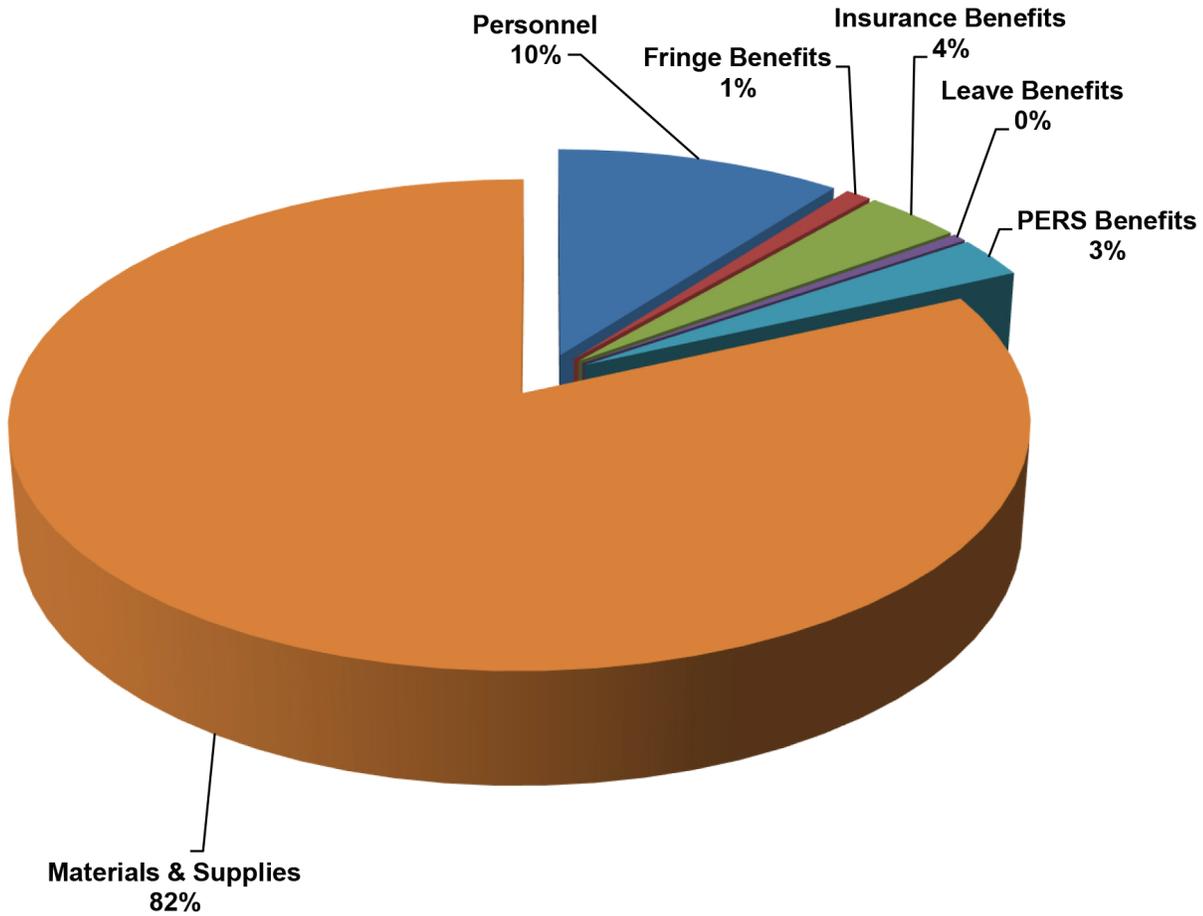
# Community and Economic Development Revenue Chart FY2019-2020



\*Federal contracts including funds passed through the State Government.

<b>State Revenue</b>	<b>Federal Revenue</b>
ODOT	EDA EPA Federal Contracts Title XIX
<b>Local Revenue</b>	<b>Program Revenue</b>
Dues Fees for Service Interest Revenue Sponsorships	Contracts Revenue Coordinated Care Department of Land Conservation Development

# Community and Economic Development Expense Chart FY2019-2020



# Community and Economic Development Work Program

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

The largest areas of the Department, in terms of budget and staffing, are transportation services programs. The fastest growing of these is the *Cascades West RideLine*, which coordinates transportation services for eligible Oregon Health Plan (OHP) and Medicaid clients traveling to and from covered non-emergency medical services. In addition to standard daily service, Staff has taken on several service enhancement projects aimed at exploring and resolving specific transportation needs and issues, such as *Pedal Corvallis*, a bikeshare program launched in 2016.

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

CED provides a robust business lending program, *Cascades West Business Lending*, designed to help businesses obtain financing for start-up and expansion. CED operates the four-County Cascades West Economic Development District (CWEDD) which supports local and regional economic development efforts, provides the Region's *2015-2020 Comprehensive Economic Development Strategy (CEDS)*, and acts as a conduit to additional Federal and State funding sources and programs.

CED offers planning services to our members, such as Geographic Information System (GIS), data analysis, mapping capabilities, and general planning support, and engages in partnerships with members on development projects. In 2017, OCWCOG partnered on a multi-year project with the Cities of Newport and Toledo, the Confederated Tribes of Siletz Indians, and Lincoln County, to secure a \$600,000 grant award through the U.S. Environmental Protection Agency (EPA), for assessing and prioritizing clean-up of brownfield sites in Lincoln County. Other projects include coalition work on Wetland Mitigation issues, *Safe Routes to School (SRTS)* programming, Federal Lands Access Planning, and Corridor Management Planning for the *Marys Peak to Pacific Scenic Byway Designation* of Highway 34.

## **Funding:**

Funding for CED programs comes from a variety of sources, mainly State and Federal contracts. Efforts are underway to diversify revenue streams to include more local contracts, grants, and private sector support. CED continues to strengthen partnerships and works collaboratively with the local Intercommunity Health Network Coordinated Care Organization (IHN-CCO), as well as the Oregon Department of Transportation (ODOT), member jurisdictions, and many other State and Federal agencies.

**Program Area Oversight Committees or Commissions:**

- Community and Economic Development Committee
- CWEDD Board of Directors
  
- CWACT Full Commission
- CWACT Executive Committee
- CWACT Technical Advisory Committee
  
- AAMPO Policy Board
- AAMPO Technical Advisory Committee
- AAMPO Project Advisory Committee
  
- CAMPO Policy Board
- CAMPO Technical Advisory Committee
- CAMPO Project Advisory Committee

**Program Contact:**

Phil Warnock

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541.924.8474

# Planning: Community Development

OCWCOG has a professional CED staff to assist communities, especially smaller communities, with specialized tasks for which they do not have in-house expertise or capacity. These tasks generally fall into two broad categories: Community Infrastructure Development, and Planning and Technical Assistance. These efforts often align with the implementation of the Region's *CEDS*, provided by the CWEDD and staffed by OCWCOG and the Lane Council of Governments (LCOG).

## **Funding:**

Funding is derived from a variety of sources based on grants and contracts through the State of Oregon Transportation Growth Management (TGM) or Business Oregon grant programs; Federal programs, such as the U.S. EPA Community Brownfields Assessment, U.S. Department of Commerce's (DOC) Economic Development Administration (EDA) planning grants, or U.S. Department of Agriculture (USDA) grants; or direct service contracts with regional entities, such as cities, counties, ports, and tribes. Projects may include substantial funding for contract expenses for technical expertise outside OCWCOG, such as brownfield mitigation.

## **Goals:**

- Maintain staffing that allows CED/CWEDD/OCWCOG to be responsive, proactive, and supportive of members.
- Develop productive Working Groups, as directed by the *CEDS*, to leverage the Region's efforts toward economic development.
- Build better understanding for members on regional wetland issues, State processes, and development barriers. Support efforts for Partial State Assumption of Clean Water Act Section 404 Administration.
- Increase OCWCOG web services to communicate with, and inform, the CWEDD.
- Advance Brownfield mitigation efforts in Lincoln County and build Region-wide brownfield capacity.

# Planning: Economic Development

The objectives of the Economic Development Planning program are to encourage new employment and investment opportunities, and promote a more stable and diversified economy in OCWCOG's tri-County Region, and four-County CWEDD. The function of this program is guided by the implementation of the *2015-2020 CEDS*; responsiveness to member needs, as they arise; and continued services of the *Cascades West Business Lending (CWBL)* program.

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

Technical assistance aims to provide member agencies services, such as GIS expertise, and assistance in grant writing, project development/management, and funding. GIS services to members is anticipated to increase substantially as the Department increases capacity and coordination with jurisdictions.

## **Funding:**

Funding is provided primarily through an EDA planning grant that is shared with LCOG. Funding may also be derived from a variety of other sources such as the State of Oregon; TGM or Business Oregon grant programs; federal programs, such as EPA Community Brownfields Assessment, EDA planning grants, or USDA grants; and, direct service contracts with regional entities such as cities, counties, ports, and tribes.

Regional economic development efforts will leverage opportunities, build capacity, and respond to private sector feedback on best practices to support entrepreneurship, business retention and expansion.

## **Goals:**

- Implement *2015-2020 CEDS*.
- Provide increased CWEDD value added data sets and member engagement opportunities.
- Implement Federal Emergency Management Agency (FEMA) Hazard Mitigation Planning grant for regional Economic Resiliency and Continuity of Governance readiness.
- Continue developing suite of GIS services.
- Increase marketing and services of *CWBL*, in coordination with the CWEDD's activities.

# Planning: Technical Assistance and Miscellaneous Projects

OCWCOG provides support for local economic development initiatives through research, grant writing, project development and management, and technical assistance. Communities within the Region contract with OCWCOG for services, or OCWCOG provides services through contracts with funding entities, such as Business Oregon or EDA.

The *Regional Industrial Lands and Wetlands Mitigation Project* examines the extent to which wetlands constrain economic investment, impacts housing affordability and availability, and identifies options to remove barriers to the development of lands containing wetlands; this is one example of an ongoing inter-jurisdictional project. The Cascades West Regional Consortium (CWRC) is a vehicle to pursue wetland issues, along with other barriers and opportunities for community and economic growth.

## **Funding:**

Funding for these varied activities will come from projects as they are developed, and from a variety of federal, State, regional, and local sources.

## **Goals:**

- Ongoing leadership and support of regional wetlands mitigation efforts; including support for Partial State Assumption of the Clean Water Act Section 404 Administration.
- Pursue the establishment of a city-county, publicly owned wetland mitigation bank.
- Assistance to members in accessing funding provided through State and federal programs like housing, transportation, telecommunications, and economic resilience.

# Transportation: Cascades West Area Commission on Transportation

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

## **Funding:**

Funding is provided from ODOT; OCWCOG may pursue additional resources through grants.

## **Goals:**

- Assist members to access funding for transportation projects.
- Provide input and recommendations regarding State plans, policies, and programs.
- Advocate for enhanced coordination and collaboration with CAMPO and AAMPO, as well as with other ACTs, regional members, and ODOT staff.
- Provide guidance on regional transportation planning efforts, including *Transportation System Plans; Regional Park and Ride Plan; Transit Development Plans; and Statewide Transportation Improvement Funds*.
- Facilitate legislative engagement in the Region, including community meetings.

# Transportation: Transportation Demand Management; *Cascades West Transportation Options*

The Transportation Demand Management (TDM)/*Cascades West Transportation Options* program aids residents, travelers, and employers in the Region. There are multiple programmatic concentrations, all focused on helping to overcome barriers and gaps in the transportation network. These include: *Cascades West Rideshare*, *Valley Vanpool*, other services, including planning, and web-based resources. Staff works with local jurisdictions and employers, to expand transportation options available in our Region. Services coordinated under this program area include:

- *Cascades West Transportation Options*,
- *Drive Less Connect*,
- *Valley VanPool*,
- Employer-based commute services,
- *Safe Routes to School*,
- *Regional Park and Ride Plan*, and
- Integration with community bikeshare program(s), including *Pedal Corvallis*.

## **Funding:**

OCWCOG receives funding for TDM/*Cascades West Transportation Options* activities from ODOT Region 2, as an allocation of the *Statewide Transportation Improvement Program (STIP)*. Over the past few years, there has been a concerted effort to increase funding diversity, along with increasing Statewide investment in transportation options through ODOT's Rail and Public Transit Division. The *Regional Park and Ride Plan* is funded through a separate *STIP* grant from Region 2 funds.

Additional funding comes from grants to assist communities as they build or enhance *Safe Routes to School (SRTS)* programs. These funds are administered by ODOT's Transportation Safety Division. Sponsorships by local private organizations have increased substantially over the past several years, and fully cover match requirements of the grants. OCWCOG's current *SRTS* activities focus on Albany, Harrisburg, Jefferson, Lebanon, and Sweet Home; ongoing support is provided to schools throughout the Region with active programs. Funding for *SRTS* infrastructure projects was included in HB 2017, OCWCOG Staff provide grant writing support and services to communities pursuing funding opportunities.

## **Goals:**

- Finalize *Regional Park and Ride Plan*.
- Collaborate with ODOT in rolling out the enhancement of the multistate ride-matching system.
- Support communities in accessing *SRTS* infrastructure improvements.
- Expansion of vanpool services to link the Mid-Willamette Valley and the Central Oregon Coast.
- Assist communities with transportation grant writing assistance.

# Cascades West RideLine, Non-Emergent Transportation Brokerage

*Cascades West RideLine (RideLine)* provides non-emergent medical transportation (NEMT) for Medicaid-eligible clients enrolled in the OHP through either IHN-CCO or the Oregon Health Authority (OHA). In accordance with Oregon Administrative Rules, traveling to and from covered medical services is available for Medicaid recipients. *RideLine*, working with transport providers, coordinates the most appropriate and cost-effective rides to and from Medical appointments using a variety of modes of transport, including: transit, sedan, wheelchair, stretcher, secured, or mileage reimbursement.

## **Pilot Projects:**

*RideLine*, with funding from and in coordination with the IHN-CCO, is working on NEMT projects to improve the delivery of service, contain costs, and improve health outcomes. Current projects include:

- Client travel training;
- Member satisfaction;
- Bikeshare;
- Regional health hub support;
- Bilingual (Spanish) outreach;
- Dual-eligible, high cost utilization intervention; and
- Well Care hospital discharge follow-up coordination.

## **Funding:**

Funding for *RideLine* comes from the Title XIX program through IHN-CCO and the OHA. Projects are funded by IHN-CCO and sponsors. Funding is restricted to be used for NEMT only.

## **Goals:**

- Coordination with *RideLine* and OCWCOG's Senior and Disability Services' for integration of two call centers.
- Increase member satisfaction through service quality performance metrics adherence.
- Expand the member-centered bikeshare program, *Pedal Corvallis*.
- Increase the number of successful hospital discharges avoiding re-admittance through a *Well Care Program* follow-up.
- Overcome barriers to utilization within the Spanish-speaking community.

# Albany Area Metropolitan Planning Organization

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

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

## **Funding:**

Funding for AAMPO planning and programming activities is primarily comprised of the Federal Highway Administration (FHWA) Planning (PL) funds and Federal Transit Administration (FTA) 5303 funds, which are programmed through ODOT.

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

## **Goals:**

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

# Corvallis Area Metropolitan Planning Organization

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

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

## **Funding:**

Funding for CAMPO operation comes mainly from federal and State sources; 89.73% of CAMPO's revenue is from the U.S. Department of Transportation and a 10.27% required match is provided by ODOT.

The federal dollars are passed through ODOT to CAMPO. The federal sources are composed of PL dollars from the FHWA and transit planning dollars from the FTA. Funding is expected to remain stable in the coming years.

## **Goals:**

- Benefit member jurisdictions through OCWCOG and CAMPO's increased staffing and services like mapping and data analysis.
- Provide planning coordination support for the implementation of HB2017.
- Conduct *Multimodal Network Connectivity* planning in coordination with AAMPO.
- Coordinate *Bikeway Design Training* for planning and engineering staff in the Region.
- Facilitate the Linn-Benton Loop Board, and support strategic regional transit planning in partnership with AAMPO and regional partners.
- Seek Federal and State grant opportunities for local projects.

TAB PAGE: Business Lending

TAB PAGE: Business Lending

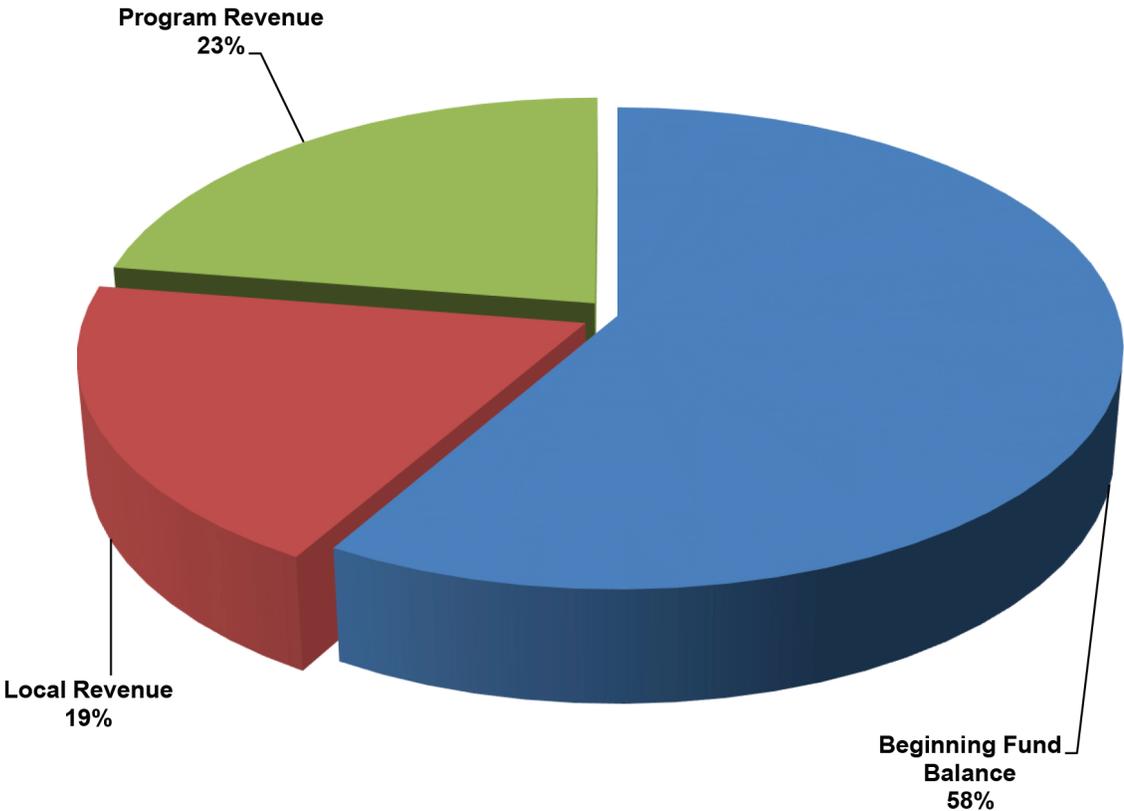
# Business Lending

<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	501,889
State Revenue	-
Federal Revenue	-
Local Revenue	165,000
Program Revenue	193,500
<b>TOTAL REVENUE</b>	<b>860,389</b>
Personnel	90,896
Fringe Benefits	7,981
Insurance Benefits	25,656
Leave Benefits	7,952
PERS Benefits	23,069
<b>TOTAL PERSONNEL</b>	<b>155,554</b>
Materials & Supplies	687,335
Interest Expense	17,500
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>704,835</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Business Lending Revenue Legend

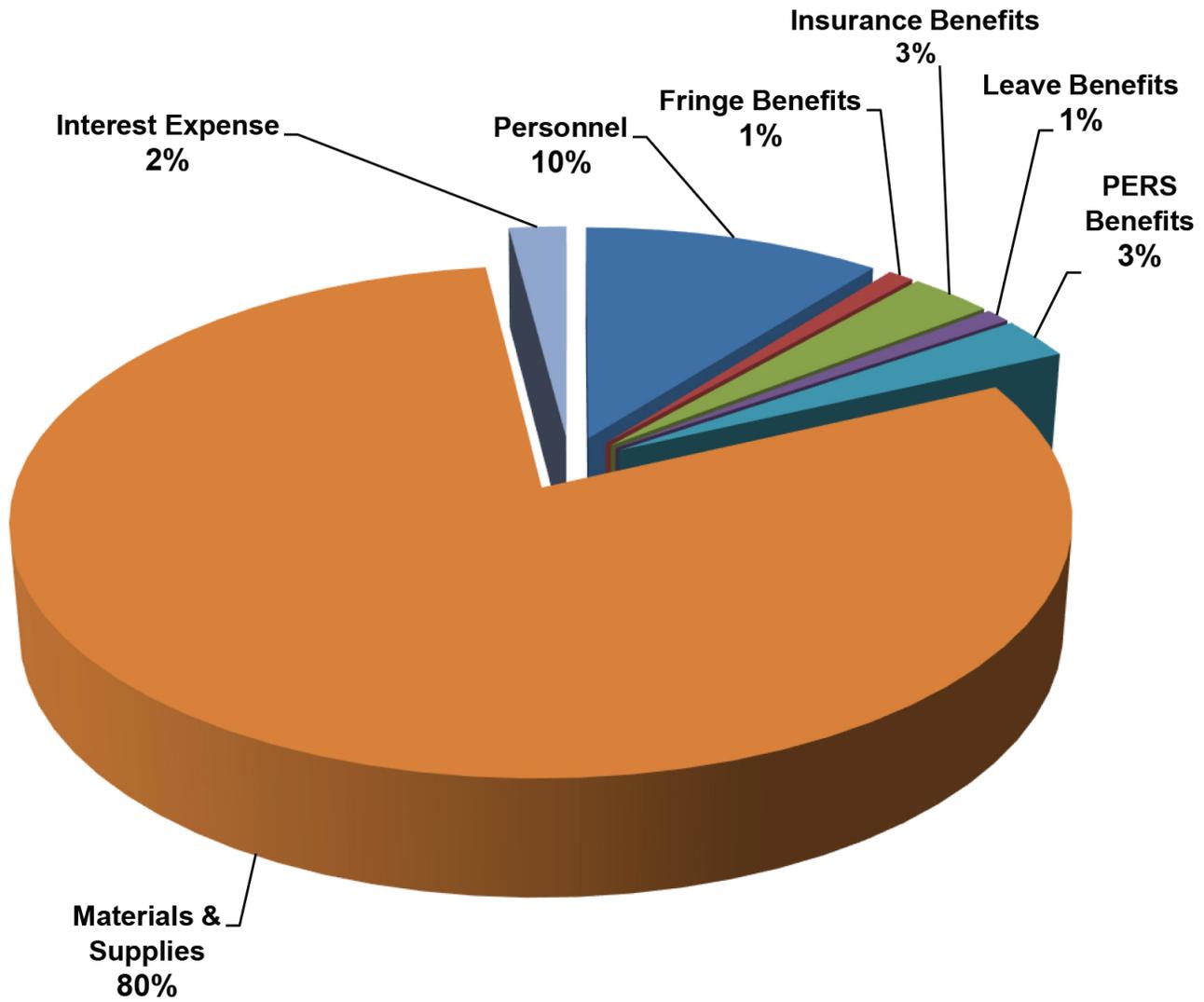
PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Business Lending	<i>Borrower Fees</i>	Program	\$2,000.00
	<i>Contract Revenue</i>	Program	\$55,000.00
	<ul style="list-style-type: none"> <li>• CCD Business Development Corporation</li> <li>• Oregon Business Development Corporation</li> </ul>		
	<i>Interest Revenue</i>	Local	\$165,000.00
	<i>Loan Processing Fees (Program Administration)</i>	Program	\$120,000.00
	<i>Transfer In</i>	Program	\$10,000.00

# Business Lending Revenue Chart FY2019-2020



Local Revenue	Program Revenue
Fees for Service	Borrower's Fees
Interest Revenue	Contracts Revenue
	Loan Fees
	Program Administration
	Program Income
	Service Fees
	Transfers In

# Business Lending Expense Chart FY2019-2020



# Business Lending Work Program

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

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

## **Funding:**

Funding for the *CWBL* program is derived from fees on U.S. Small Business Administration (SBA) loans, other loan program revenue (fees and interest), and contracts with other entities for which OCWCOG manages business lending programs. CDC relationships, marketing, outreach to new markets, new partners, and new programs are designed to enhance program revenue diversification.

## **Goals:**

- Continuation of a sustainability plan for ongoing revenues and operations.
- Re-capitalization of loan funds.
- Enhance program revenue diversification, including offering services to other member governments to assist with their programs.
- 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.

## **Program Area Oversight Committees or Commissions:**

- Loan Program Advisory Committee

## **Program Contact:**

Phil Warnock

[parnock@ocwcog.org](mailto:parnock@ocwcog.org)

541.924.8474

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TAB PAGE: Senior and Disability Services

TAB PAGE: Senior and Disability Services

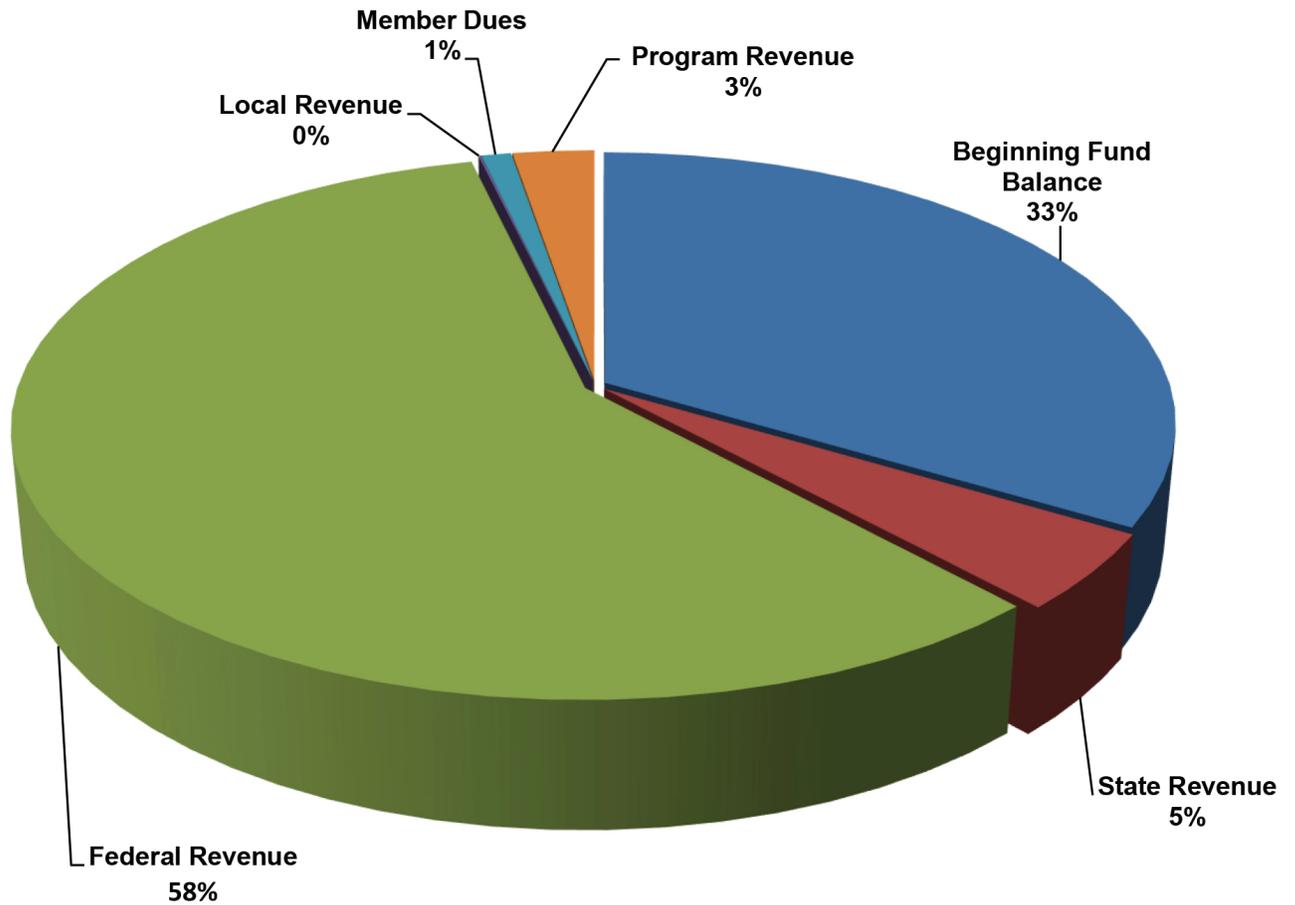
# Senior and Disability Services

<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	6,252,971
State Revenue	886,000
Federal Revenue	11,151,615
Local Revenue	202,455
Program Revenue	510,000
<b>TOTAL REVENUE</b>	<b>19,003,041</b>
Personnel	6,213,517
Fringe Benefits	561,446
Insurance Benefits	1,983,021
Leave Benefits	367,610
PERS Benefits	1,588,647
<b>TOTAL PERSONNEL</b>	<b>10,714,241</b>
Materials & Supplies	8,288,800
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>8,288,800</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Senior and Disability Services Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
<b>Administration</b>	<i>Title XIX</i>	Federal	\$360,000.00
	<i>Federal Match</i>	Federal	\$150,000.00
<b>Albany Title XIX</b>	<i>Title XIX</i>	Federal	\$7,840,675.00
	<i>Dues</i>	Local	\$121,995.00
	<i>Federal Match</i>	Federal	\$115,558.00
<b>Toledo Title XIX</b>	<i>Title XIX</i>	Federal	\$2,088,159.00
	<i>Dues</i>	Local	\$65,460.00
	<i>Federal Match</i>	Federal	\$62,223.00
<b>Oregon Project Independence (OPI) / Older Americans Act (OAA)</b>	<i>Fee for Service OPI Client Fees</i>	Local	\$15,000.00
	<i>OAA</i>	Federal	\$450,000.00
	<i>OPI</i>	Federal	\$886,000.00
<b>Special Contracts and Grants</b>	<i>Contracts</i> <ul style="list-style-type: none"> <li>• Benton County Special Transportation Funds (STF)</li> <li>• In-Take Case Management Lincoln County Hospitals</li> <li>• Linn County STF</li> <li>• PEARLS</li> <li>• Private Admission Assessments (PAA)</li> <li>• STEPS</li> <li>• Options Counseling / No Wrong Door (NWD)</li> </ul>	State/Local	\$400,000.00
	<i>Federal Match</i>	Federal	\$50,000.00

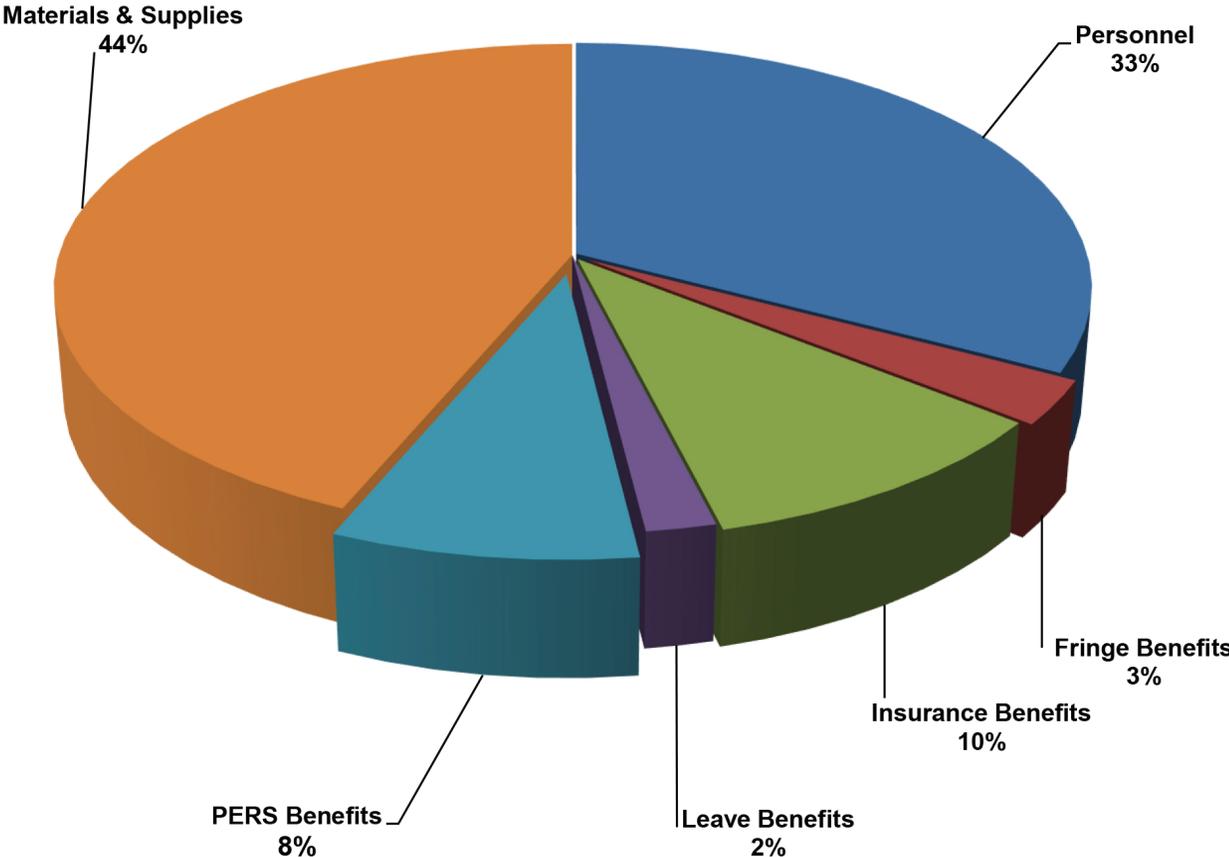
# Senior and Disability Services Revenue Chart FY2019-2020



\*Federal contracts including funds passed through the State Government.

State Revenue	Federal Revenue
<i>OPI</i>	Federal Match OAA Title XIX
Local Revenue	Program Revenue
Donations Dues Fees for Service Grant Revenue	Contracts Revenue Match Miscellaneous Revenue Program Income Transfers In

# Senior and Disability Services Expense Chart FY2019-2020



# Senior and Disability Services Work Program

OCWCOG's Senior and Disability Services (SDS) Department manages Medicaid and other programs, such as *Oregon Project Independence (OPI)* through the Cascades West Area Agency on Aging (CWAAA). The coordinated operation of these various federal, State, and local government funds, support advocacy, and promote dignity, independence, and choice for seniors and people with disabilities. OCWCOG, through the CWAAA, provides services that are unique and complementary to ones provided by community partners, and continues to strengthen relationships and work collaboratively 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 administers the State's long-term care, Medicaid, *Supplemental Nutrition Assistance Program (SNAP)*, and *Adult Protective Services (APS)* programs for people over 65 and adults with physical disabilities (18 to 64 years).

As the lead agency of the *Aging and Disability Resource Connection (ADRC)* of Linn, Benton, and Lincoln Counties, OCWCOG's information and referral staff provide access to programs administered by OCWCOG, and serve as a "no wrong door" entry point to external community resources and programs. Through *Options Counseling*, consumers or families learn of community resources and develop an action plan to address individual needs. *Information and Referral*, and *Options Counseling* services are available to people of all ages, income, and disability types who have questions on the full range of long-term care supports in the community.

*Oregon Project Independence (OPI)* is a State-funded program directed toward keeping people in their own home as long as possible. Historically, *OPI* was a program that served people over the age of 60 who needed assistance with activities of daily living. In 2015, the Oregon State Legislature expanded the scope of the *OPI* program through a pilot that serves consumers between the ages of 19 and 59. It is expected that funding for the original *OPI* program and the pilot will continue at current levels for the next two years. The Older Americans Act (OAA), a federally funded program, provides essential funds to support a wide array of programs, services, and projects, including elder justice, *Family Caregiver Services*, outreach, and *Evidence Based Health Promotion* classes. *OPI* and OAA programs can delay or prevent the use of higher cost public assistance programs, such as Medicaid.

**Funding:**

SDS, depending upon the program, is funded through contracts, Oregon Department of Human Services' (DHS), DHS Office of Aging and People with Disabilities, federal dollars, in-kind match, local income from program participant fees, Medicaid, OAA allocation, and State General Funds.

**Program Area Oversight Committees or Commissions:**

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

**Program Contact:**

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# Program Administration

SDS Program Administration services are provided by the Department Director, Program Supervisor, contract procurement staff, and the Community and Program Coordinator. The function of this team is to support the SDS Department, OCWCOG, advise the Executive Director, manage the Senior Services and Disability Services Advisory Councils (SSAC and DSAC), the *ADRC* Advisory Council, and provide service to SDS consumers. Public education and advocacy efforts are targeted to assist and inform all citizens of Linn, Benton, and Lincoln Counties regarding issues and developments in the field of aging and disability services.

The SSAC and DSAC meet jointly every other month. This allows for focus on input to the agency and development of Subcommittees, such as Issues and Advocacy (IA) Committee, Contract Monitor and Review Committee, and the *Meals on Wheels* Advisory Committee (MOWAC). The Care Planning Committee (CPC) provides a better understanding about long-term care programs that SDS administers. This helps support advocacy and outreach in our communities.

## **Funding:**

Funding for Program Administration comes from Medicaid and OAA allocations.

## **Goals:**

- Develop, under the advisement of the SSAC and DSAC, the *Oregon Cascades West Senior and Disability Services Area Plan for 2021-2024*, and upon review and approval of the OCWCOG Board of Directors, submit to the State Community Services and Support Unit.
- Provide any necessary follow-up to the SDS *Consumer Satisfaction Survey* completed in Fiscal Year 2019. This potentially includes implementing policy or procedural changes necessary to correct areas of deficit; following up with consumers who voiced concerns about the customer service they received; retraining staff; and revisiting results in six months-to-a-year to judge success in fixing areas of concern.

# Medicaid Program

OCWCOG's Medicaid program staff determine eligibility for medical coverage for those who are aged, disabled, or blind in the tri-County Region. In addition, SDS administers the Medicare Savings Programs (MSP) for those older adults and people with physical disabilities who are also receiving Medicaid. *SNAP* is offered for these same individuals, as well as those age 60 and over, 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. Eligibility determination and case coordination is provided to approximately 14,000 consumers.

Case Managers provide *Long-Term Services and Support* coordination of medical care, as well as support with activities of daily living in a variety of home and community-based facility settings, including nursing facility care. 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.

## **Funding:**

Ninety-nine percent of the funding for Medicaid and *SNAP* is through an intergovernmental agreement (IGA) with DHS' APD office. The remaining one percent is funded through member dues as Medicaid match.

## **Goals:**

- Reduce the wait time between when a consumer calls asking for assistance with *Long-Term Services and Support* and when they meet with a Case Manager. The goal is to reduce the timeframe by five days compared to previous Fiscal Year (FY) numbers.
- Develop a regional plan for Eligibility Services teams divided across OCWCOG's three County locations to better prepare for the rollout of the *Eligibility Transformation (ET) Project* in 2020. This would be done by strengthening internal processes to be more unified and follow Statewide criteria allowing SDS to identify internal pain points before *ET* implementation.
- Assess Case Managers monthly caseload and use the data to adjust or assign work flow, striving to keep individual caseloads equitable and at .95-1.05 percent of a Full-Time Equivalent (FTE) for each employee ongoing.
- Reconfigure and add staff to the In-Home Assistant Team, which provides direct support to Homecare Workers (HCW), therefore improving the quality of care provided to In-Home consumers. Explore how to do this best by researching best practices of other Area Agencies on Aging, implementing a time study, looking at lean daily practices, and convening a work group of persons currently performing the duties.

# Adult Protective Services

*Adult Protective Services (APS)* Specialists 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. Complaints that do not meet the scope of the OCWCOG *APS* program are referred to other agencies and provided with other resources and supports.

## **Funding:**

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

## **Goals:**

- Increase the amount of time dedicated to *APS* screening activities by .5 FTE. This change is to compensate for the increased number of calls and the increased time required to input the information into the Centralized Abuse Management (CAM) database, which was deployed across the State in the fall of 2018.
- Assess the number of investigations assigned to each *APS* team member monthly and develop a strategy for periods when investigators are assigned more than 25 referrals for more than three consecutive days.
- Continue to meet internal and State time frame standards for response times and report submission.
- Lead efforts to increase public outreach and education on reported scams and frauds affecting the Region by presenting at least four community presentations about *APS* a quarter.

# Older American Act Programs, *Oregon Project Independence*, and Contracts

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, assistance with personal and home care, case management, preventative *Evidence-Based Health Programs*, legal services, elder abuse prevention, Family Caregiver Support, and *Options Counseling*.

## **Funding:**

Funding for OAA programs and *OPI* come from multiple sources including federal dollars (25%), State General Funds (45%), local income from program participant fees, in-kind match (5%), and contracts (25%).

SDS works to find the most cost-efficient way to serve the members of our community. Contracting with local non-profits, such as hospice and adult day services to provide respite and caregiver training, or the local YMCA to provide evidence-based falls prevention classes, allows SDS to spread OAA funds across the Region.

## **Goals:**

- Pilot a project designed to assess the impact of using *OPI* to stabilize and support consumers applying for *Long-Term Services and Support* through Medicaid, until those benefits are opened.
- Grow the total number of *OPI* consumers receiving services by 10% over the FY.
- Increase public outreach and education efforts about non-Medicaid programs by presenting information on *OPI*, the *Family Caregiver Program*, and *Options Counseling* to at least one community event monthly.
- Support two new *Evidence-Based Health Programs* promotions in the tri-County Region.

TAB PAGE: Community Services Program

TAB PAGE: Community Services Program

# Community Services Program

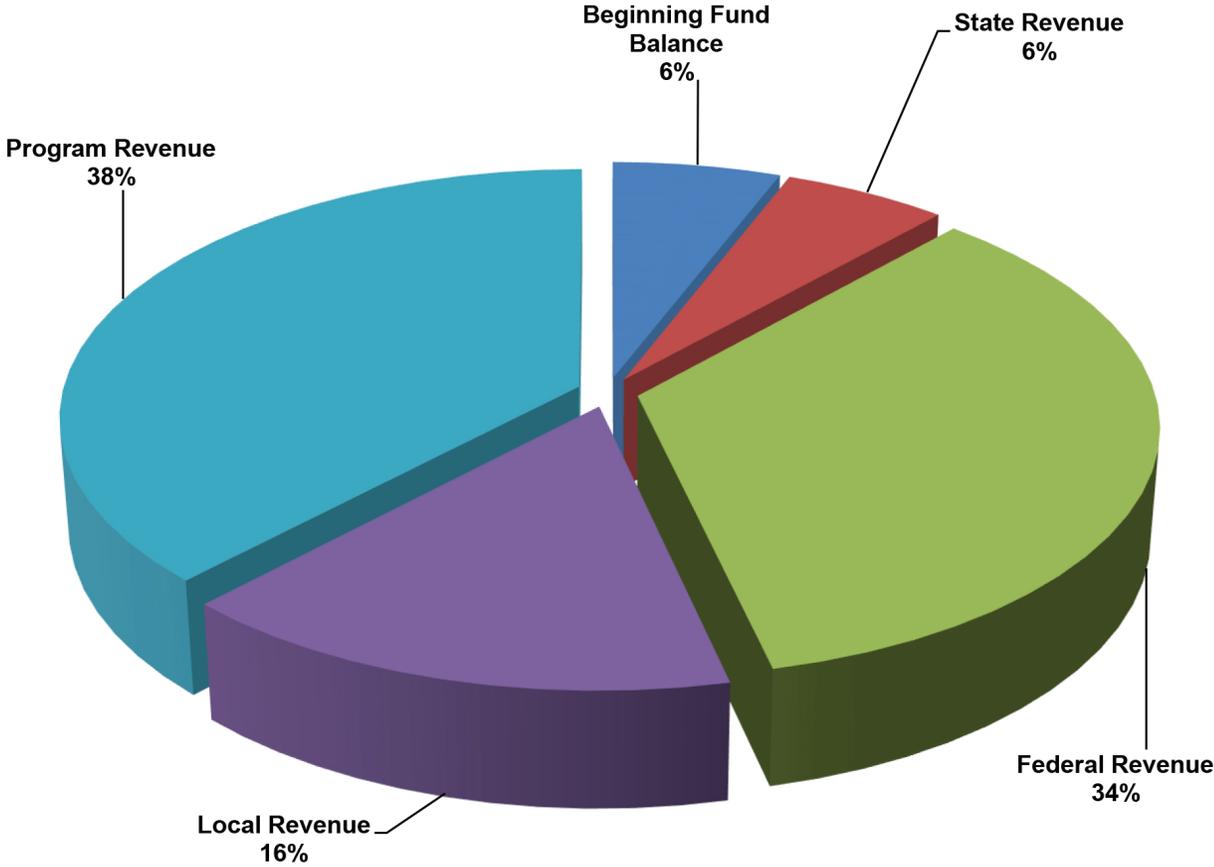
<b>FY2019-2020 BUDGET SUMMARY</b>	
Beginning Fund Balance	210,636
State Revenue	206,476
Federal Revenue	1,235,818
Local Revenue	559,625
Program Revenue	1,348,643
<b>TOTAL REVENUE</b>	<b>3,561,198</b>
Personnel	748,632
Fringe Benefits	89,592
Insurance Benefits	214,354
Leave Benefits	38,426
PERS Benefits	193,925
<b>TOTAL PERSONNEL</b>	<b>1,284,929</b>
Materials & Supplies	2,276,269
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>2,276,269</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Community Services Program Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
<b>Senior Corps Program, Foster Grandparent Program (FGP), Retired and Senior Volunteer Program (RSVP), and Senior Companion Program (SCP)</b>	<i>Contract Revenue</i> <ul style="list-style-type: none"> <li>• Corporation for National and Community Service (CNCS), <i>RSVP</i></li> <li>• CNCS, <i>FGP</i></li> </ul>	Federal	\$525,003.00
	<i>Donations</i> <ul style="list-style-type: none"> <li>• Voluntary Donations</li> </ul>	Local	\$2,000.00
	<i>SHIBA Program Revenue</i> <ul style="list-style-type: none"> <li>• Medicare Improvements for Patients and Providers Act (MIPPA)</li> <li>• Senior Medicare Patrol (SMP)</li> <li>• State of Oregon</li> </ul>	State/Local	\$32,500.00
	<i>Match Grants</i> <ul style="list-style-type: none"> <li>• City of Lincoln</li> <li>• City of Toledo</li> <li>• City of Yachats</li> <li>• Early Learning Hub of Linn, Benton, and Lincoln Counties</li> <li>• Lincoln County Commissioners</li> <li>• Samaritan Social Accountability</li> <li>• Siletz Tribal Charitable Contribution Fund (<i>FGP</i>)</li> <li>• Siletz Tribal Charitable Contribution Fund</li> <li>• Trust Management Services</li> <li>• United Way of Benton and Lincoln Counties</li> <li>• United Way of Linn County</li> </ul>	State/Local	\$83,500.00
<b>Benton County Veterans Services</b>	<i>Contract Revenue</i> <ul style="list-style-type: none"> <li>• Benton County</li> </ul>	Local	\$175,670.00
	<i>Federal Match</i> <ul style="list-style-type: none"> <li>• Benton County</li> </ul>	Federal	\$15,000.00
	<i>Veterans</i> <ul style="list-style-type: none"> <li>• Oregon Department of Veterans Affairs (ODVA)</li> </ul>	State	\$106,476.00
	<i>Grant Revenue</i>	Local	\$20,000.00

<b>Meals on Wheels</b>	<b>Contract Revenue</b> • OPI Young Disabled	State	\$100,000.00
	<b>Donations</b> • Annual solicitation to member jurisdictions • Oregon Cascades West Senior Services Foundation (SSF) • Voluntary donations to the meal sites	Local	\$273,075.00
	<b>Grants</b> • Samaritan Health Services • United Way of Linn County • United Way of Benton and Lincoln Counties • Kiwanis and other service organizations, and local foundations • Banfield Pet Food • Lincoln County Commissioners	Local	\$215,000.00
	<b>Older American Acts (OAA)</b>	Federal	\$632,538.00
	<b>Program Meals Revenue</b> • Self-pay at the meal-sites	Local	\$156,000.00
	<b>Meals on Wheels (MOW)</b>	Federal	\$370,500.00
	<b>XIX Siletz</b>	Federal	\$12,500.00
	<b>Title XIX</b>	Federal	\$94,000.00
	<b>U.S. Department of Agriculture (USDA)</b>	Federal	\$111,280.00
	<b>Special Contracts and Grants</b>	<b>Contract Revenue</b> • Money Management Program (MMP) • Evidence Based Funds • Older Adult Behavioral Health Initiative (OABHI)	State/Local
<b>Meals on Wheels Reserve</b>	<b>Fee for Service</b> • This is an internal transfer based off meals delivered to help with the purchase of a delivery vehicle, if needed.	Local	\$12,000.00
	<b>Internal Transfer</b> • This is an internal transfer to help with the purchase or repair of large kitchen equipment, if needed.	Local	\$5,000.00

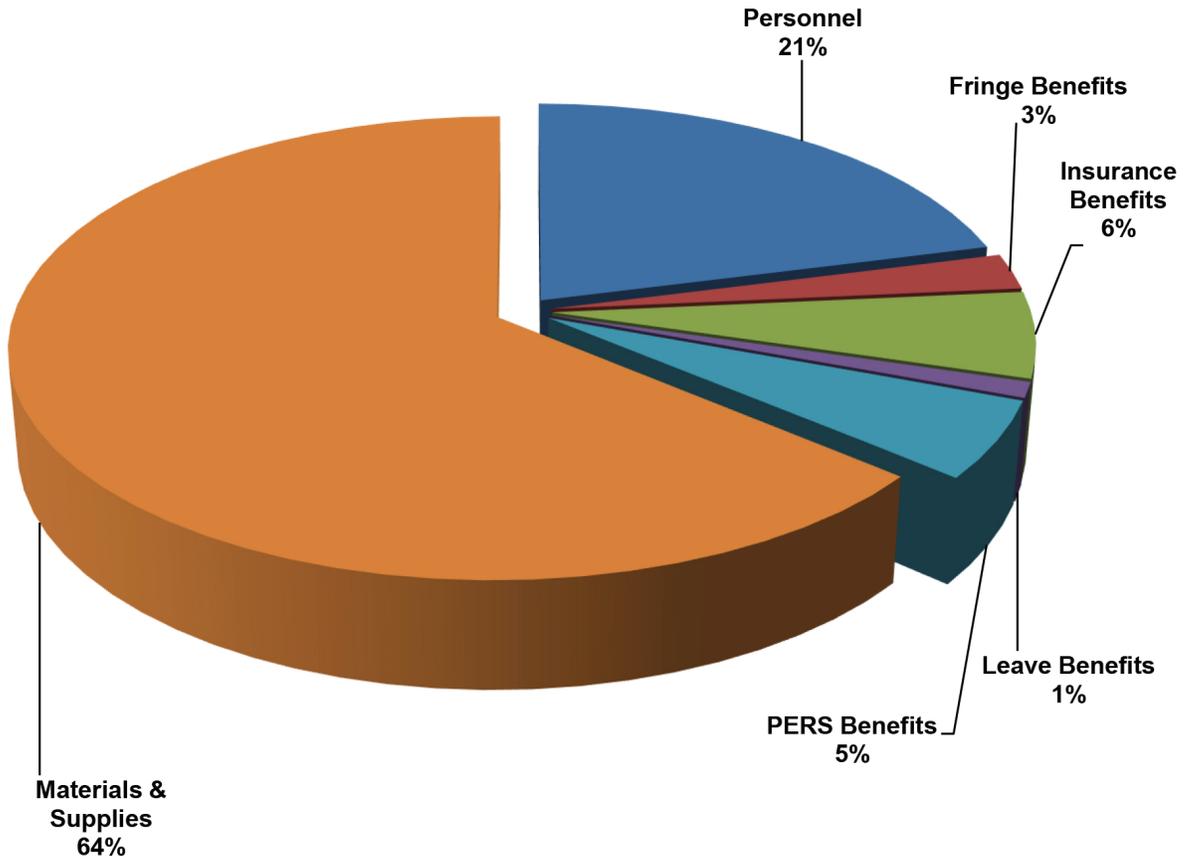
# Community Services Program Revenue Chart FY2019-2020



\*Federal contracts including funds passed through the State Government.

State Revenue	Federal Revenue
<i>Oregon Project Independence (OPI)</i> Veterans	OAA Title XIX Federal Match <i>Meals on Wheels</i> XIX Siletz Revenue USDA
Local Revenue	Program Revenue
Donations Dues Fees for Service Grant Revenue Special Event Revenue	Contracts Revenue Match Miscellaneous Revenue Program Income Transfers In

# Community Services Program Expense Chart FY2019-2020



# Community Services Program Work Program

OCWCOG's Community Services Program (CSP) Department facilitates the coordinated operation of programs designed to assist the tri-County Region's residents and program participants to maintain their health, wellness, and connection to the community.

CSP works closely under the Cascades West Area Agency on Aging (CWAAA) umbrella with Senior and Disability Services (SDS).

CSP serves older adults, individuals with long-term physical disabilities, and Veteran populations. Its services focus on assisting the Region's communities most vulnerable to maintain health, independence, and dignity. Several CSP programs offer a variety of volunteer and advocacy opportunities, and coordinate a number of community events throughout the Region.

Programs include: *Meals on Wheels (MOW)*; Senior Corps Programs, including *Foster Grandparent Program (FGP)*, *Retired and Senior Volunteer Program (RSVP)*, and *Senior Companion Program (SCP)*; and *Money Management Program (MMP)*. Through *FGP*, OCWCOG manages volunteers serving youth in local evidence-based programs. These programs rely on a large group of dedicated community volunteers to deliver service and are integral to each program's success.

Under an intergovernmental agreement (IGA), OCWCOG staffs the Benton County Veterans Service Office (VSO) in service to Benton County Veterans. Under a separate IGA with Linn County Mental Health, the department oversees the *Older Adult Behavioral Health Initiative (OABHI)* to provide workforce education and promote development of behavioral health services and supports across the tri-County Region.

In addition to the programs listed above, the department also assists with the development of cross-departmental and community-based initiatives as opportunities arise. CSP collaborates with SDS and Community Economic Development (CED) departments in delivering identified special contracts.

## **Funding:**

CSP is primarily funded through the Older Americans Act (OAA), *Oregon Project Independence (OPI)*, fundraising, State and County contracts.

## **Program Area Oversight Committees or Commissions:**

- *Meals on Wheels Advisory Committee (MOWAC)*

## **Program Contact:**

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# Benton County Veterans' 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.

In 2017, the Oregon Legislature increased State funding provided to the VSO through ODVA by 47% for the biennium. The work plan for best utilization of this additional “pass-through” funding includes the following goals.

## **Goals:**

- Further develop relationships with local employers and other groups employing or otherwise serving a number of Veterans; identify space suitable to conducting appointments with Veterans on location in order to more conveniently serve those Veterans.
- Increase visibility of the VSO by developing new outreach materials and scheduling presentations about services to employers and service organizations.
- Refresh website information and links, brochures, and other collateral.
- Identify and draft circumstance-specific letters designed to provide education and awareness to existing clients and surviving spouses about additional or wrap-around services they may qualify for.
- Continue participation in the *Operation Welcome Home Campaign* with local service organization partners.
- Explore partnership opportunities to further support removing transportation barriers for Veteran clients accessing medical services.
- Explore new funding opportunities to provide greater benefits to Veterans.

# Meals on Wheels

Since 1980, *Meals on Wheels Linn, Benton, Lincoln (MOW)* has offered nutritious meals to homebound, aging adults, and adults with disabilities who often live alone, and have limited resources or ability to care for themselves. While providing nutritious meals is the program's top priority, *MOW* is more than a meal: its health, safety, and socialization for many of the Region's communities' most vulnerable. A volunteer corps of approximately 375 serve in meal site kitchens and as delivery drivers throughout OCWCOG's tri-County Region. These volunteers provide a daily well-check for homebound clients, intervene in potentially critical medical events, and provide socialization to keep isolation at bay. *MOW* serves clients through two programs:

**Home Delivery:** Volunteers deliver nutritious meals, specifically formulated for the needs of the elderly, five days per week directly to the client's front door. For 1,185 homebound clients, this volunteer may be the only person they see that day.

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

## **Funding:**

Currently, *MOW* funding is comprised of approximately 64% local, State, and federal government funding (Medicaid, OAA, OPI, and U.S. Department of Agriculture [USDA]), with the remaining 36% raised through client donation, private, and corporate fundraising, and grant funding. Long-term program sustainability depends on developing a more diverse funding plan that is better balanced between revenue sources. *MOW* recently launched a donor stewardship program called *Giving Day*, designed to recognize donors contributing \$1,000 annually.

## **Goals:**

- Continue to diversify and develop additional funding streams including new individual and corporate donations; fully implement donor stewardship and cultivation program.
- Grow number of new *Giving Day* donors.
- Develop relationships with facility supervisors; schedule regular update meetings to enhance partnerships.
- Identify and implement an alternative meal reservation and routing software.
- Develop site evaluation form and set schedule for completing annual site reviews.
- Develop a site work plan template and work plans for each meal site designed to enhance overall program development.
- Work with CSP colleagues to draft a more formal volunteer retention program.
- Work with Statewide Nutrition Programs and Area Agencies on Aging to evaluate third-party reimbursement schedules.

# Senior Corps Programs: *Foster Grandparent Program, Retired and Senior Volunteer Program, and Senior Companion Program*

OCWCOG's Senior Corps Programs, *Foster Grandparent Program (FGP)*, *Retired and Senior Volunteer Program (RSVP)*, and *Senior Companion Program (SCP)*, connect local seniors, aged 55 and over, with the people and organizations that need them most in the tri-County 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. Income-eligible volunteers are offered a tax-exempt stipend, meals, volunteer insurance, and mileage reimbursements for their service.

## **Funding:**

Funding for Senior Corps Programs comes from a variety of sources including: federal and State grants, local governments, contracts, local community organizations, and in-kind donations. This diversification of funding, along with strong community match funding, has provided financial stability since Senior Corp's inception in the the Region in 1973.

Senior Corps programs have increased grant writing efforts over the last year to help offset the rising costs associated with doing business, such as increasing insurance rates and other operational costs.

## **Goals:**

- Grow *SCP* from 8-to-16 volunteer service years.
- Recruit and maintain nine Senior Corps volunteers within evidence-based programs; ensure data fidelity.
- Grow transportation budget by 25% for *SCP* to meet critical community needs.
- Work with CSP colleagues to draft a more formal volunteer retention program.
- Explore future partnerships between evidence-based programs and OCWCOG Senior Corps to maximize community impact and infuse new dollars into existing programs.
- Increase number of counselling session to residents (free of charge) on Medicare coverage and election options.
- Increase the number of prepared tax returns (free of charge) to 1,800, an estimated \$490,000 cost savings to local low-income seniors.
- Increase number of new-to-Medicare community-based seminars across the tri-County Region.
- Expand placements of one-on-one mentoring to Pre-K through 12th grade students and increase early learning literacy coaching to English Language Learners (ELL) through *FGP*.
- Expand friendly visiting programs to transport an additional 55 homebound seniors to and from non-medical appointments (e.g. grocery shopping, senior centers, library, etc.). Volunteers will serve at least three days per week and an estimated 45 clients will report increased social ties/perceived social support.

# Community Outreach and Training: Money Management Program, Older Adult Behavioral Health Initiative Evidence-Based Funds

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.

**Payee:** Volunteers 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, Veteran's, and Railroad Retirement. Volunteers work as the liaison between the program office and the client to assist the program office in the management of these federal benefits on behalf of the individual, ensuring that basic needs are met, and funds are protected.

The *Older Adult Behavioral Health Initiative (OABHI)* is designed to identify service gaps, strengthen existing services, expand the skills of the workforce, and expand the development of behavioral health services and supports to improve the lives of adults, over the age of 60, who are experiencing behavioral health challenges, or physical disabilities.

The *Initiative* relies on Behavioral Health Specialists who have skills and expertise in mental health and aging, knowledge of the community and service system, and community development skills. There are three core areas of focus:

**Interagency/Multi-System Planning:** Specialists work across organizational boundaries to help provide for better coordination among behavioral health, aging services, primary care providers and hospitals, promote system partnerships and linkages, and to identify systems that need improvement thereby removing barriers to care.

**Facilitate Complex Case Consultations:** Specialists promote a multi-disciplinary team and multi-morbidity approach and work to ensure older adults and people with disabilities receive the appropriate help at the right time and at the right level of care.

**Workforce Development and Community Education and Awareness:** Through training, Specialists increase direct service staff knowledge of normal aging processes; services provided by aging services, behavioral health, and primary care; increase direct service staff knowledge of how behavioral health conditions/disorders present in an older population and best practices for addressing them; and promote local education and awareness activities that focus on risk and protective factors for older adults and people with disabilities.

**Funding:**

OCWCOG holds a contract with the State of Oregon Department of Human Services (DHS) who funds *MMP* with State General Fund dollars.

OCWCOG holds a contract with Linn County who funds the *OABHI*. Funding provides two contracted Older Adult Behavioral Health Specialists who work with communities across the Region to close the gaps in mental health services for older adults and people with disabilities.

**Goals:**

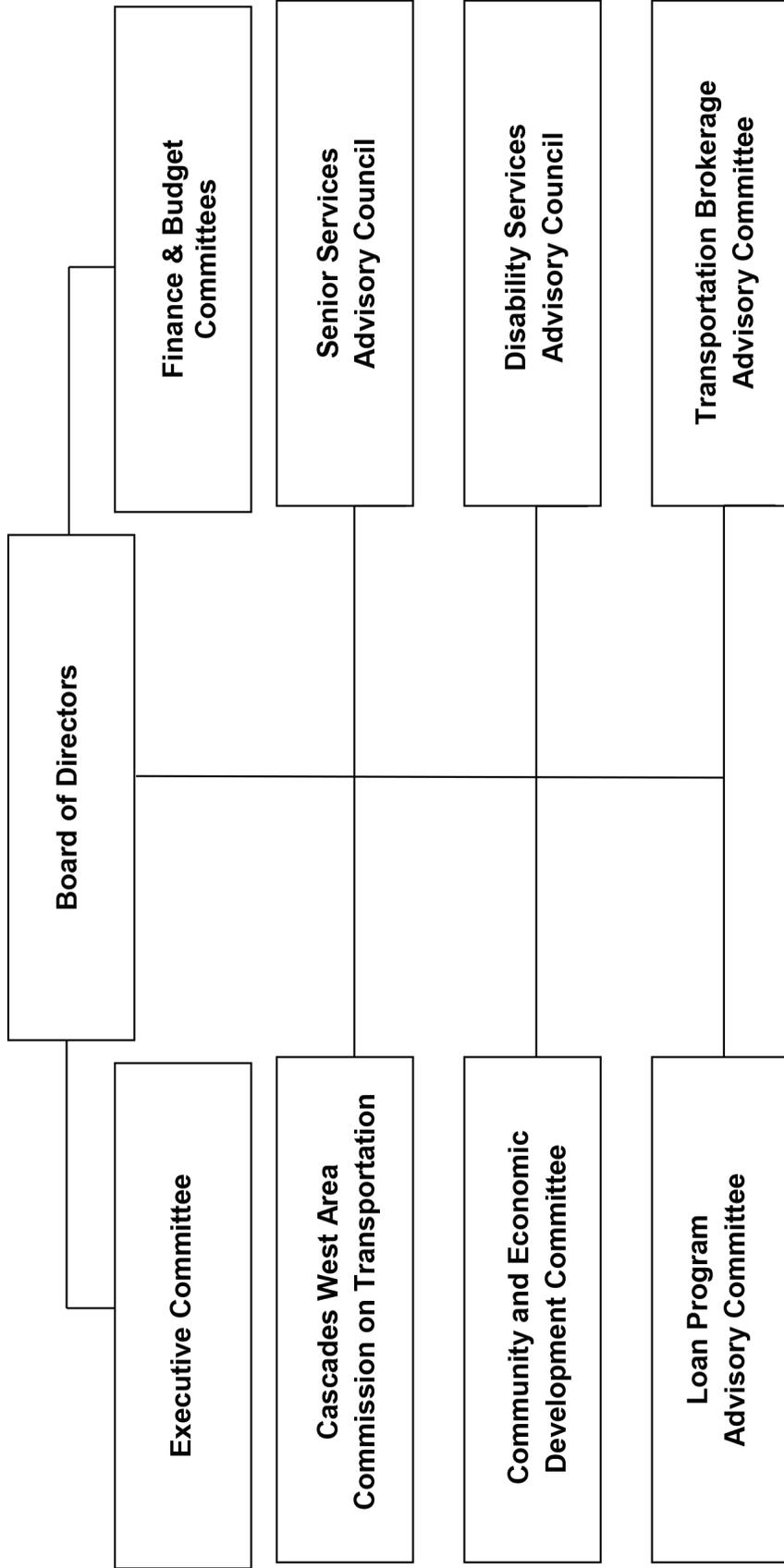
- Leverage existing media / outreach channels to increase visibility and awareness of *MMP* across the Region.
- Develop additional funding streams for *MMP*.
- Grow *MMP* client base, adding new Bill-Pay and Represented Payee clients.
- Conduct outreach with fellow programs across the State for the purpose of sharing and gleaning best practices.
- Work with CSP colleagues to draft a more formal volunteer retention program.
- Identify potential contracts with local service providers to fund health promotion and call center programs.
- Work with partners across the State to establish a Medicare provider number, and therefore be able to bill Medicare for health promotion programs.

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TAB PAGE: Board and Committees Chart

TAB PAGE: Board and Committees Chart

# OCWCOG Board and Committees



## Independent Bodies Staffed by OCWCOG

Oregon Cascades West Senior Services Foundation

Corvallis Area Metropolitan Planning Organization

Albany Area Metropolitan Planning Organization

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# Acronym List

AAA	Area Agency on Aging	FEMA	Federal Emergency
AAMPO	Albany Area Metropolitan Planning Organization	FGP	Management Agency <i>Foster Grandparents Program</i>
APS	<i>Adult Protective Services</i>	FHWA	Federal Highway
ADRC	<i>Aging and Disability Resource Connection</i>	ET	Administration <i>Eligibility Transformation Project</i>
Board	Board of Directors	FTA	Federal Transit Administration
CAM	Centralized Abuse Management database	FTE	Full-Time Employee
CAMPO	Corvallis Area Metropolitan Planning Organization	FY	Fiscal Year
CCO	Coordinated Care Organizations	GA	General Administration
CDC	Certified Development Corporation	GAAP	Generally Accepted Accounting Principles
CED	OCWCOG's Community and Economic Development Progra	GIS	Geographic Information Systems
CEDS	<i>Comprehensive Economic Development Strategy</i>	HB	Oregon House Bill
CNCS	Corporation for National and Community Service	HCW	Homecare Worker
CPC	OCWCOG's Care Planning Committee	IA	Issues and Advocacy Committee
CSP	OCWCOG's Community Services Program	IGA	Intergovernmental Agreement
CWAA	Cascades West Area Agency on Aging	IHN	Intercommunity Health Services
CWACT	Cascades West Area Commission on	IHN-CCO	Intercommunity Health Services Coordinated Care Organizations
CWBL	<i>Cascades West Business Lending Transportation</i>	ITIL	Information Technology Infrastructure Library
CWEDD	Cascades West Economic Development District	LCOG	Lane Council of Governments
DHS	Oregon Department of Human Services	MIPPA	Medicare Improvements for Patients and Providers Act
DOC	U.S. Department of Commerce	MMP	<i>Money Management Program</i>
DSAC	Disability Services Advisory Council	MOW	<i>Meals on Wheels</i>
EDA	U.S. Department of Commerce's Economic Development Administration	MOWAC	<i>Meals on Wheels Advisory Committee</i>
EFB	Ending Fund Balance	MPO	Metropolitan Planning Organization
EDD	Economic Development District	MSP	Medicare Savings Program
EPA	U.S. Environmental Protection Agency	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
		OHP	Oregon Health Plan
		OPI	Oregon Project Independence
		ORS	Oregon Revised Statutes
		PAA	Private Admission Assessments

# Acronym List, continued

PEARLS	<i>Program to Encourage Active and Rewarding Lives</i>
PERS	Oregon Public Employees Retirement System
PL	Planning
RFP	Request for Proposal
<i>RideLine</i>	<i>Cascades West RideLine</i>
RSVP	<i>Retired Seniors Volunteer Program</i>
RTP	<i>Regional Transportation Plan</i>
SBA	U.S. Small Business Administration
SBDC	Small Business Development Centers
SCP	<i>Senior Companion Program</i>
SDS	OCWCOG'S Senior and Disability Program
SEIU	Service Employees International Union
SMP	Senior Medicare Patrol
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
SSF	Cascades West Senior Services Foundation
STF	Special Transportation Funds
STIP	<i>Statewide Transportation Improvement Program</i>
TDM	Transportation on Demand
TGM	Transportation Growth Management
TIP	<i>Transportation Improvement Plan</i>
Title XIX	Medicaid Program
UPWP	<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