



Work Program & Budget

Oregon Cascades West Council of Governments

Fiscal Year 2021-2022

ADOPTED



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

Role of the Oregon Cascades West Council of Governments:

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

Program Areas:

General Administration

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

Community and Economic Development

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

Cascades West Business Lending

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

Transportation

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

Senior and Disability Services

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

Community Services Program

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

Governance, Administration, and Programs of OCWCOG:

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

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

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

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

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

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

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

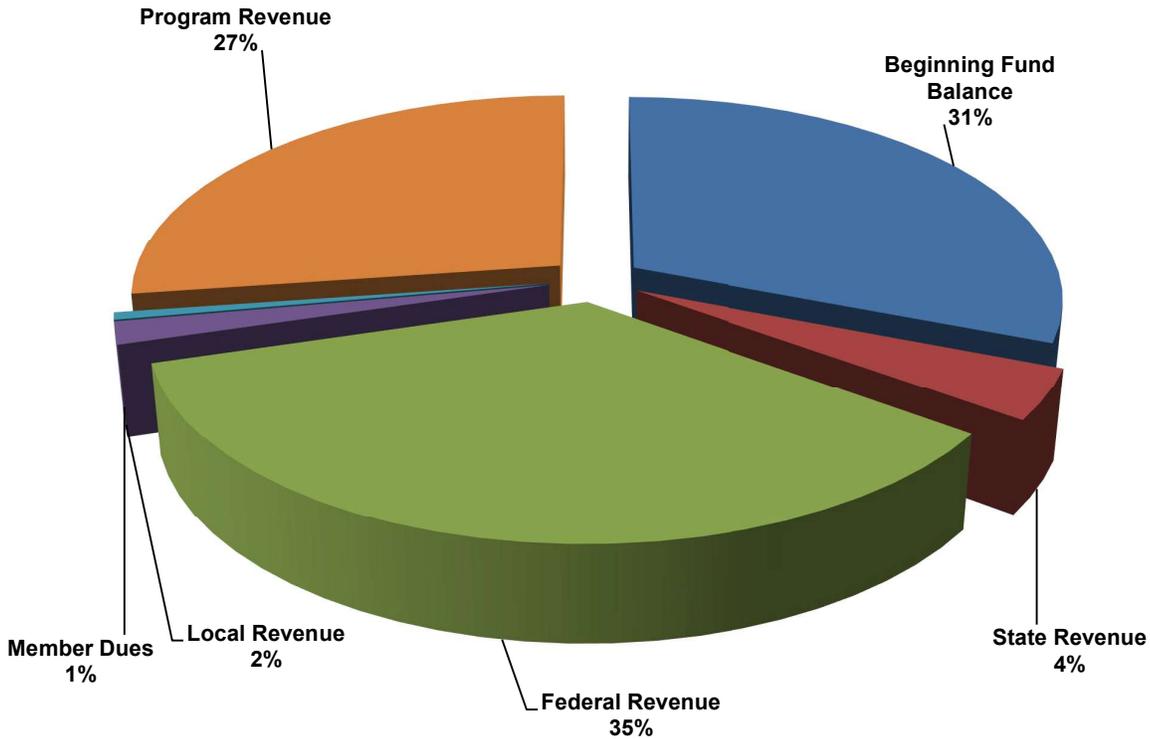
OCWCOG Funding:

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

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

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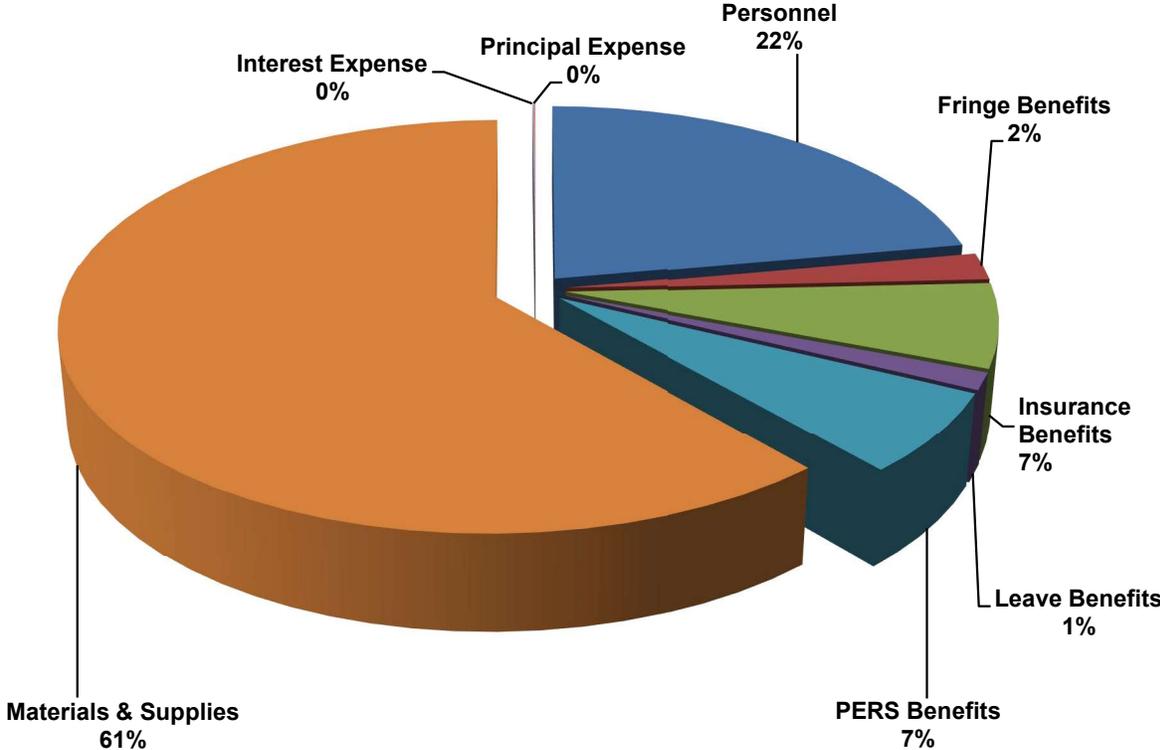
Agency Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

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

Agency Expense Chart FY 2021-2022



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Agency and Department Budgets

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

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AGENCY CONSOLIDATED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY

Beginning Fund Balance	15,901,044
State Revenue	2,090,206
Federal Revenue	18,220,052
Local Revenue	1,205,482
Program Revenue	14,012,923
TOTAL REVENUE	51,429,707
Personnel	11,375,489
Fringe Benefits	1,086,863
Insurance Benefits	3,401,337
Leave Benefits	686,141
PERS Benefits	3,301,808
TOTAL PERSONNEL	19,851,638
Materials & Supplies	31,513,579
Interest Payments	21,157
Principal Payments	43,333
TOTAL MATERIALS & SUPPLIES	31,578,069
GAIN / (LOSS)	-

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Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
7,764	10,908	Beg Bal-Restricted for Grants	39,742	1,713	0	0	0	38,029	0	0
1,809,828	1,546,495	Beg Bal-Restrict for Contracts	3,610,442	0	3,140,436	0	24,064	445,942	0	0
1,337,884	1,337,886	Beg Bal-Restricted for Reconciliation	1,326,704	0	0	0	1,326,704	0	0	0
2,898,546	2,455,404	Beg Bal-Restricted for Other	3,979,342	73,227	0	600,079	0	912,305	0	2,393,731
2,337,700	2,342,700	Beg Bal-Restricted for Reserve	2,567,700	0	0	0	1,637,700	175,000	0	755,000
2,530,313	4,350,652	Beg Bal-Unrestricted	4,377,114	0	0	0	3,877,694	416,420	0	83,000
1,672	1,500	Borrower Fees	3,000	0	0	3,000	0	0	0	0
2,435,820	2,229,818	Contract Revenue	3,689,616	40,000	2,285,681	51,872	100,000	1,187,063	25,000	0
8,726,340	9,620,190	Coordinated Care	8,945,721	0	8,945,721	0	0	0	0	0
230,379	220,500	Donations	250,500	0	0	0	0	250,500	0	0
312,425	321,584	Dues	330,506	15,738	112,741	0	202,027	0	0	0
72,662	235,410	Economic Development Administration	265,500	0	265,500	0	0	0	0	0
165,555	150,000	Environmental Protection Agency	200,000	0	200,000	0	0	0	0	0
115,655	120,300	Federal Match	50,000	0	0	0	30,000	20,000	0	0
130,609	140,500	Fee for Service	137,000	0	5,000	0	0	32,000	35,000	65,000
168,724	187,500	Grant Revenue	227,220	0	0	41,500	0	175,720	0	10,000
1,770,063	2,312,181	Indirect Income	2,572,114	1,766,229	0	0	0	0	805,885	0
359,375	280,000	Interest Revenue	276,756	101,756	0	175,000	0	0	0	0
5,182	5,000	Internal Transfer	5,000	0	0	0	0	5,000	0	0
7,605	3,000	Loan Fees	4,000	0	0	4,000	0	0	0	0
0	0	Loan Processing Revenue	0	0	0	0	0	0	0	0
62,064	50,500	Match Revenue	48,000	0	0	0	0	48,000	0	0
13,515	1,900	Miscellaneous Revenue	0	0	0	0	0	0	0	0
639,780	981,378	ODOT	986,522	0	986,522	0	0	0	0	0
1,413,310	1,253,855	Older American Act	1,300,000	0	0	0	0	1,300,000	0	0
1,116,855	934,000	Oregon Project Independence	990,000	0	0	0	0	990,000	0	0
124,557	120,000	Program Administration	150,000	0	0	150,000	0	0	0	0
5,000	0	Program Income	0	0	0	0	0	0	0	0
181,463	180,000	Program Meals Revenue	160,000	0	0	0	0	160,000	0	0
638,712	682,049	Rent Income	711,153	0	0	0	0	0	0	711,153
641,285	1,085,054	Senior Meals XIX	800,000	0	0	0	0	800,000	0	0
5,901	6,500	Service Fees	5,000	0	0	5,000	0	0	0	0

Oregon Cascades West Council of Governments

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Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
9,861	8,000	Siletz Revenue	8,000	0	0	0	0	8,000	0	0
32,482	10,000	Special Event Revenue	20,000	20,000	0	0	0	0	0	0
24,400	0	Sponsorship	0	0	0	0	0	0	0	0
12,779,993	13,186,831	Title XIX	13,174,371	0	376,791	0	12,677,580	120,000	0	0
34,417	195,000	Transfer In	10,000	0	0	0	10,000	0	0	0
107,065	107,064	USDA	95,000	0	0	0	0	95,000	0	0
112,687	109,687	Veterans	113,684	0	0	0	0	113,684	0	0
43,367,449	46,783,346	REVENUE	51,429,707	2,018,663	16,318,392	1,030,451	19,885,769	7,292,663	865,885	4,017,884
544,622	630,739	Leave Benefits	686,141	47,871	72,251	9,241	461,368	75,013	16,223	4,174
825,688	1,057,704	Fringe Benefits	1,086,863	83,101	135,527	11,578	665,161	135,649	29,750	26,097
2,535,980	3,151,012	Insurance Benefits	3,401,337	198,656	405,933	48,957	2,193,938	407,752	104,846	41,255
2,110,479	2,783,120	PERS Benefits	3,074,469	224,672	379,620	35,263	1,967,701	337,075	106,930	23,208
80,774	222,222	PERS Reserve	227,339	16,370	28,004	2,638	146,511	25,370	6,553	1,893
58,110	144,100	Executive Director	155,070	155,070	0	0	0	0	0	0
63,381	0	Deputy Director	0	0	0	0	0	0	0	0
105,302	109,245	Accounting Specialist	58,391	58,391	0	0	0	0	0	0
45,906	51,589	Accounting Clerk II	52,510	39,543	0	0	0	0	6,157	6,810
336,726	314,383	Administrative Assistant	353,059	0	88,860	0	229,744	34,455	0	0
162,226	236,917	ADRC Specialist	243,569	0	0	0	158,069	85,500	0	0
498,680	648,119	Adult Protective Services Specialist	770,755	0	0	0	770,755	0	0	0
0	0	Assistant Loan Officer	50,079	0	12,459	37,620	0	0	0	0
100,533	113,907	Assistant AFH Licensing Worker	119,481	0	0	0	119,481	0	0	0
168,540	101,451	Assistant Planner	110,656	0	110,656	0	0	0	0	0
4,063	58,576	Business Officer	62,916	62,916	0	0	0	0	0	0
0	0	Case Aide	0	0	0	0	0	0	0	0
2,106,011	2,753,296	Case Manager	2,686,844	0	0	0	2,477,271	209,573	0	0
202,565	447,686	CED Planner	376,527	0	376,527	0	0	0	0	0
-17	0	CED Planner II	0	0	0	0	0	0	0	0
0	0	Clerical Assistant	0	0	0	0	0	0	0	0
299,028	377,325	Clerical Specialist	349,811	0	0	0	330,186	19,625	0	0
58,944	59,813	Clerical Supervisor	128,672	64,594	64,078	0	0	0	0	0
124,656	107,138	Confidential Executive Assistant	46,320	46,320	0	0	0	0	0	0

Oregon Cascades West Council of Governments

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Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
76,886	83,933	Contract Coordinator	87,918	16,560	22,860	0	33,234	15,264	0	0
187,598	207,251	Diversion & Transition Coordinator	201,122	0	0	0	201,122	0	0	0
1,073,561	1,246,686	Eligibility Specialist	1,349,473	0	0	0	1,159,469	190,004	0	0
89,241	77,577	Executive Assistant	81,369	0	54,837	0	26,532	0	0	0
37,148	139,978	Extra Hire	162,405	0	0	0	162,405	0	0	0
49,157	48,962	Facility Maintenance Coordinator	52,425	0	0	0	0	0	0	52,425
341,399	463,787	In Home Assistant	430,497	0	0	0	430,497	0	0	0
33,497	0	Information & Referral Spec	0	0	0	0	0	0	0	0
73,334	54,287	Information Systems Specialist	0	0	0	0	0	0	0	0
102,169	273,793	Lead Case Manager	227,501	0	0	0	200,969	26,532	0	0
49,854	53,209	Lead Eligibility Specialist	57,080	0	0	0	0	57,080	0	0
42,926	47,326	Lead Trans Brokerage Specialist	48,994	0	48,994	0	0	0	0	0
0	0	Loan Officer	0	0	0	0	0	0	0	0
194,774	201,954	Meal Site Manager 3	194,502	0	0	0	0	194,502	0	0
9,791	0	Medical Resource Worker	42,358	0	42,358	0	0	0	0	0
32,032	47,146	Money Management Coordinator	50,478	0	0	0	0	50,478	0	0
0	0	MPO Director	0	0	0	0	0	0	0	0
72,086	65,184	Network Operations Specialist	65,454	0	0	0	0	0	65,454	0
0	0	Other Personnel Costs	0	0	0	0	0	0	0	0
97,467	96,780	Personnel Manager	105,817	105,817	0	0	0	0	0	0
328,551	451,699	Program Director	479,993	152,142	93,510	10,246	73,044	43,737	71,900	35,414
62,615	146,097	Program Manager	268,586	0	0	0	179,319	89,267	0	0
701,647	793,189	Program Supervisor	863,379	0	0	0	773,474	89,905	0	0
0	53,637	Public Informations Officer	111,063	54,698	56,365	0	0	0	0	0
14,462	25,000	Relief Site Manager	25,000	0	0	0	0	25,000	0	0
73,659	76,825	RSVP Supervisor	0	0	0	0	0	0	0	0
71,323	0	Services Director	0	0	0	0	0	0	0	0
0	0	Senior Accountant	62,393	62,393	0	0	0	0	0	0
72,014	82,233	Senior Loan Officer	84,007	0	0	84,007	0	0	0	0
0	0	Senior Meals Supervisor	48,165	0	0	0	0	48,165	0	0
35,948	47,916	Senior Meals Coordinator	40,885	0	0	0	0	40,885	0	0
0	0	Senior Systems Admin	76,570	0	0	0	0	0	76,570	0

Oregon Cascades West Council of Governments

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Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
0	75,069	Software Support Specialist	0	0	0	0	0	0	0	0
68,931	0	Technology Services Manager	0	0	0	0	0	0	0	0
13,400	42,791	Technology Support Specialist	0	0	0	0	0	0	0	0
311,044	444,157	Transportation Brokerage Specialist	359,544	0	359,544	0	0	0	0	0
46,921	77,869	Transportation Program Manager	81,655	0	81,655	0	0	0	0	0
35,308	51,266	Veterans Service Officer	44,634	0	0	0	0	44,634	0	0
53,175	114,771	Workstation Support Specialist	107,562	0	0	0	0	0	107,562	0
14,884,117	18,958,714	PERSONNEL	19,851,638	1,389,114	2,434,038	239,550	12,760,250	2,245,465	591,945	191,276
19,793	21,834	Advertising	20,590	4,800	5,100	90	800	9,600	200	0
18,397	17,000	Auto Expense	17,000	0	0	0	0	17,000	0	0
19,039	15,300	Bank Charges	15,175	12,000	1,650	650	0	875	0	0
20,108	41,214	Board/Comm/Meeting Expense	32,250	25,400	4,600	0	800	1,250	200	0
1,387	850	Borrowers Fees	3,100	0	0	3,100	0	0	0	0
539,704	500,000	CEP Contract	500,000	0	0	0	0	500,000	0	0
205,856	166,795	Computer Maintenance/Equipment	179,530	59,900	25,600	1,900	32,000	20,200	39,630	300
1,462	2,500	Contract Administration	1,500	0	1,500	0	0	0	0	0
10,000,155	11,467,756	Contract Expense	12,322,739	263,941	10,060,693	2,500	120,492	1,690,000	61,113	124,000
59,045	84,990	Copying	62,700	7,000	7,500	600	21,000	9,700	700	16,200
54,179	68,075	Dues and Memberships	31,615	8,000	5,815	0	15,000	2,300	500	0
5,628	1,000	Equipment Expense	1,000	0	1,000	0	0	0	0	0
482,609	560,476	Finance Indirect	568,185	0	86,721	6,107	380,316	95,041	0	0
65,149	135,450	Furniture & Fixtures	111,578	700	100,000	3,000	2,500	0	4,000	1,378
984,553	968,735	Indirect Expense	1,198,046	0	182,855	12,877	801,916	200,398	0	0
27,773	18,000	Interest Expense	16,000	0	0	16,000	0	0	0	0
68,618	70,050	Insurance	76,763	0	0	0	0	3,763	0	73,000
76,948	79,614	Janitorial	90,600	0	2,800	0	0	2,800	0	85,000
42,386	48,000	Legal Expense	38,500	11,500	4,500	0	20,000	0	2,500	0
89,124	140,719	Licenses and Fees	161,630	29,480	17,000	3,000	26,000	29,650	55,500	1,000
131,990	120,000	Loan Admin Expense	150,000	0	0	150,000	0	0	0	0
112	0	Loan Legal Expense	50	0	0	50	0	0	0	0
86,617	51,250	Maintenance and Repairs	103,000	0	3,500	0	1,000	23,500	5,000	70,000
4,418	8,050	Marketing Expense	4,150	0	4,000	150	0	0	0	0

Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY2021-2022

2019-2020 Actuals	2020-2021 Adopted	Description	2021-2022 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
18,363	17,750	Meal Delivery Travel	18,000	0	0	0	0	18,000	0	0
63,667	65,250	Postage	47,520	550	6,500	400	35,200	4,650	120	100
18,946	24,600	Printing	15,050	2,250	3,500	0	200	9,000	0	100
656,404	708,730	Rent	735,039	49,450	86,595	5,368	452,868	109,131	31,627	0
41,758	60,000	Resource Reserve	30,000	0	0	0	30,000	0	0	0
126,116	159,620	Stipend	147,072	0	0	0	3,000	144,072	0	0
145,029	148,716	Supplies	85,550	6,000	12,000	350	15,800	27,900	3,000	20,500
14,315	10,000	Special Event	20,000	20,000	0	0	0	0	0	0
0	3,500	Taxes	2,500	0	0	0	0	0	0	2,500
669,485	785,901	Technology Indirect	805,944	0	123,059	8,662	539,422	134,801	0	0
149,529	174,047	Telephone	132,320	5,113	22,850	800	41,200	29,857	32,000	500
69,138	169,506	Training	109,902	45,000	25,000	1,000	7,002	20,900	10,000	1,000
138,449	177,234	Travel	114,850	10,000	15,500	2,000	55,000	25,500	2,850	4,000
35,000	185,000	Transfers Out	35,000	0	0	0	35,000	0	0	0
59,733	68,000	Utilities	65,000	0	0	0	0	0	0	65,000
36,839	55,000	Volunteer Travel	50,000	0	0	0	0	50,000	0	0
14,126	20,500	Volunteer Recognition	20,500	0	0	0	0	20,500	0	0
6,351,339	4,921,921	Operating Contingency	8,141,671	68,465	3,029,516	2,241	1,523,277	1,207,202	0	2,310,970
6,577,391	4,634,209	Unappropriated EFB for future	4,852,567	0	0	570,056	2,965,726	421,608	0	895,177
7,735	5,157	Interest Payment	5,157	0	0	0	0	0	0	5,157
43,333	43,333	Principal Payment	43,333	0	0	0	0	0	0	43,333
48,783	339,000	Capital Purchases	283,000	0	0	0	0	218,000	15,000	50,000
192,807	460,000	Leasehold Improvements	112,393	0	45,000	0	0	0	10,000	57,393
28,483,332	27,824,632	MATERIALS AND EXPENSES	31,578,069	629,549	13,884,354	790,901	7,125,519	5,047,198	273,940	3,826,608
43,367,449	46,783,346	TOTAL EXPENSES	51,429,707	2,018,663	16,318,392	1,030,451	19,885,769	7,244,498	865,885	4,017,884
0	0	NET GAIN/LOSS	0	0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

General Administration

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	GA	HR	Finance	Special Dues
35,000	0	6,000	0	Beg Bal - Restricted for Contracts		0	0	0	0	0
0	0	700	1,713	Beg Bal-Restricted for Grants		1,713	0	1,713	0	0
26,427	90,892	0	86,927	Beg Bal-Restricted for Other		73,227	0	500	20,000	52,727
0	0	40,414	0	Beg Bal-Unrestricted		0	0	0	0	0
1,141,310	1,149,699	1,525,952	1,525,952	Indirect Income		1,766,229	761,969	436,076	568,184	0
8,849	2,041	0	416	Miscellaneous Revenue		0	0	0	0	0
112,066	154,908	141,078	130,000	Contract Revenue		40,000	0	0	40,000	0
176,005	182,249	100,000	110,000	Interest Revenue		101,756	10,000	0	91,756	0
14,110	14,877	15,313	15,313	Special Dues Project		15,738	0	0	0	15,738
22,221	14,315	10,000	0	Special Event Revenue		20,000	20,000	0	0	0
1,535,987	1,608,982	1,839,457	1,870,321	REVENUE		2,018,663	791,969	438,289	719,940	68,465
38,943	42,678	46,692	43,982	Leave Benefits		47,871	12,908	12,436	22,527	0
78,909	64,134	80,212	71,525	Fringe Benefits		83,101	32,039	21,186	29,876	0
134,991	157,733	164,868	177,856	Insurance Benefits		198,656	68,671	62,520	67,465	0
128,744	164,491	221,443	205,829	PERS Benefits		224,672	74,960	57,212	92,500	0
5,754	5,708	16,443	7,017	PERS Reserve		16,370	5,122	4,667	6,581	0
144,637	58,110	144,100	132,667	Executive Director	1.00	155,070	155,070	0	0	0
73,444	46,602	0	0	Deputy Director		0	0	0	0	0
105,324	120,062	125,370	126,000	Program Director	1.00	152,142	0	0	152,142	0
80,889	97,467	96,780	100,099	Personnel Manager	1.00	105,817	0	105,817	0	0
0	0	58,576	57,591	Business Officer	1.00	62,916	0	62,916	0	0
57,856	62,615	70,158	18,026	Program Manager		0	0	0	0	0
11,985	13,526	18,403	13,879	Contract Coordinator	0.30	16,560	0	0	16,560	0
32,581	34,430	38,731	37,715	Accounting Clerk II	0.75	39,543	0	0	39,543	0
52,630	105,302	109,245	106,645	Accounting Specialist	1.00	58,391	0	0	58,391	0
7,630	0	0	0	Administrative Assistant		0	0	0	0	0
0	0	0	57,211	Clerical Supervisor	1.00	64,594	0	64,594	0	0
97,428	124,656	107,138	43,310	Conf. Executive Assistant	1.00	46,320	46,320	0	0	0

Oregon Cascades West Council of Governments

General Administration

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	GA	HR	Finance	Special Dues
0	0	53,637	6,990	Public Informations Officer	1.00	54,698	54,698	0	0	0
0	0	0	26,000	Senior Accountant	1.00	62,393	0	0	62,393	0
1,731	0	0	0	Extra Hire		0	0	0	0	0
1,053,475	1,097,513	1,351,796	1,232,342	PERSONNEL	10.05	1,389,114	449,788	391,348	547,978	0
4,534	9,712	5,200	3,458	Advertising		4,800	4,000	300	500	0
8,689	16,363	12,500	9,483	Bank Charges		12,000	0	0	12,000	0
8,595	12,470	26,000	5,300	Board/Comm/Meeting Expense		25,400	25,000	100	300	0
45,574	46,140	55,000	56,910	Computer Maintenance/Equipment		59,900	4,000	1,900	54,000	0
152,869	198,020	130,000	118,692	Contract Expense		263,941	203,941	5,000	55,000	0
9,459	6,388	10,500	6,009	Copying		7,000	2,000	1,500	3,500	0
11,005	5,733	11,500	5,116	Dues and Memberships		8,000	5,000	500	2,500	0
228	2,056	3,200	1,097	Furniture & Fixtures		700	500	200	0	0
12,728	3,751	20,000	1,278	Legal Expenses		11,500	10,000	1,500	0	0
13,183	25,269	21,300	19,763	Licenses and Fees		29,480	11,000	15,000	3,480	0
635	0	0	0	Maintenance and Repair		0	0	0	0	0
863	612	1,050	624	Postage		550	200	200	150	0
603	36	1,500	250	Printing		2,250	2,000	0	250	0
58,699	53,278	58,284	58,284	Rent		49,450	18,040	12,128	19,282	0
8,878	9,109	5,700	4,441	Supplies		6,000	2,500	500	3,000	0
4,380	4,450	5,400	3,422	Telephone		5,113	2,000	1,113	2,000	0
20,751	14,315	10,000	0	Special Event Expense		20,000	20,000	0	0	0
23,627	15,775	42,000	2,402	Training		45,000	30,000	5,000	10,000	0
6,320	7,866	12,800	2,000	Travel		10,000	2,000	2,000	6,000	0
90,892	80,127	55,727	339,450	Operating Contingency		68,465	0	0	0	68,465
0	0	0	0	Unappropriated EFB for future		0	0	0	0	0
482,512	511,468	487,661	637,979	MATERIALS AND SUPPLIES		629,549	342,181	46,941	171,962	68,465
1,535,987	1,608,981	1,839,457	1,870,321	TOTAL EXPENSES		2,018,663	791,969	438,289	719,940	68,465
0	0	0	0	GAIN / (LOSS)		0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
1,147,697	1,162,822	1,078,520	1,603,340	Beg Bal-Restrict for Contracts		3,140,436	0	14,722	2,079,913	5,811	247,485	792,505
0	244,428	0	0	Beg Bal-Restricted for Other		0	0	0	0	0	0	0
224,294	0	0	406	Beg Bal-Unrestricted		0	0	0	0	0	0	0
104,412	110,093	110,092	110,092	Dues		112,741	112,741	0	0	0	0	0
10,608	8,023	7,000	4,500	Fees For Service		5,000	0	0	5,000	0	0	0
1,171	2,722	1,900	0	Miscellaneous Revenue		0	0	0	0	0	0	0
602,200	439,023	318,100	199,765	Contract Revenue		2,285,681	275,000	1,050,840	0	959,841	0	0
13,166	24,400	0	0	Sponsorship		0	0	0	0	0	0	0
0	15,000	0	0	Match Revenue		0	0	0	0	0	0	0
486,722	639,780	981,378	850,000	ODOT		986,522	518,000	238,352	0	230,171	0	0
8,288,512	8,726,340	9,620,190	8,905,000	Coordinated Care		8,945,721	0	0	8,945,721	0	0	0
75,000	72,662	235,410	235,410	Economic Development Admin		265,500	265,500	0	0	0	0	0
301,538	228,008	468,547	338,038	Title XIX		376,791	0	0	376,791	0	0	0
81,983	165,555	150,000	150,000	Environmental Protection Agency		200,000	200,000	0	0	0	0	0
0	0	0	0	Federal Contracts		0	0	0	0	0	0	0
11,337,302	11,838,857	12,971,137	12,396,551	REVENUE		16,318,392	1,371,241	1,303,914	11,407,425	1,195,823	247,485	792,505
54,593	63,425	73,880	58,509	Leave Benefits		72,251	22,425	4,550	38,040	4,788	0	2,448
102,071	103,407	130,176	103,731	Fringe Benefits		135,527	40,467	13,540	62,880	13,522	0	5,118
268,383	327,211	411,341	285,387	Insurance Benefits		405,933	89,022	32,725	222,702	35,361	0	26,123
174,154	274,084	344,692	289,490	PERS Benefits		379,620	122,197	27,864	186,914	27,573	0	15,072
8,122	10,341	27,327	10,610	PERS Reserve		28,004	8,913	2,068	13,850	2,046	0	1,127
88,736	94,535	107,353	52,183	Program Director	0.90	93,510	41,560	5,195	41,560	5,195	0	0
12,232	0	0	0	Program Manager		0	0	0	0	0	0	0
0	46,921	77,869	80,396	Transportation Manager	1.00	81,655	24,640	24,640	8,213	24,162	0	0
30,193	74,055	0	77,780	Administrative Assistant	2.00	88,860	0	0	88,860	0	0	0
0	0	0	0	Assistant Loan Officer	0.25	12,459	12,459	0	0	0	0	0
64,182	168,540	101,451	237,245	Assistant Planner	1.50	110,656	76,196	5,743	22,974	5,743	0	0
0	4,063	0	0	Business Officer		0	0	0	0	0	0	0
194,472	202,565	447,686	196,624	CED Planner	6.00	376,527	252,432	62,502	0	61,593	0	0
26,707	-17	0	0	CED Planner II		0	0	0	0	0	0	0
52,841	58,944	59,813	58,459	Clerical Supervisor	1.00	64,078	0	0	64,078	0	0	0
21,471	25,344	28,017	18,048	Contracts Coordinator	0.40	22,860	22,860	0	0	0	0	0
49,224	53,050	52,726	58,910	Executive Assistant	1.00	54,837	27,985	5,310	15,931	5,611	0	0
17,218	33,497	0	15,417	Information and Referral Spec		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
41,588	42,926	47,326	44,951	Lead Trans Brokerage Spec.	1.00	48,994	0	0	48,994	0	0	0
16,080	9,791	0	36,980	Medical Resource Worker	1.00	42,358	0	0	42,358	0	0	0
2,427	0	0	0	MPO Director		0	0	0	0	0	0	0
0	0	0	0	Public Information Spec.	1.00	56,365	0	0	0	0	0	56,365
295,827	311,044	444,157	322,801	Transportation Brokerage Spec.	9.30	359,544	0	0	359,544	0	0	0
21,026	1,990	0	175	Extra Hire		0	0	0	0	0	0	0
1,541,548	1,905,715	2,353,814	1,947,696	PERSONNEL	26.35	2,434,038	741,156	184,137	1,216,898	185,594	0	106,253
3,170	3,263	3,000	6,057	Advertising		5,100	1,500	1,000	100	2,000	0	500
831	191	5,000	300	Auto Expense		0	0	0	0	0	0	0
1,392	1,342	1,650	934	Bank Charges		1,650	0	0	1,650	0	0	0
3,818	2,954	4,300	160	Board/Comm/Meeting Expense		4,600	2,000	1,000	600	1,000	0	0
8,144	23,692	15,795	14,313	Computer Maintenance/Equipment		25,600	2,500	1,900	8,800	500	10,000	1,900
1,588	1,462	2,500	522	Contract Administration		1,500	0	0	1,500	0	0	0
7,911,340	7,653,853	9,222,417	6,778,836	Contract Expense		10,060,693	422,500	1,063,602	7,602,810	971,781	0	0
8,235	7,159	8,000	2,775	Copying		7,500	1,750	500	4,500	500	0	250
2,478	4,770	6,250	1,650	Dues and Memberships		5,815	3,500	1,000	315	1,000	0	0
0	5,628	1,000	0	Equipment Expense		1,000	0	0	1,000	0	0	0
47,933	61,855	85,901	83,901	Finance Indirect		86,721	28,703	3,054	48,856	3,054	0	3,054
127,953	124,621	148,112	148,112	Indirect Expense		182,855	60,522	6,439	103,016	6,439	0	6,439
7,710	1,269	110,000	1,500	Furniture & Fixtures		100,000	0	0	30,000	0	70,000	0
0	0	0	2,416	Janitorial		2,800	800	2,000	0	0	0	0
56	18,469	3,000	11,819	Legal Expenses		4,500	2,000	1,000	500	1,000	0	0
10,995	6,568	9,750	7,735	Licenses and Fees		17,000	7,000	1,500	6,000	1,500	0	1,000
8,491	2,864	2,000	363	Maintenance and Repair		3,500	0	1,000	0	1,000	1,500	0
1,593	4,092	7,700	0	Marketing Expense		4,000	2,500	0	1,500	0	0	0
5,295	4,494	5,550	2,972	Postage		6,500	250	500	5,000	500	0	250
1,372	2,471	4,200	1,268	Printing		3,500	1,500	500	1,000	500	0	0
74,420	77,229	84,366	84,858	Rent		86,595	28,472	9,812	42,943	2,684	0	2,684
18,392	11,682	11,300	5,118	Supplies		12,000	3,000	500	7,500	500	0	500
94,572	99,829	120,574	120,574	Technology Indirect		123,059	40,771	4,331	69,295	4,331	0	4,331
18,402	18,518	19,450	17,242	Telephone		22,850	5,200	2,400	13,000	1,000	0	1,250
19,554	24,360	28,006	9,326	Training		25,000	7,000	4,000	7,500	4,000	0	2,500
10,770	16,725	16,450	5,668	Travel		15,500	8,000	2,000	1,000	2,000	0	2,500
1,169,440	1,055,934	646,052	3,140,436	Operating Contingency		3,029,516	617	11,739	2,232,142	4,940	120,985	659,094
237,810	697,849	0	0	Unappropriated EFB for future		0	0.00	0	0	0	0	0

Oregon Cascades West Council of Governments

Community and Economic Development

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
0	0	0	0	Capital Purchase		0	0	0	0	0	0	0
0	0	45,000	0	Leasehold Improvements		45,000	0	0	0	0	45,000	0
9,795,754	9,933,143	10,617,323	10,448,855	MATERIALS AND SUPPLIES		13,884,354	630,085	1,119,777	10,190,527	1,010,229	247,485	686,252
11,337,302	11,838,857	12,971,137	12,396,551	TOTAL EXPENSES		16,318,392	1,371,241	1,303,914	11,407,425	1,195,823	247,485	792,505
0	0	0	0	GAIN / (LOSS)		0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Business Lending

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Admin	Loan Fund
437,228	491,919	475,000	545,390	Beg Bal-Restricted for Other		600,079	41,873	558,206
2,913	25	0	0	Miscellaneous Revenue		0	0	0
53,132	58,863	60,000	40,000	Contract Revenue		51,872	51,872	0
0	0	0	41,500	Grant Revenue		41,500	41,500	0
163,653	177,108	180,000	162,000	Interest Revenue		175,000	0	175,000
0	0	10,000	0	Transfers In		0	0	0
9,360	7,605	3,000	3,000	Loan Fees		4,000	1,500	2,500
0	5,000	0	0	Program Income		0	0	0
303	0	0	0	Loan Processing Revenue		0	0	0
1,563	1,672	1,500	4,000	Borrowers Fees		3,000	0	3,000
6,442	5,901	6,500	4,900	Service Fees		5,000	1,000	4,000
118,973	124,557	120,000	112,000	Program Administration		150,000	150,000	0
793,566	872,650	856,000	912,790	REVENUE		1,030,451	287,745	742,706
7,448	8,273	6,495	7,806	Leave Benefits		9,241	9,241	0
8,239	8,167	8,344	7,504	Fringe Benefits		11,578	11,578	0
24,967	25,401	25,802	24,760	Insurance Benefits		48,957	48,957	0
17,904	23,180	24,083	21,923	PERS Benefits		35,263	35,263	0
875	915	1,901	872	PERS Reserve		2,638	2,638	0
9,348	10,504	12,803	1,879	Program Director	0.10	10,246	10,246	0
0	72,014	82,233	76,550	Senior Loan Officer	1.00	84,007	84,007	0
69,821	0	0	0	Loan Officer		0	0	0
0	0	0	14,405	Assist. Loan Officer	0.75	37,620	37,620	0
138,602	148,455	161,661	155,698	PERSONNEL	1.85	239,550	239,550	0
0	0	84	50	Advertising		90	90	0
628	607	650	625	Bank Charges		650	0	650
0	10	0	0	Board/Comm/Meeting Expense		0	0	0
2,301	1,387	850	4,075	Borrowers Fees		3,100	100	3,000
0	0	0	1,900	Computer Maintenance/Equipment		1,900	1,900	0

Oregon Cascades West Council of Governments

Business Lending

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Admin	Loan Fund
462	4,200	5,000	300	Contract Expense		2,500	2,500	0
467	749	450	575	Copying		600	600	0
0	90	100	0	Dues and Memberships		0	0	0
3,929	1,436	3,160	3,160	Finance Indirect		6,107	6,107	0
10,488	2,781	5,813	5,813	Indirect Expense		12,877	12,877	0
0	0	0	0	Furniture & Fixtures		3,000	0	3,000
8,732	27,773	18,000	15,500	Interest Expense		16,000	0	16,000
0	112	0	0	Loan Legal Expense		50	50	0
0	305	0	0	Legal Expenses		0	0	0
2,157	2,296	2,500	2,200	Licenses and Fees		3,000	3,000	0
116,041	131,990	120,000	112,000	Loan Admin Expense		150,000	0	150,000
1,154	326	350	50	Marketing Expense		150	150	0
338	415	450	350	Postage		400	400	0
121	0	0	0	Printing		0	0	0
5,429	2,545	2,617	2,617	Rent		5,368	5,368	0
537	376	350	330	Supplies		350	350	0
7,751	3,331	3,915	4,246	Technology Indirect		8,662	8,662	0
780	522	700	472	Telephone		800	800	0
77	0	1,000	750	Training		1,000	1,000	0
1,355	2,054	3,000	2,000	Travel		2,000	2,000	0
0	0	50,350	0	Operating Contingency		2,241	2,241	0
492,219	540,891	475,000	600,079	Unappropriated EFB for future		570,056	0	570,056
654,965	724,196	694,339	757,092	MATERIALS AND SUPPLIES		790,901	48,195	742,706
793,566	872,650	856,000	912,790	TOTAL EXPENSES		1,030,451	287,745	742,706
0	0	0	0	GAIN / (LOSS)		0	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
24,463	24,822	24,064	139,113	Beg Bal-Restrict for Contracts		24,064	0	0	0	0	24,064
1,562,985	1,337,884	1,337,886	1,337,886	Beg Bal-Restricted Reconcile		1,326,704	608,365	432,161	286,178	0	0
1,530,000	1,637,700	1,637,700	1,637,700	Beg Bal-Restricted Reserve		1,637,700	1,637,700	0	0	0	0
2,271,779	2,426,007	3,464,219	3,350,303	Beg Bal-Unrestricted		3,877,694	971,124	1,454,026	1,362,912	89,632	0
177,781	187,454	196,179	196,179	Dues		202,027	0	131,318	70,709	0	0
0	0	0	0	Fee for Service		0	0	0	0	0	0
2,511	310	0	0	Miscellaneous Revenue		0	0	0	0	0	0
100,000	100,000	100,000	487,350	Contract Revenue		100,000	0	0	0	0	100,000
10,000	10,000	10,000	10,000	Transfer In		10,000	0	0	0	0	10,000
0	0	0	0	Oregon Project Independence		0	0	0	0	0	0
0	0	0	0	Older American Act		0	0	0	0	0	0
9,870,586	12,417,074	12,598,284	12,593,840	Title XIX		12,677,580	371,108	9,925,000	2,349,472	32,000	0
55,095	57,828	60,000	67,071	Federal Match		30,000	30,000	0	0	0	0
15,605,200	18,199,080	19,428,332	19,819,442	REVENUE		19,885,769	3,618,297	11,942,505	4,069,271	121,632	134,064
305,180	338,639	407,329	386,776	Leave Expense		461,368	9,307	353,573	98,488	0	0
475,779	486,055	638,919	544,821	Fringe Benefits		665,161	11,881	504,817	148,463	0	0
1,325,710	1,565,037	2,018,328	1,722,135	Insurance Benefits		2,193,938	37,889	1,760,081	395,968	0	0
927,382	1,251,559	1,757,318	1,507,641	PERS Benefits		1,967,701	37,483	1,495,345	434,873	0	0
45,219	49,359	141,020	59,081	PERS Reserve		146,511	2,617	111,193	32,701	0	0
70,033	84,210	58,542	70,208	Program Director	0.65	73,044	28,094	28,094	16,856	0	0
15,088	14,265	0	0	Services Director		0	0	0	0	0	0
0	0	64,548	0	Program Manager	2.00	179,319	0	125,523	53,796	0	0
481,547	566,993	712,991	661,701	Program Supervisor	9.40	773,474	42,989	487,079	243,406	0	0
171,131	175,770	204,960	187,664	Administrative Assistant	4.90	229,744	0	180,682	49,062	0	0
116,889	87,737	156,858	82,004	ADRC Specialist	3.25	158,069	0	88,974	69,095	0	0
392,305	498,680	648,119	581,573	Adult Protective Services Spec	12.00	770,755	0	715,112	55,643	0	0
94,679	100,533	113,907	108,940	AFH Licensing Worker	2.00	119,481	0	119,481	0	0	0
1,602,341	1,807,402	2,402,355	2,189,354	Case Manager	41.18	2,477,271	0	1,885,892	591,379	0	0
0	0	0	0	Clerical Assistant		0	0	0	0	0	0
178,360	244,444	350,635	283,201	Clerical Specialist	8.00	330,186	0	227,024	103,162	0	0
13,632	15,591	17,287	20,063	Contracts Coordinator	0.55	33,234	33,234	0	0	0	0
175,996	187,598	207,251	182,004	Diversion & Transition Coord	3.00	201,122	0	145,827	55,295	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
912,013	941,127	1,200,140	1,148,408	Eligibility Specialist	22.00	1,159,469	0	946,447	213,022	0	0
0	36,191	24,851	23,773	Executive Assistant	0.50	26,532	26,532	0	0	0	0
183,850	340,253	463,787	369,632	In Home Assistant	10.00	430,497	0	298,633	131,864	0	0
170,907	102,169	248,942	110,510	Lead Case Manager	3.00	200,969	0	200,969	0	0	0
0	0	0	45,723	Lead Eligibility Specialist		0	0	0	0	0	0
0	0	0	0	Senior Meals Coordinator		0	0	0	0	0	0
0	0	21,395	0	Technology Support Spec.		0	0	0	0	0	0
0	9,453	14,469	0	Workstation Support Specialist		0	0	0	0	0	0
20,174	24,222	139,978	0	Extra Hire	3.00	162,405	0	109,925	52,480	0	0
7,678,215	8,927,287	12,013,929	10,285,212	PERSONNEL	125.43	12,760,250	230,026	9,784,671	2,745,553	0	0
410	799	1,100	150	Advertising		800	200	100	500	0	0
4,218	3,146	7,900	550	Board/Comm/Meeting Expense		800	0	0	100	0	700
55,048	106,305	40,000	32,072	Computer Maint./Equipment		32,000	0	0	0	32,000	0
237,525	218,725	130,492	174,431	Contract Expense		120,492	0	2,000	0	0	118,492
36,667	27,206	39,000	12,348	Copying		21,000	0	12,000	9,000	0	0
24,218	36,791	35,000	12,000	Dues and Memberships		15,000	15,000	0	0	0	0
27	0	0	0	Equipment Expense		0	0	0	0	0	0
309,374	320,229	392,301	401,375	Finance Indirect		380,316	10,840	277,870	91,606	0	0
612,915	655,141	676,416	692,062	Indirect Expense		801,916	22,857	585,904	193,155	0	0
16,286	9,453	11,500	0	Furniture & Fixtures		2,500	0	0	2,500	0	0
0	176	0	0	Insurance		0	0	0	0	0	0
18,299	17,342	20,000	5,000	Legal Expenses		20,000	20,000	0	0	0	0
1,623	5,638	23,000	16,000	Licenses and Fees		26,000	1,000	25,000	0	0	0
3,808	2,813	2,000	1,000	Maintenance and Repair		1,000	0	0	1,000	0	0
55,472	52,480	53,200	41,814	Postage		35,200	200	35,000	0	0	0
5,248	9,900	7,300	393	Printing		200	200	0	0	0	0
388,042	387,870	431,537	440,524	Rent		452,868	11,910	314,359	126,599	0	0
54,792	41,758	60,000	30,000	Resource Reserve		30,000	30,000	0	0	0	0
1,520	1,120	3,000	2,500	Stipend		3,000	0	0	0	0	3,000
50,117	57,092	63,000	15,612	Supplies		15,800	300	10,000	5,000	0	500
393,562	427,598	550,645	563,382	Technology Indirect		539,422	15,375	394,118	129,929	0	0
76,245	73,371	77,500	84,144	Telephone		41,200	3,200	23,000	15,000	0	0

Oregon Cascades West Council of Governments

Senior & Disability Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Admin	Albany XIX	Toledo XIX	Equipment	CAC
24,802	17,361	56,000	9,000	Training		7,002	2,000	5,000	2	0	0
100,355	71,382	98,000	3,000	Travel		55,000	3,000	40,000	12,000	0	0
10,000	35,000	35,000	35,000	Transfers Out		35,000	35,000	0	0	0	0
1,483,203	2,590,784	1,445,108	3,997,469	Operating Contingency		1,523,277	971,124	0	451,149	89,632	11,372
3,943,210	4,060,184	2,955,404	2,964,404	Unappropriated EFB for future		2,965,726	2,246,065	433,483	286,178	0	0
0	35,659	0	0	Capital Purchase		0	0	0	0	0	0
20,000	6,472	200,000	0	Leasehold Improvements		0	0	0	0	0	0
7,926,985	9,271,794	7,414,403	9,534,230	MATERIALS AND SUPPLIES		7,125,519	3,388,271	2,157,834	1,323,718	121,632	134,064
15,605,199	18,199,080	19,428,332	19,819,442	TOTAL EXPENSES		19,885,769	3,618,297	11,942,505	4,069,271	121,632	134,064
0	0	0	0	GAIN / (LOSS)		0	0	0	0	0	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
789	7,764	10,208	49,944	Beg Bal-Restricted for Grants		38,029	38,029	0	0	0	0	0	0
608,239	622,184	437,911	493,518	Beg Bal-Restrict for Contracts		445,942	0	21,420	0	250,079	0	174,443	0
88,891	61,390	244,003	257,396	Beg Bal-Restricted for Other		912,305	0	0	830,148	0	5,493	0	76,664
		0	175,000	Beg Bal-Restricted for Reserves		175,000	0	0	0	175,000	0	0	0
125,714	104,306	652,787	134,851	Beg Bal-Unrestricted		416,420	0	0	0	409,920	0	0	6,500
24,547	36,126	31,500	30,150	Fee for Service		32,000	2,000	0	0	17,000	0	0	13,000
3,416	5,182	5,000	5,000	Internal Transfer		5,000	0	0	0	0	0	0	5,000
3,667	209	0	0	Miscellaneous Revenue		0	0	0	0	0	0	0	0
1,319,283	1,610,054	1,570,615	934,361	Contract Revenue		1,187,063	445,563	200,000	42,000	0	122,500	377,000	0
140,602	168,724	177,500	159,800	Grant Revenue		175,720	34,800	15,920	125,000	0	0	0	0
157,914	230,379	220,500	250,350	Donations		250,500	500	0	250,000	0	0	0	0
19	17	0	24	Interest Revenue		0	0	0	0	0	0	0	0
25,000	25,000	25,000	0	Transfer In		0	0	0	0	0	0	0	0
0	18,167	0	0	Special Event Revenue		0	0	0	0	0	0	0	0
174,645	181,463	180,000	160,000	Program Meals Revenue		160,000	0	0	160,000	0	0	0	0
0	0	0	0	Program Income		0	0	0	0	0	0	0	0
67,433	47,064	50,500	47,258	Match Revenue		48,000	48,000	0	0	0	0	0	0
105,166	112,687	109,687	109,684	Veterans		113,684	0	113,684	0	0	0	0	0
855,527	1,116,855	934,000	990,000	Oregon Project Independence		990,000	0	0	130,000	860,000	0	0	0
1,316,742	1,413,310	1,253,855	2,236,000	Older American Act		1,300,000	0	0	700,000	600,000	0	0	0
119,604	134,911	120,000	120,000	Title XIX		120,000	0	0	120,000	0	0	0	0
383,031	641,285	1,085,054	800,000	Senior Meals XIX		800,000	0	0	800,000	0	0	0	0
102,257	107,065	107,064	95,000	USDA		95,000	0	0	95,000	0	0	0	0
55,095	57,828	60,300	600	Federal Match		20,000	0	20,000	0	0	0	0	0
11,271	9,861	8,000	8,000	Siletz Revenue		8,000	0	0	8,000	0	0	0	0
5,688,853	6,711,831	7,283,484	7,056,936	REVENUE		7,292,663	568,892	371,024	3,260,148	2,311,999	127,993	551,443	101,164
66,047	75,100	74,036	71,159	Leave Expense		75,013	7,102	7,748	21,770	24,836	3,626	9,931	0
110,172	131,353	141,636	110,087	Fringe Benefits		135,649	11,777	14,444	55,618	34,507	4,043	15,260	0
329,981	385,496	384,087	331,839	Insurance Benefits		407,752	36,105	38,576	124,887	128,243	14,912	65,029	0
211,247	307,948	323,554	288,750	PERS Benefits		337,075	34,682	40,075	98,185	107,289	11,905	44,939	0
9,554	11,996	26,448	10,567	PERS Reserve		25,370	2,594	3,182	7,742	7,601	890	3,361	0
25,190	19,239	47,397	53,771	Program Director	0.45	43,737	0	0	11,429	22,475	4,286	5,547	0
60,352	57,059	0	0	Services Director		0	0	0	0	0	0	0	0
0	0	11,391	27,236	Program Manager	1.00	89,267	26,898	4,396	17,932	26,637	8,966	4,438	0
32,017	134,654	80,198	81,841	Program Supervisor	1.60	89,905	0	0	43,946	38,349	0	7,610	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
67,171	73,659	76,825	54,380	RSVP Supervisor		0	0	0	0	0	0	0	0
111,689	86,901	109,423	118,931	Administrative Assistant	0.70	34,455	10,058	10,058	0	14,339	0	0	0
88,486	74,490	80,059	73,676	ADRC Specialist	1.75	85,500	0	0	0	85,500	0	0	0
192,438	298,608	350,941	178,578	Case Manager	3.52	209,573	0	0	0	147,838	31,270	30,465	0
0	0	0	0	Clerical Assistant		0	0	0	0	0	0	0	0
20,464	54,584	26,690	60,207	Clerical Specialist	1.50	19,625	0	0	0	0	0	19,625	0
18,576	22,425	20,226	12,997	Contracts Coordinator	0.30	15,264	1,380	1,353	1,353	9,798	0	1,380	0
74,460	132,434	46,546	70,431	Eligibility Specialist	4.50	190,004	91,366	98,638	0	0	0	0	0
0	0	0	24,000	Executive Assistant		0	0	0	0	0	0	0	0
0	1,146	0	0	In Home Assistant		0	0	0	0	0	0	0	0
18,971	0	24,851	0	Lead Case Manager	0.50	26,532	0	0	0	26,532	0	0	0
45,088	49,854	53,209	8,178	Lead Eligibility Specialist	1.00	57,080	0	0	0	8,562	0	48,518	0
11,497	32,032	47,146	46,374	Money Management Coordinator	1.00	50,478	0	0	0	0	0	50,478	0
177,725	194,774	201,954	200,767	Meal Site Manager 3	5.10	194,502	0	0	194,502	0	0	0	0
22,556	14,462	25,000	16,010	Relief Site Manager	0.75	25,000	0	0	25,000	0	0	0	0
47,951	0	0	0	Senior Meals Supervisor		48,165	0	0	48,165	0	0	0	0
61,305	35,948	47,916	37,843	Senior Meals Coordinator	1.00	40,885	0	0	40,885	0	0	0	0
0	0	21,396	0	Technology Support Spec.		0	0	0	0	0	0	0	0
0	7,903	0	0	Workstation Support Specialist		0	0	0	0	0	0	0	0
18,766	35,308	51,266	52,803	Veterans Service Officer	1.00	44,634	0	44,634	0	0	0	0	0
43,580	5,695	0	0	Extra Hire		0	0	0	0	0	0	0	0
1,865,285	2,243,071	2,272,195	1,930,425	PERSONNEL	25.67	2,245,465	221,962	263,104	691,414	682,506	79,898	306,581	-
2,575	5,820	12,100	16,350	Advertising		9,600	6,000	500	1,000	1,500	500	100	0
10,921	18,207	12,000	12,000	Auto Expense		17,000	0	0	12,000	0	0	0	5,000
614	727	500	750	Bank Charges.		875	0	0	875	0	0	0	0
1,717	1,528	2,764	200	Board/Comm/Meeting Expense		1,250	1,000	0	250	0	0	0	0
22,907	7,441	6,000	11,246	Computer Maint./Equipment		20,200	1,300	3,000	6,000	4,000	1,900	4,000	0
1,540,008	1,751,984	1,758,197	1,895,700	Contract Expense		1,690,000	0	0	1,500,000	180,000	10,000	0	0
456,658	539,704	500,000	595,000	CEP Contract		500,000	0	0	0	500,000	0	0	0
8,887	7,898	10,340	4,350	Copying		9,700	3,500	1,000	2,700	2,000	0	500	0
6,330	6,695	14,225	1,350	Dues and Memberships		2,300	1,000	100	1,200	0	0	0	0
83,863	99,089	79,114	68,040	Finance Indirect		95,041	9,237	15,344	39,772	18,397	3,054	9,237	0
198,731	202,010	138,394	120,420	Indirect Expense		200,398	19,476	32,353	83,862	38,792	6,439	19,476	0
3,060	1,170	2,250	0	Furniture & Fixtures		0	0	0	0	0	0	0	0
3,085	2,438	3,050	3,278	Insurance		3,763	2,500	0	1,200	0	13	50	0

Oregon Cascades West Council of Governments

Community Service Programs

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	RSVP	Veterans	Meals on Wheels	OPI-OAA	Stand By Me	Special Contracts & Grants	Meals Reserve
140	0	2,000	0	Legal Expenses		0	0	0	0	0	0	0	0
12,573	8,752	15,304	19,700	Licenses and Fees		29,650	6,000	3,000	11,800	1,500	6,350	1,000	0
21,984	16,512	24,750	11,000	Maintenance and Repair		23,500	1,000	0	5,000	0	0	0	17,500
35	0	0	0	Marketing Expense		0	0	0	0	0	0	0	0
5,101	5,568	4,875	3,200	Postage		4,650	1,000	300	2,750	500	0	100	0
9,184	6,528	11,250	6,530	Printing		9,000	2,000	0	6,500	500	0	0	0
111,647	106,357	100,170	91,183	Rent		109,131	15,301	11,989	50,000	20,213	5,814	5,814	0
72,658	49,976	45,366	54,850	Supplies		27,900	12,000	1,000	7,500	7,000	0	400	0
104,525	124,996	156,620	146,006	Stipend		144,072	144,072	0	0	0	0	0	0
139,868	138,727	110,767	98,030	Technology Indirect		134,801	13,101	21,763	56,411	26,094	4,331	13,101	0
29,531	27,817	30,697	27,497	Telephone		29,857	2,000	3,100	20,000	4,000	188	569	0
-93	0	0	0	Special Event		0	0	0	0	0	0	0	0
26,448	8,724	33,000	2,250	Training		20,900	15,000	2,000	2,500	1,200	0	200	0
19,572	14,126	20,500	26,000	Volunteer Recognition		20,500	18,000	0	2,500	0	0	0	0
17,676	18,363	17,750	18,000	Meal Delivery Travel		18,000	0	0	18,000	0	0	0	0
47,306	36,839	55,000	5,600	Volunteer Travel		50,000	50,000	0	0	0	0	0	0
39,558	36,467	38,884	7,750	Travel		25,500	5,000	1,500	10,000	7,000	1,000	1,000	0
28,416	0	0	0	Transfers Out		0	0	0	0	0	0	0	0
402,955	857,634	1,278,003	1,562,617	Operating Contingency		1,207,202	18,443	8,171	508,914	549,467	8,506	35,037	78,664
2,408	2,572	2,614	2,614	Janitorial Expense		2,800	0	2,800	0	0	0	0	0
392,719	364,090	377,805	175,000	Unappropriated EFB for future		421,608	0	0	0	267,330	0	154,278	0
0	0	147,000	140,000	Capital Purchase		218,000	0	0	218,000	0	0	0	0
3,823,568	4,468,760	5,011,289	5,126,511	MATERIALS AND SUPPLIES		5,047,198	346,930	107,920	2,568,734	1,629,493	48,095	244,862	101,164
5,688,853	6,711,831	7,283,484	7,056,936	TOTAL EXPENSES		7,292,663	568,892	371,024	3,260,148	2,311,999	127,993	551,443	101,164
0	0	0	0	GAIN / (LOSS)		0	0	0	0	0	0	0	0

Oregon Cascades West Council of Governments

Technology Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Technology Services	Contracts	Communications
0	0	50,000	62,000	Beg Bal-Unrestricted		0	0	0	0
21,239	35,000	37,000	30,000	Fee for Service		35,000	0	0	35000
612,612	620,364	786,229	786,229	Indirect Income		805,885	805885	0	0
0	223	0	1,641	Miscellaneous		0	0	0	0
88,948	72,973	40,025	32,589	Contract Revenue		25,000	5000	20,000	0
0	-583	150,000	0	Transfers In		0	0	0	0
722,800	727,978	1,063,254	912,459	REVENUE		865,885	810,885	20,000	35,000
18,492	13,485	18,421	15,811	Leave Expense		16,223	16,223	0	0
29,203	26,087	33,430	24,394	Fringe Benefits		29,750	29,750	0	0
81,705	68,492	112,097	63,749	Insurance Benefits		104,846	104,846	0	0
62,497	71,329	90,275	57,807	PERS Benefits		106,930	106,930	0	0
2,795	2,222	7,363	2,166	PERS Reserve		6,553	6,553	0	0
0	0	67,157	73,919	Program Director	0.67	71,900	71,900	0	0
84,578	68,931	0	0	Technology Manager		0	0	0	0
0	0	0	0	Accounting Specialist		0	0	0	0
5,213	5,509	6,172	6,035	Accounting Clerk II	0.12	6,157	6,157	0	0
0	0	75,069	0	Software Support Specialist		0	0	0	0
0	0	0	0	Senior Systems Admin	1.00	76,570	76,570	0	0
3,539	13,400	0	0	Technology Support Specialist		0	0	0	0
34,176	35,819	100,302	101,735	Workstation Support Specialist	2.00	107,562	107,562	0	0
76,789	72,086	65,184	35,000	Network Supp Specialist	1.00	65,454	65,454	0	0
66,486	73,334	54,287	79,401	Information Support Specialist		0	0	0	0
19,506	5,242	0	0	Extra Hire		0	0	0	0
484,978	455,937	629,757	460,017	PERSONNEL	4.79	591,945	591,945	0	0
0	200	350	96	Advertising		200	200	0	0
0	0	250	0	Board/Comm/Meeting Expense		200	200	0	0
58,299	22,279	50,000	50,000	Computer Maintenance/Equipment		39,630	35,000	4630	0
68,699	94,103	101,451	82,539	Contract Expense		61,113	46,113	15000	0
686	684	500	200	Copying		700	700	0	0
575	100	1,000	0	Dues and Memberships		500	500	0	0
1,257	2,366	4,000	0	Furniture & Fixtures		4,000	4,000	0	0

Oregon Cascades West Council of Governments

Technology Services

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Technology Services	Contracts	Communications
4413	2519	3000	0	Legal Expenses		2,500	2,500	0	0
31,442	40,180	68,365	73,365	Licenses and Fees		55,500	50,000	0	5,500
1,986	472	1,500	2,097	Maintenance and Repair		5,000	5,000	0	0
61	44	125	31	Postage		120	100	20	0
0	11	200	78	Printing		0	0	0	0
29,214	29,124	31,756	31,756	Rent		31,627	31,627	0	0
2,369	1,831	3,000	2,300	Supplies		3,000	3,000	0	0
22,968	24,159	39,500	26,550	Telephone		32,000	2,500	0	29,500
4,325	2,917	8,500	8,000	Training		10,000	10,000	0	0
1,230	1,852	5,000	2,818	Travel		2,850	2,500	350	0
10,298	49,200	0	57,612	Unappropriated EFB for future		0	0	0	0
0	0	115,000	115,000	Capital Purchase		15,000	15,000	0	0
0	0	0	0	Leasehold Improv.		10,000	10,000	0	0
237,822	272,041	433,497	452,442	MATERIAL & SUPPLIES		273,940	218,940	20,000	35,000
722,799	727,978	1,063,254	912,459	TOTAL EXPENSES		865,885	810,885	20,000	35,000
0	0	0	0	GAIN/ (LOSS)		0	0	0	0

Oregon Cascades West Council of Governments

Non-Departmental

Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Albany	Toledo	Copier
1,875,834	2,009,916	1,736,401	2,342,537	Beg Bal-Restricted for Other		2,393,731	2,155,392	98,162	140,177
700,000	700,000	705,000	735,000	Beg Bal-Restrict Reserve		755,000	605,000	150,000	0
0	0	143,232	83,000	Beg Bal-Unrestricted		83,000	0	0	83,000
64,590	51,459	65,000	65,000	Fee for Services		65,000	0	0	65,000
8,416	7,984	0	365	Miscellaneous		0	0	0	0
0	0	10,000	0	Grant Revenue		10,000	10,000	0	0
649,480	638,712	682,049	682,049	Rent Income		711,153	578,857	132,296	0
3,298,320	3,408,072	3,341,682	3,907,951	REVENUE		4,017,884	3,349,249	380,458	288,177
4,193	3,021	3,886	3,650	Leave Expense		4,174	3,117	1,057	0
8,213	6,486	24,987	7,205	Fringe Benefits		26,097	16,983	9,114	0
16,039	6,609	34,489	31,068	Insurance Benefits		41,255	31,356	9,899	0
10,377	17,888	21,755	22,882	PERS Benefits		23,208	17,216	5,992	0
549	233	1,720	333	PERS Reserve		1,893	1,404	489	0
27,163	16,779	0	0	Deputy Director		0	0	0	0
0	0	33,077	27,342	Program Director	0.33	35,414	21,463	13,951	0
5,647	5,968	6,686	6,536	Accounting Clerk II	0.13	6,810	6,810	0	0
39,126	49,157	48,962	50,757	Facility Maint. Coordinator	1.00	52,425	41,940	10,485	0
15,248	0	0	0	Extra Hire		0	0	0	0
126,554	106,141	175,562	149,773	PERSONNEL	1.46	191,276	140,289	50,987	0
65	0	0	0	Advertising		0	0	0	0
0	0	0	234	Computer Mainenance & Equipment		300	300	0	0
96,600	79,270	120,199	117,654	Contract Expense		124,000	66,000	18,000	40,000
11,081	8,960	16,200	16,103	Copying		16,200	200	0	16,000
448	48,836	4,500	7,500	Furniture & Fixtures		1,378	1,378	0	0
55,519	66,004	67,000	70,366	Insurance		73,000	53,000	20,000	0
72,902	74,376	77,000	74,955	Janitorial		85,000	73,000	12,000	0
322	0	0	0	Legal Expenses		0	0	0	0
515	421	500	500	Licenses and Fees		1,000	1,000	0	0
33,448	63,956	21,000	63,844	Maintenance and Repair		70,000	65,000	5,000	0
70	54	0	59	Postage		100	100	0	0
12	0	150	0	Printing		100	100	0	0
20,514	14,963	20,000	9,500	Supplies		20,500	16,000	3,500	1,000

Oregon Cascades West Council of Governments

Non-Departmental

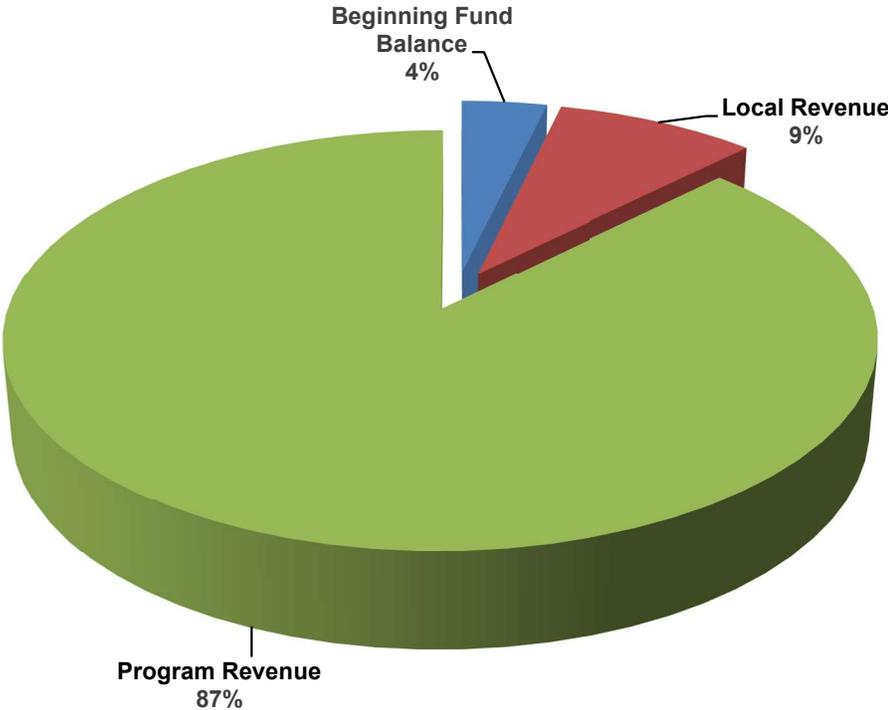
Consolidated Budget FY2021-2022

2018-2019 Actuals	2019-2020 Actuals	2020-2021 Adopted	Estimated Actuals	Description	FTE	2022 Proposed	Albany	Toledo	Copier
0	0	3,500	3,500	Taxes		2,500	2,500	0	0
446	692	800	257	Telephone		500	500	0	0
359	0	1,000	0	Training		1,000	1,000	0	0
2,372	2,103	3,100	2,701	Travel		4,000	1,500	2,500	0
0	0	150,000	0	Transfers Out		0	0	0	0
64,702	59,733	68,000	51,726	Utilities		65,000	55,000	10,000	0
1,849,453	1,766,860	1,446,681	2,336,554	Operating Contingency		2,310,970	2,136,499	83,471	91,000
860,463	865,177	826,000	875,177	Unappropriated EFB for future		895,177	605,000	150,000	140,177
48,829	13,124	77,000	30,000	Capital Purchase		50,000	50,000	0	0
0	186,335	215,000	49,057	Leasehold Improv.		57,393	32,393	25,000	0
43,333	43,333	43,333	43,333	Principal Payment		43,333	43,333	0	0
10,313	7,735	5,157	5,157	Interest Payment		5,157	5,157	0	0
3,171,766	3,301,931	3,166,120	3,758,178	MATERIAL & SUPPLIES		3,826,608	3,208,960	329,471	288,177
3,298,320	3,408,072	3,341,682	3,907,951	TOTAL EXPENSES		4,017,884	3,349,249	380,458	288,177
0	0	0	0	GAIN/ (LOSS)		0	0	0	0

GENERAL ADMINISTRATION

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	74,940
State Revenue	-
Federal Revenue	-
Local Revenue	177,494
Program Revenue	1,766,229
TOTAL REVENUE	2,018,663
Personnel	818,444
Fringe Benefits	83,101
Insurance Benefits	198,656
Leave Benefits	47,871
PERS Benefits	241,042
TOTAL PERSONNEL	1,389,114
Materials & Supplies	629,549
Principal Expense	-
Interest Expense	-
TOTAL MATERIALS & SUPPLIES	629,549
GAIN / (LOSS)	-

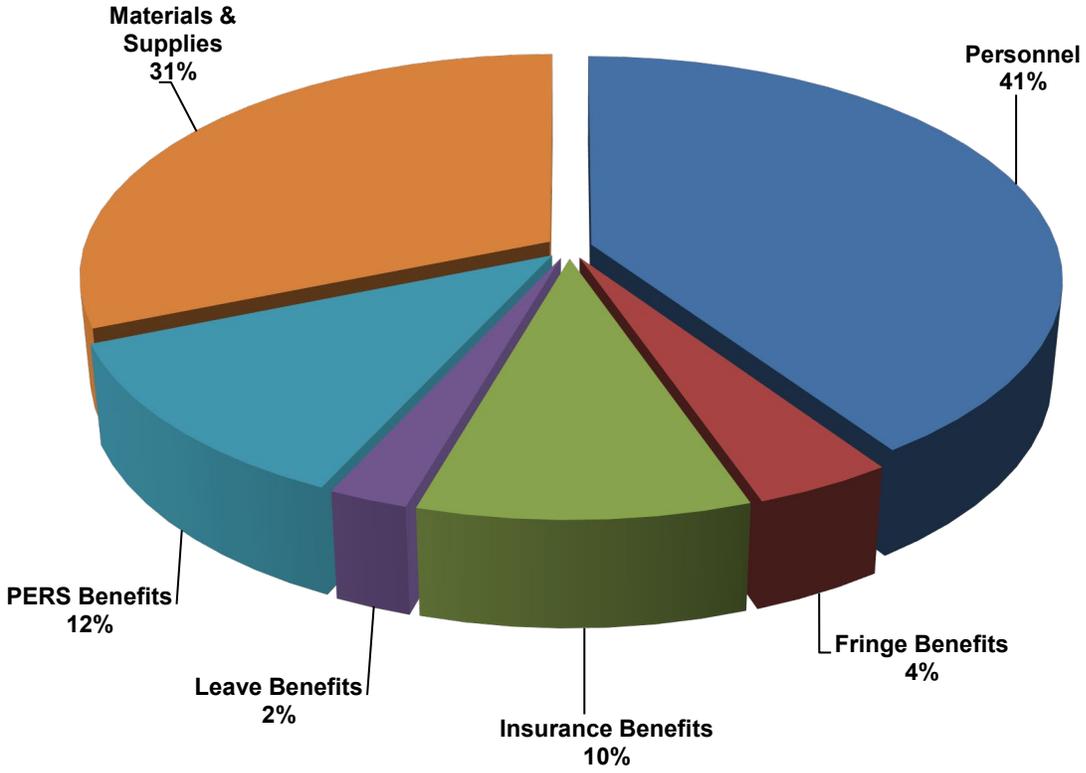
General Administration Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

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

General Administration Expense Chart FY 2021-2022



General Administration Work Program

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

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

Funding:

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

Program Area Oversight Committees or Commissions:

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

Program Contact:

Ryan Vogt
541.924.8465
rvogt@ocwcog.org

General Management

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

Funding:

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

Goals:

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

Financial Management

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

Funding:

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

Goals:

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

Human Resources Management

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

Funding:

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

Goals:

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

Technology Services Management

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

Funding:

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

Goals:

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

Facilities Management (Non-Departmental)

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

Funding:

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

Goals:

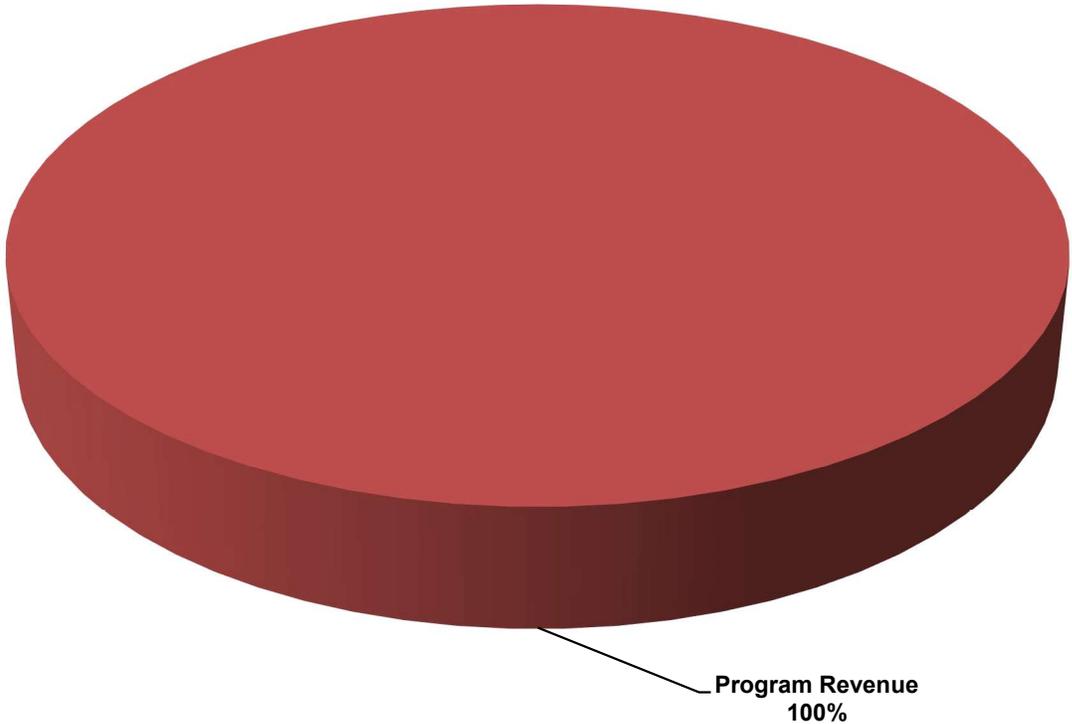
- Establish standard and competitive processes to obtain contractors, ensure compliance with state procurement law, and complete facilities projects on-time and within budget.
- Validate five-year maintenance plan, facilities improvement investments and contracts.
- Operate all OCWCOG facilities consistent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

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TECHNOLOGY SERVICES

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

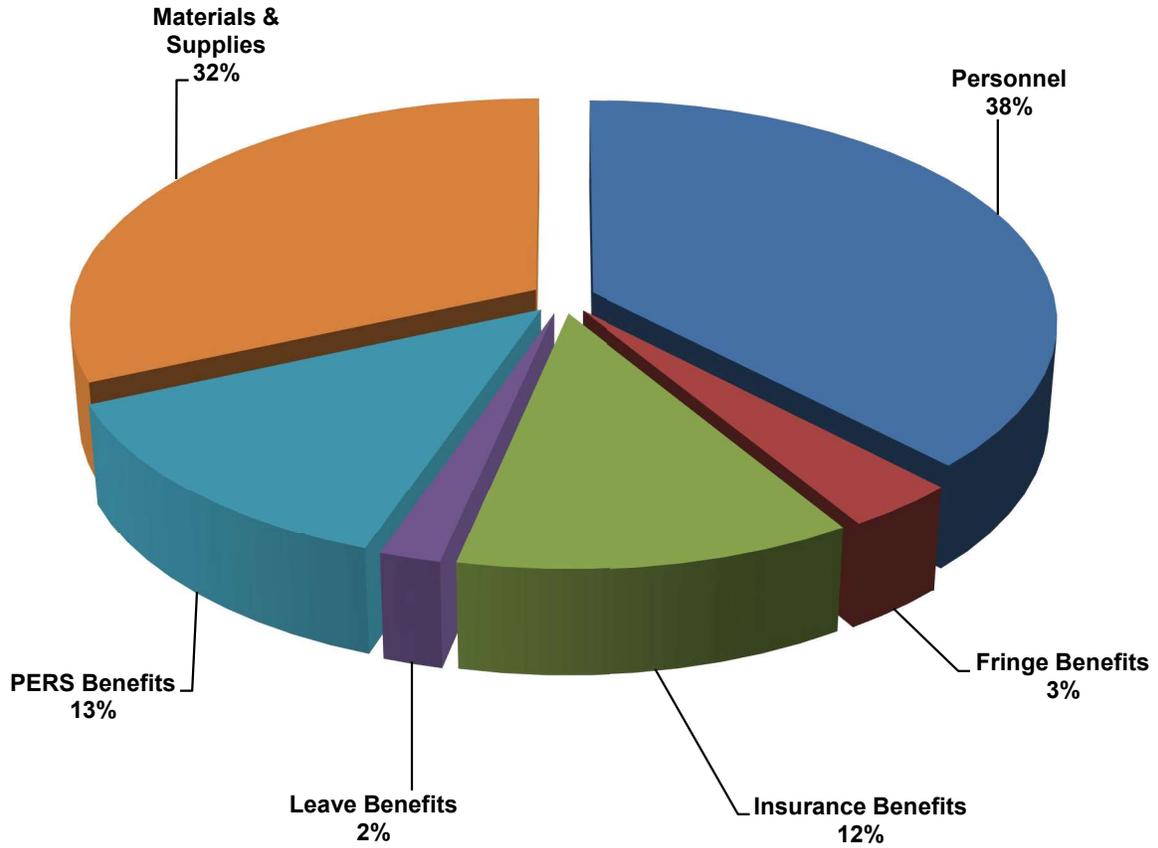
Technology Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

Program Revenue
Contracts Revenue
Indirect Income
Transfers In

Technology Expense Chart FY 2021-2022



Technology Services Work Program

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

Funding:

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

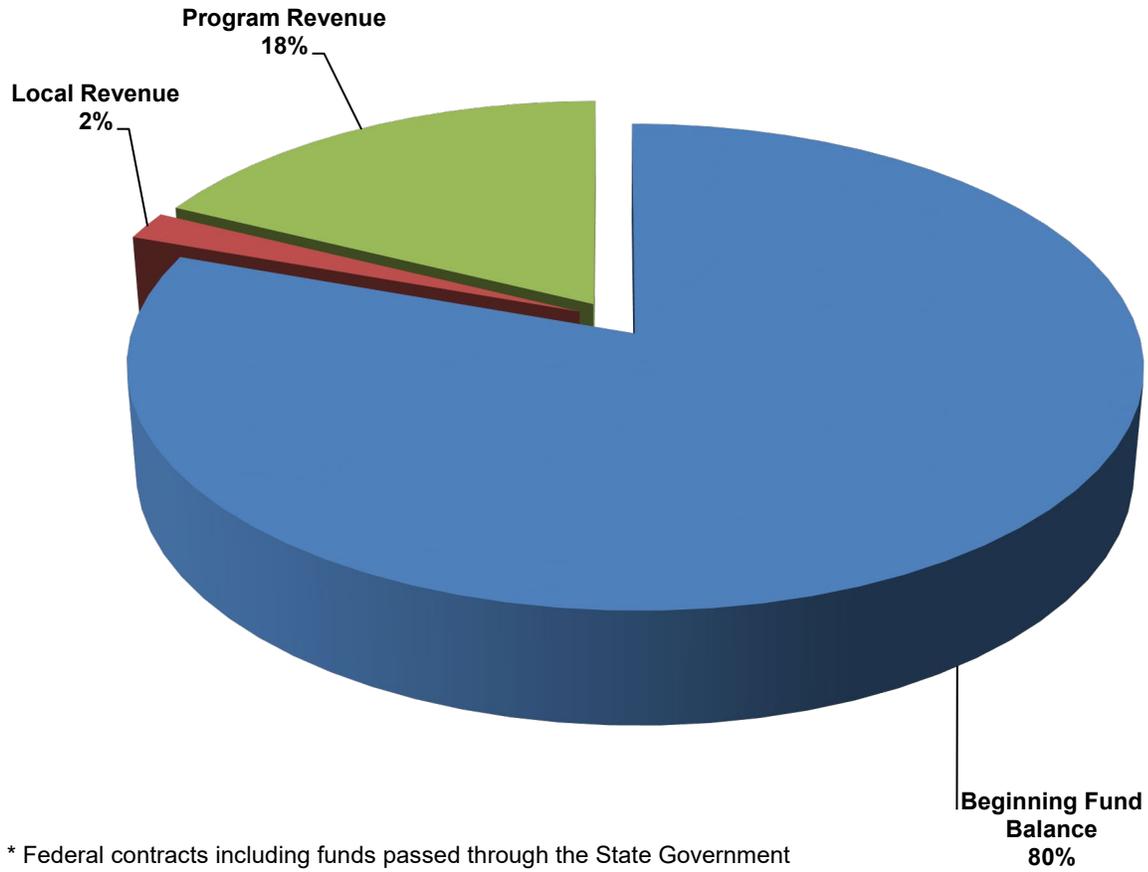
Goals:

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

NON-DEPARTMENTAL

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	3,231,731
State Revenue	-
Federal Revenue	-
Local Revenue	75,000
Program Revenue	711,153
TOTAL REVENUE	4,017,884
Personnel	94,649
Fringe Benefits	26,097
Insurance Benefits	41,255
Leave Benefits	4,174
PERS Benefits	25,101
TOTAL PERSONNEL	191,276
Materials & Supplies	3,778,118
Interest Expense	5,157
Principal Expense	43,333
TOTAL MATERIALS & SUPPLIES	3,826,608
GAIN / (LOSS)	-

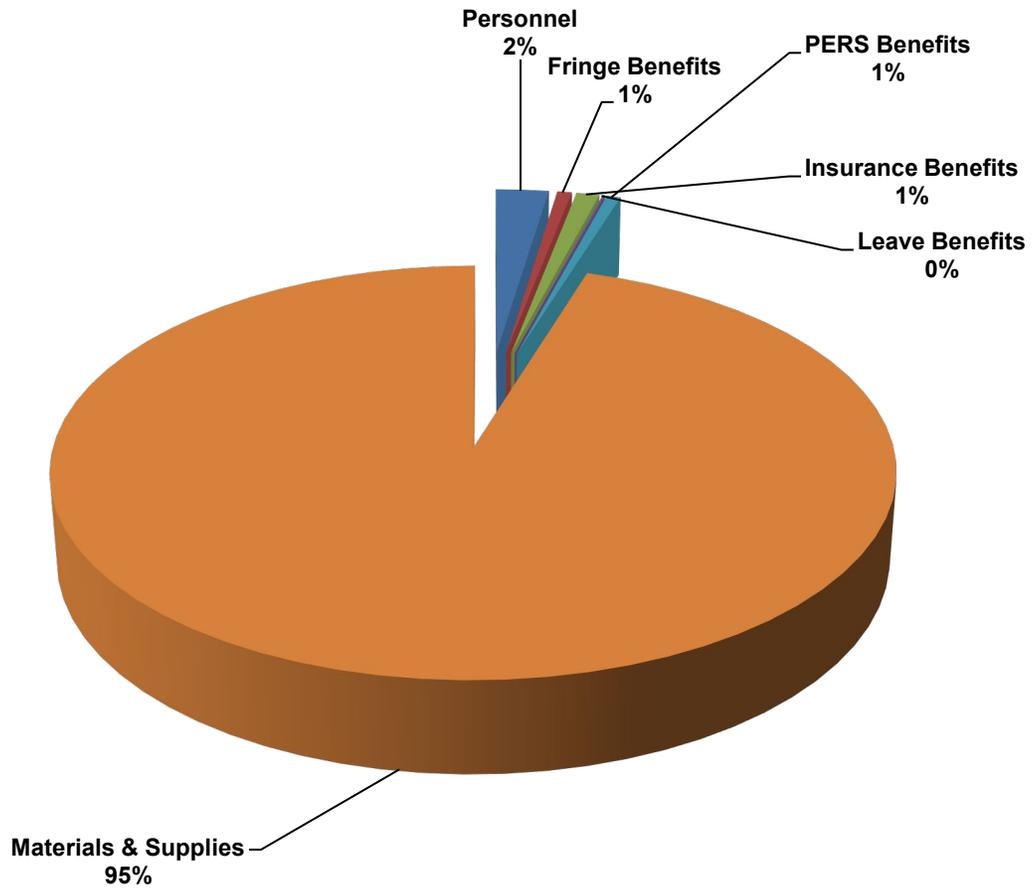
Non-Departmental Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

Local Revenue	Program Revenue
Fee for Service	Rent Income
Grant Revenue	

Non-Departmental Expense Chart FY 2021-2022



Non-Departmental Work Program

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

Funding:

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

Goals:

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

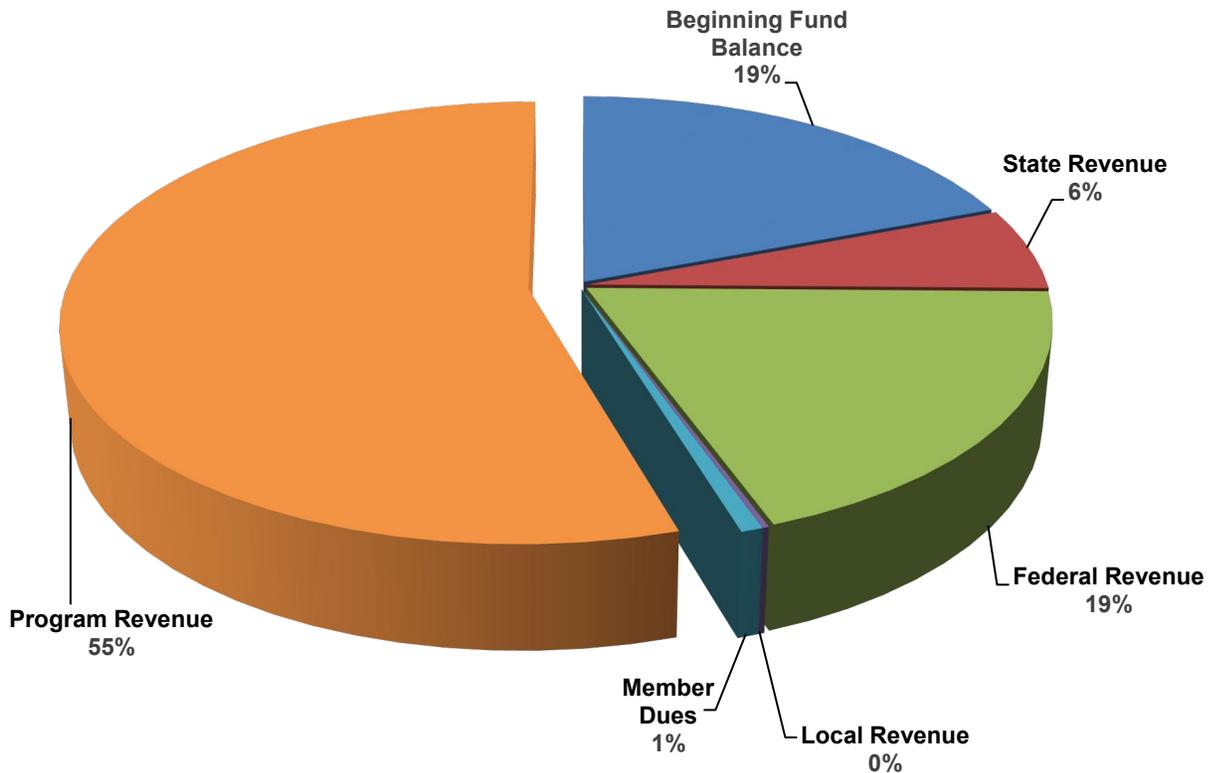
COMMUNITY AND ECONOMIC DEVELOPMENT

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	3,140,436
State Revenue	986,522
Federal Revenue	3,127,972
Local Revenue	117,741
Program Revenue	8,945,721
TOTAL REVENUE	16,318,392
Personnel	1,412,703
Fringe Benefits	135,527
Insurance Benefits	405,933
Leave Benefits	72,251
PERS Benefits	407,624
TOTAL PERSONNEL	2,434,038
Materials & Supplies	13,884,354
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	13,884,354
GAIN / (LOSS)	-

Community and Economic Development Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Planning	<i>Contract Revenue</i>	Program/Federal	\$275,000.00
	<ul style="list-style-type: none"> • Geographic information systems (GIS) services • Planning services • CAMPO • AAMPO • Project • Federal Emergency Management Association (FEMA) 		
	<i>Dues</i>	Local	\$112,741.00
	<i>Economic Development Administration</i>	Federal	\$265,500.00
	<i>Environmental Protection Agency (EPA) – Brownfield</i>	Federal	\$200,000.00
CAMPO	<i>Oregon Department of Transportation (ODOT)</i>	Federal/State	\$518,000.00
	<ul style="list-style-type: none"> • CWACT • Transportation Demand Management • Regional Park and Ride • Safe Routes to School 		
Cascades West RideLine	<i>Contract Revenue</i>		\$1,050,840.00
	<i>ODOT</i>		\$238,352.00
Cascades West RideLine	<i>Coordinated Care Organization</i>		\$8,945,721.00
	<i>Title XIX (Oregon Health Plan)</i>		\$376,791.00
AAMPO	<i>ODOT</i>		\$959,841.00

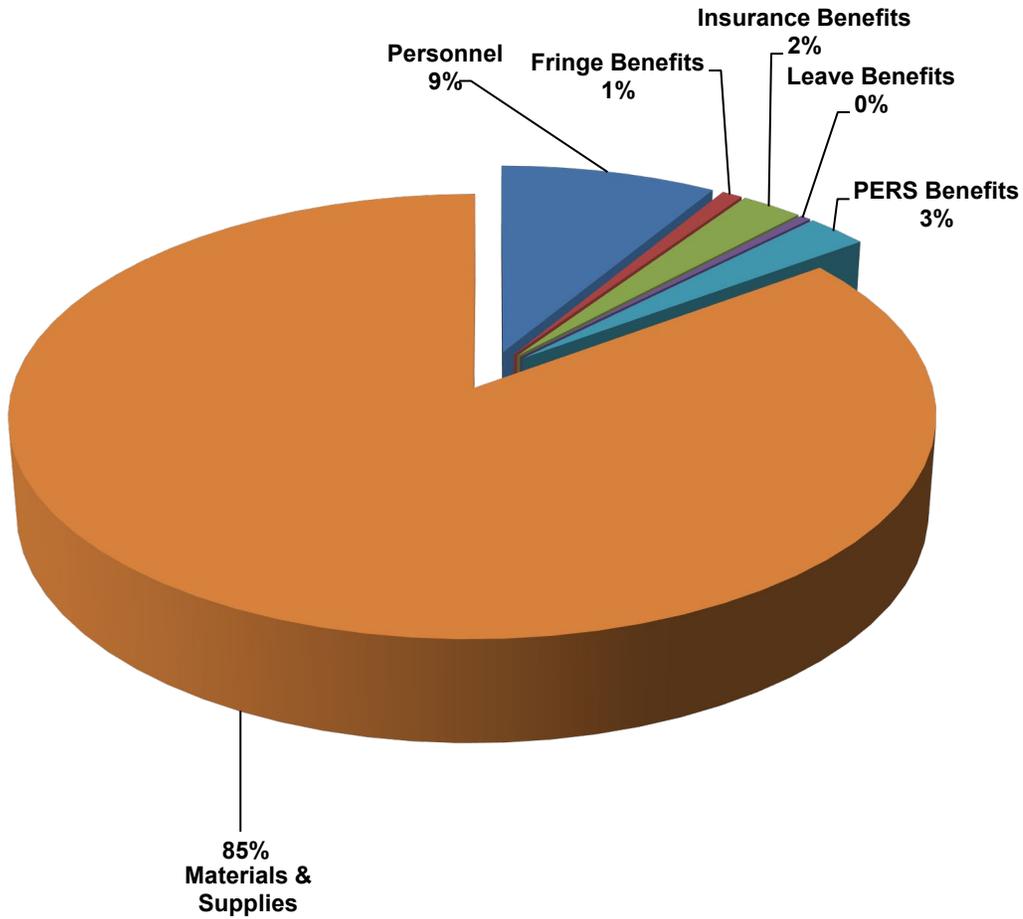
Community and Economic Development Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

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

Community and Economic Development Expense Chart FY 2021-2022



Community and Economic Development Work Program

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

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

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

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

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

Program Area Oversight Committees or Commissions:

- Community and Economic Development Committee
- CWEDD Board of Directors

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

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

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

- LPAC Loan Program Advisory Committee
- LRS Loan Review Subcommittee

Program Contact:

Jenny Glass

jglass@ocwcog.org

541.924.8474

Planning: Community Development

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

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

Funding:

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

Goals:

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

Planning: Economic Development

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

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

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

Funding:

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

Goals:

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

Transportation Programs

CASCADES WEST AREA COMMISSION ON TRANSPORTATION

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

CASCADES WEST TRANSPORTATION OPTIONS

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

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

CASCADES WEST RIDE LINE

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

Funding:

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

Goals:

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

Albany Area Metropolitan Planning Organization

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

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

Funding:

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

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

Goals:

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

Corvallis Area Metropolitan Planning Organization

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

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

Funding:

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

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

Goals:

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

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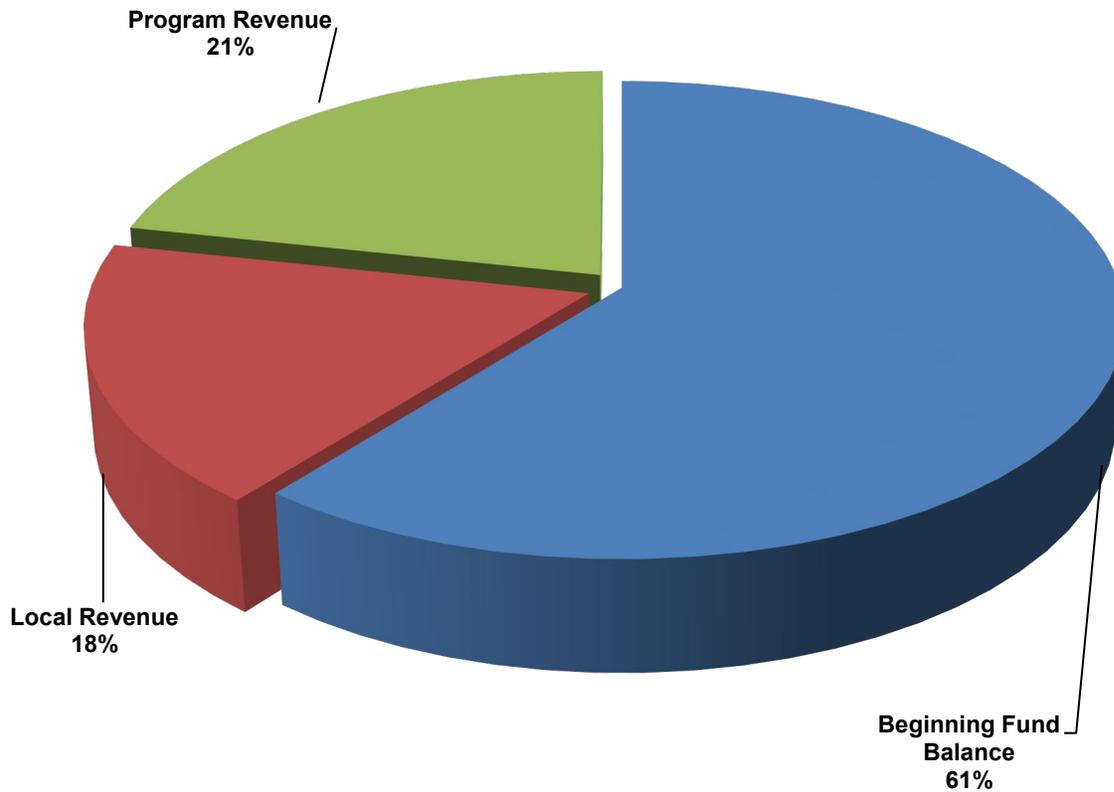
BUSINESS LENDING

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	600,079
State Revenue	-
Federal Revenue	41,500
Local Revenue	175,000
Program Revenue	213,872
TOTAL REVENUE	1,030,451
Personnel	131,873
Fringe Benefits	11,578
Insurance Benefits	48,957
Leave Benefits	9,241
PERS Benefits	37,901
TOTAL PERSONNEL	239,550
Materials & Supplies	774,901
Interest Expense	16,000
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	790,901
GAIN / (LOSS)	-

Business Lending Revenue Legend

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

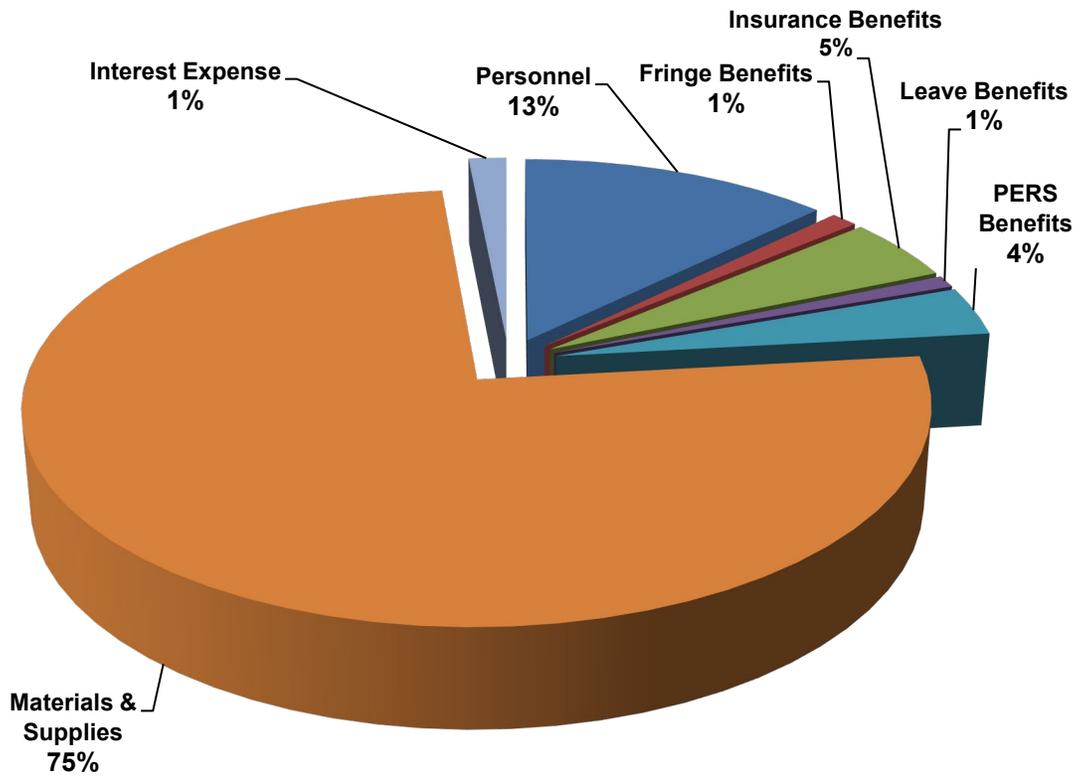
Business Lending Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

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

Business Lending Expense Chart FY 2021-2022



Business Lending Work Program

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

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

Funding:

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

Goals:

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

Program Area Oversight Committees or Commissions:

- Loan Program Advisory Committee
- Loan Review Subcommittee

Program Contact:

Jenny Glass

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541.924.8474

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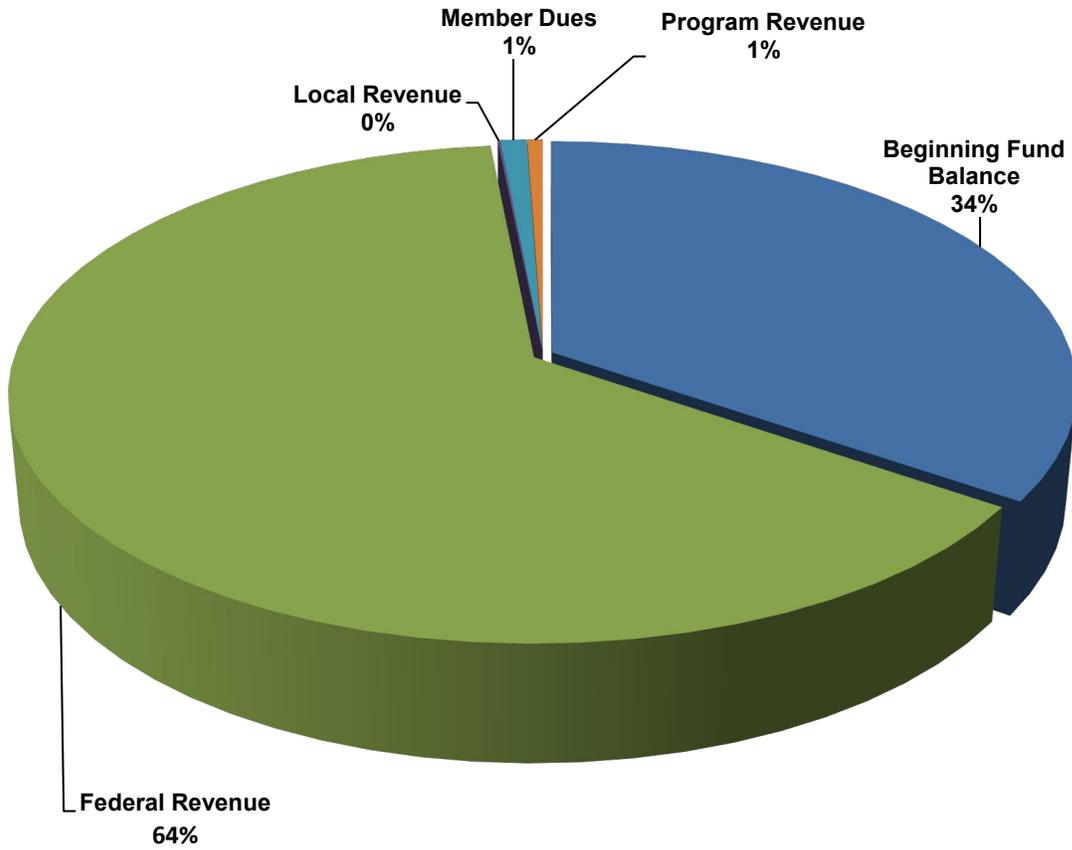
SENIOR AND DISABILITY SERVICES

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

Senior and Disability Services Revenue Legend

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

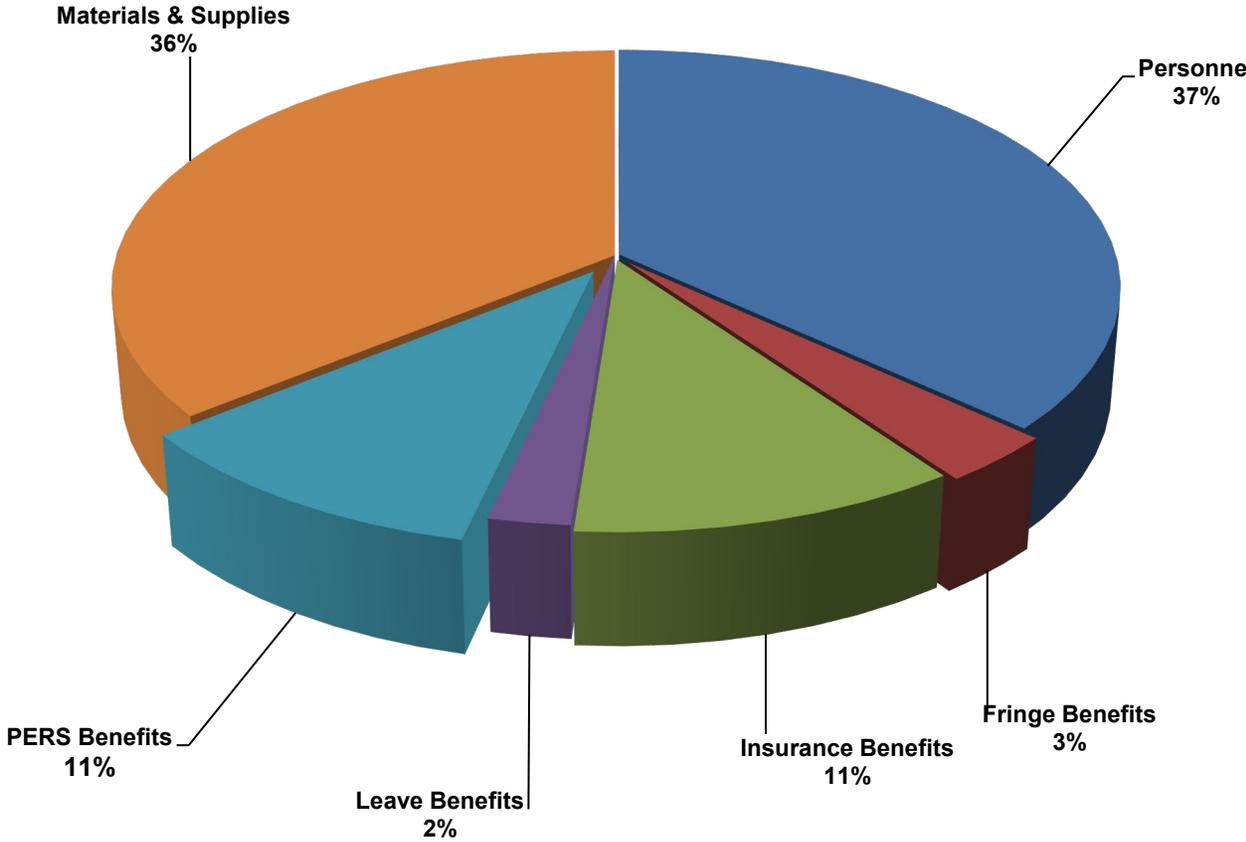
Senior and Disability Services Revenue Chart FY 2021-2022



* Federal contracts including funds passed through the State Government

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

Senior and Disability Services Expense Chart FY 2021-2022



Senior and Disability Services Work Program

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

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

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

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

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

Funding:

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

Program Area Oversight Committees or Commissions:

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

Program Contact:

Randi Moore
rmoores@ocwcog.org
541.924.8438

Program Administration, Quality Assurance, and Training

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

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

Funding:

Funding for Program Administration comes from Medicaid and OAA allocations.

Goals:

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

Medicaid Benefits, Case Management, and Adult Foster Home Licensing

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

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

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

Funding:

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

Goals:

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

Adult Protective Services

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

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

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

Funding:

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

Goals:

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

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COMMUNITY SERVICES PROGRAM

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2021-2022 BUDGET SUMMARY	
Beginning Fund Balance	1,987,696
State Revenue	1,103,684
Federal Revenue	2,343,000
Local Revenue	458,220
Program Revenue	1,400,063
TOTAL REVENUE	7,292,663
Personnel	1,264,606
Fringe Benefits	135,649
Insurance Benefits	407,752
Leave Benefits	75,013
PERS Benefits	362,445
TOTAL PERSONNEL	2,245,465
Materials & Supplies	5,047,198
Interest Expense	-
Principal Expense	-
TOTAL MATERIALS & SUPPLIES	5,047,198
GAIN / (LOSS)	-

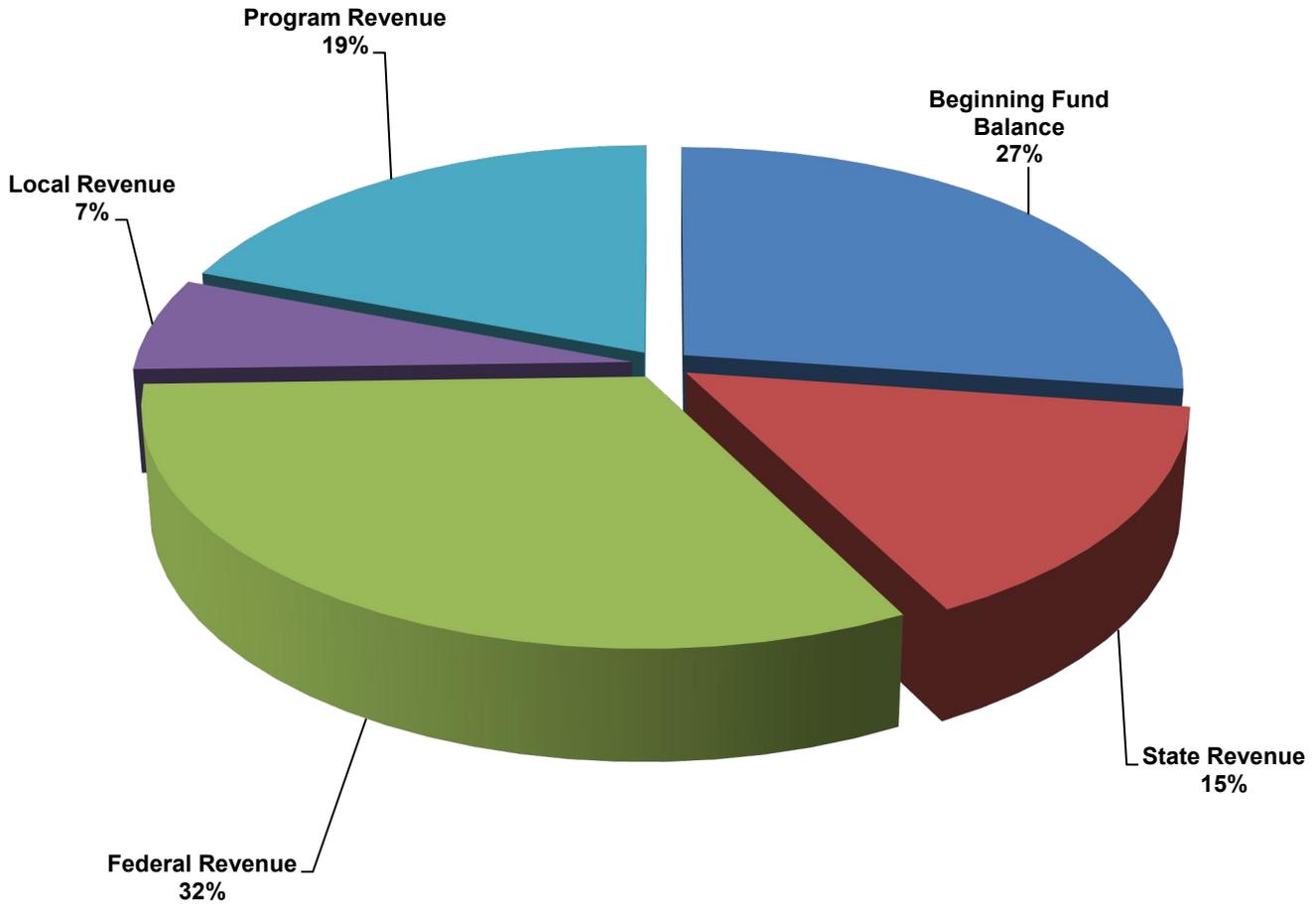
Community Services Program Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
Senior Corps Program, Retired and Senior Volunteer Program (RSVP), and Foster Grandparent Program (FGP)	<i>Contract Revenue</i> <ul style="list-style-type: none"> • Corporation for National and Community Service (CNCS), RSVP • CNCS, FGP 	Federal	\$445,563.00
	<i>Donations</i> <ul style="list-style-type: none"> • Voluntary Donations 	Local	\$500.00
	<i>SHIBA Program Revenue</i> <ul style="list-style-type: none"> • State of Oregon • Medicare Improvements for Patients and Providers Act (MIPPA) • Senior Medicare Patrol (SMP) 	State/Local	\$34,800.00
	<i>Match Grants</i> <ul style="list-style-type: none"> • City of Yachats • City of Lincoln • City of Toledo • United Way of Linn County • United Way of Benton and Lincoln Counties • Lincoln County Commissioners • Samaritan Social Accountability • Siletz Tribal Charitable Contribution Fund (FGP) • Siletz Tribal Charitable Contribution Fund • Trust Management Services • Early Learning Hub of Linn, Benton, and Lincoln Counties 	State/Local	\$48,000.00

Benton County Veterans Services	<i>Contract Revenue</i> • Benton County	Local	\$200,000.00
	<i>Federal Match</i> • Benton County	Federal	\$20,000.00
	<i>Veterans</i> • Oregon Department of Veterans Affairs (ODVA)	State	\$113,684.00
	• Grants	Local	\$15,920.00
Meals on Wheels	<i>Contract Revenue</i> • OPI Young Disabled	State	\$42,000.00
	<i>Donations</i> • Annual solicitation to member jurisdictions • Mother's Day tea solicitation mailing • Senior Services Foundation (SSF) • Voluntary donations to the meal sites	Local	\$250,000.00
	<i>Grants</i> • Samaritan • United Way of Linn County • United Way of Benton and Lincoln Counties • Kiwanis and other service organizations and local foundations • Banfield Pet Food • Lincoln County Commissioners	Local	\$125,000.00
	<i>Older American Acts (OAA)</i>	Federal	\$700,000.00
	<i>Program Meals Revenue</i> • Self-pay meals at the meal-sites	Local	\$160,000.00
	<i>Meals on Wheels</i>	Federal	\$800,000.00
	<i>XIX Siletz</i>	Federal	\$8,000.00
	<i>Revenue Title XIX</i>	Federal	\$120,000.00
	<i>USDA</i>	Federal	\$95,000.00

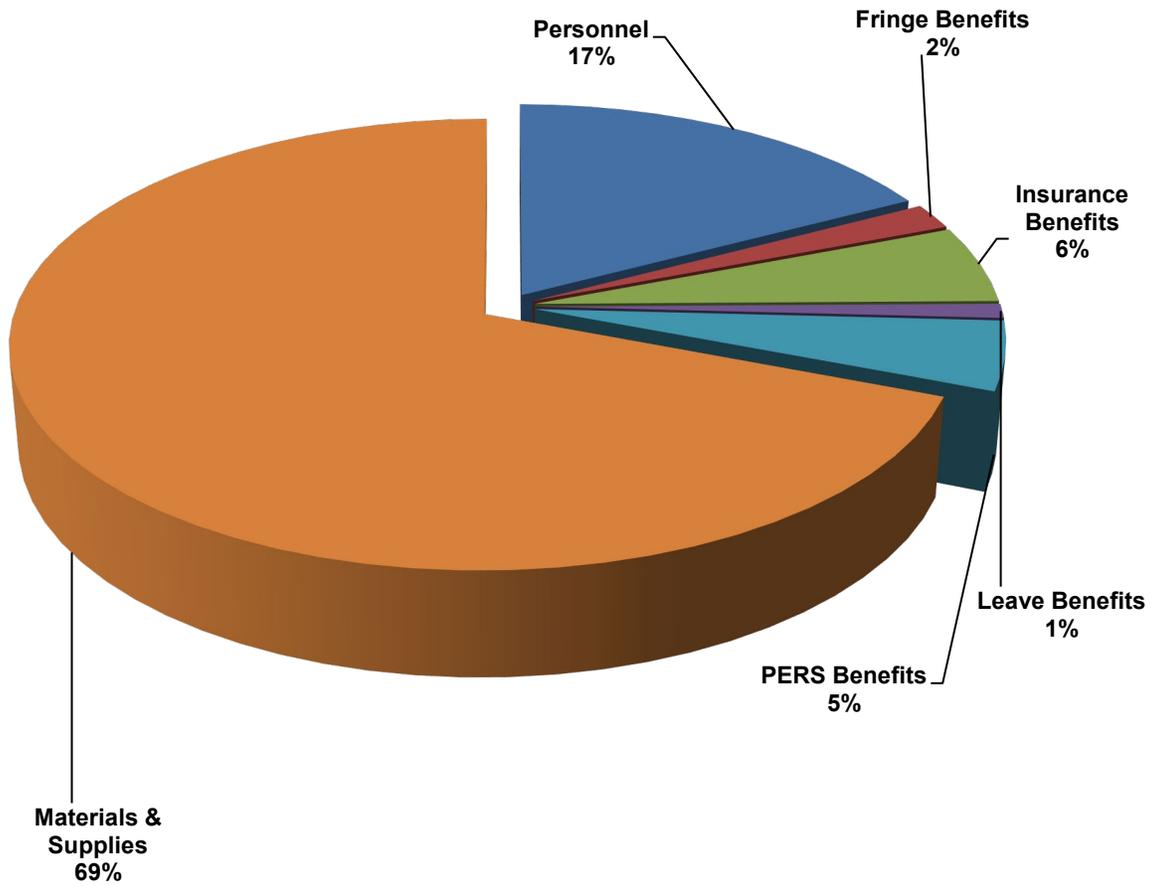
OPI/OAA	<i>OAA</i>	Federal	\$600,000.00
	<i>OPI</i>	Federal	\$860,000.00
Stand By Me	<i>Contracts</i>	Local	\$122,500.00
Special Contracts and Grants	<i>Contracts</i> <ul style="list-style-type: none"> • Money Management • Evidence Based Funds • Older Health Specialist • PEARLS • STEPS • Linn County Special Transportation Funds (STF) • Benton County Special Transportation Funds (STF) • In-Take CM Lincoln County Hospitals • Private Admission Assessments (PAA) Options Counseling/ No Wrong Door (NWD)	State/Local	\$377,000.00
Meal Reserve	<i>Fee for Service</i> <ul style="list-style-type: none"> • This is an internal transfer based off meals delivered to help with the purchase of a delivery vehicle, if needed. 	Local	\$13,000.00
	<i>Internal Transfer</i> <ul style="list-style-type: none"> • This is an internal transfer to help with the purchase or repair of large kitchen equipment, if needed. 	Local	\$5,000.00

Community Services Program Revenue Chart FY 2021-2022



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

Community Services Program Expense Chart FY 2021-2022



Community Services Work Program

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

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

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

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

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

Funding:

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

Program Contact:

Randi Moore

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

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

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

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

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

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

Funding:

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

Goals:

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

Benton County Veteran Services

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

Funding:

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

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

Goals:

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

Meals on Wheels

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

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

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

Funding:

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

Goals:

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

Older American Act Programs and Oregon Project Independence

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

Funding:

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

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

Goals:

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

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

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

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

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

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

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

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

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

Funding:

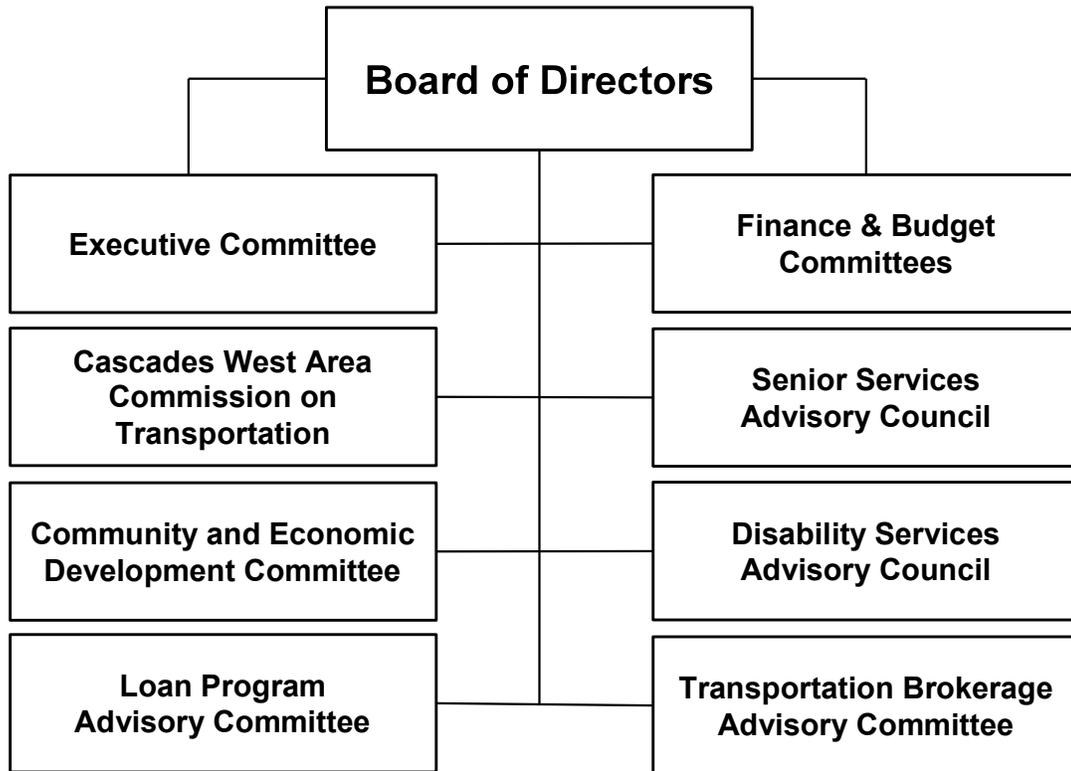
Financial Wellness programs come from multiple sources including Federal funding (OAA), State General Funds (*OPI*), local income, in-kind match, and contracts. Expansion of the impact of this work through more grant writing in the coming year is a goal.

Goals:

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

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OCWCOG Board and Committees



Independent Bodies Staffed by OCWCOG



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Acronym List

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

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

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Oregon Cascades West Council of Governments