

# **Work Program & Budget**

Oregon Cascades West Council of Governments

**FY 2015 – 2016**

**Draft**

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# Overview of COG Programs and Funding For FY2015-16

## Role of the Oregon Cascades West Council of Governments:

The Oregon Cascades West Council of Governments (COG) is an entity voluntarily created by local governments and Port Districts within Benton, Lincoln, and Linn Counties, and the Confederated Tribes of the Siletz Indians. Oregon law (ORS 190.010) authorizes the COG to carry out, on behalf of the forming governments, programs those governments could otherwise operate independently. Only the authority of the member local governments, and their willingness to delegate their authority to the COG, limits the range of services that COG can provide.

## Generalized Matrix of Program Areas:

Service	Purpose and Intent	Geographic Area of Service
<p><b><i>Senior and Disability Services, including Benton County Veterans' Services.</i></b></p>	<p>Staff for Federal and State long-term care programs (Medicaid, SNAP benefits, and <i>Oregon Project Independence</i>). The goal is to assist qualified clients in finding and maintaining the least restrictive living situation consistent with their physical and mental health.</p> <p>Staff for federally designated Area Agency on Aging, including programs such as <i>Senior Meals/Meals on Wheels</i>, and the Aging and Disability Resource Connection, provide information and assistance that allows seniors and person with disabilities to access needed resources.</p> <p>Staff assist veterans in Benton County with obtaining all benefits they are entitled to receive.</p> <p>Staff assist seniors and retired persons with serving their community through volunteering with COG's Retired Senior and Volunteer Program (RSVP).</p>	<p>All services, except Veterans' Services are provided in all three counties. Principle offices are in Albany, Corvallis, and Toledo.</p> <p>Benton County contracts with COG to staff its Veterans Services. Lincoln and Linn counties provide their own Veterans Services staff.</p> <p>COG sponsors the RSVP in Benton, Lincoln, and Linn Counties.</p>

<b>Service</b>	<b>Purpose and Intent</b>	<b>Geographic Area of Service</b>
<b><i>Community and Economic Development</i></b>	<p>Staff for State and Federally authorized regional economic development planning and grant programs.</p> <p>Assist new and expanding businesses in obtaining needed capital.</p> <p>Assist local governments' goal setting, project development, and planning.</p> <p>Assist local governments with infrastructure improvements.</p>	<p>The federally designated Cascades West Economic Development District serves Benton, Lincoln, and Linn Counties.</p> <p>The Business Lending Program serves clients and commercial lenders primarily within Benton, Lincoln, and Linn Counties.</p> <p>Assistance is provided within Benton, Lincoln, and Linn Counties.</p> <p>Assistance is provided within Benton, Lincoln, and Linn Counties.</p>

<b>Service</b>	<b>Purpose and Intent</b>	<b>Geographic Area of Service</b>
<b><i>Transportation</i></b>	<p>Administer State and Federally authorized region-wide and sub-regional transportation planning programs.</p> <p>Provide administrative and staff support to the Linn County Special Transportation Program for seniors and persons with disabilities.</p> <p>Administer the non-emergency medical ride brokerage, which arranges rides for Medicaid and other clients.</p> <p>Area elected officials and COG Staff participate in statewide and multi-state efforts to gain resources and policy changes to improve the transportation system.</p>	<p>The Cascades West Area Commission on Transportation serves Benton, Lincoln, and Linn Counties.</p> <p>The Corvallis Area Metropolitan Planning Organization (CAMPO) serves Adair Village, Corvallis, Philomath, and a portion of Benton County.</p> <p>The Albany Area Metropolitan Planning Organization (AAMPO) serves Albany, Millersburg, Tangent, portions of Benton and Linn Counties, and the City of Jefferson, which is in Marion County.</p> <p>The Linn County Special Transportation Program serves Linn County residents.</p> <p>Cascades West Rideline services Benton, Lincoln, and Linn County residents and health care providers.</p> <p>Statewide and multi-state coalitions include the Oregon Metropolitan Planning Organization Consortium.</p>
<b><i>Business Services</i></b>	<p>Provide consultative and technical assistance in the areas of Finance, Human Resources, and Technology.</p>	<p>Member jurisdictions in Benton, Lincoln, and Linn Counties.</p>
<b><i>General Administration</i></b>	<p>Provide all human resources, technology, facilities, finance, and general agency management services. COG contracts with private attorneys for legal services.</p> <p>Assist members with personnel, technology, finance, and general administration issues.</p>	<p>All COG offices and Staff.</p> <p>By member request within it's tri-county region of Benton, Lincoln, and Linn Counties.</p>

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

A Board of Directors (Board), consisting of an elected representative from each member government, governs the COG. 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 COG'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 COG management to discuss and advise on operational issues. The Finance Committee consists of the Executive Committee and certain COG standing committee chairs. The Finance Committee meets on an as needed basis. Historically, the Finance Committee has also served as the Budget Committee, which is a committee required by State law. The COG is required by State law to follow a budgeting process similar to that specified for Oregon local governments.

In addition, there are several standing advisory bodies for specific programs. It is at the advisory body level that most deliberation regarding programs occurs, whereas, the Board's responsibility focuses on the overall structure and finances of the COG. The Board is, nevertheless, the final policy authority for all programs that are the direct responsibility of the COG. The COG provides staff by contract to several regional bodies and local governments. In these cases, the Board's role is limited to deciding if the COG should provide staffing for the other agency. No member may independently require that the COG operate a program on its behalf without the approval of the COG Board. However, members may ask for COG assistance with that members' specific project or program as long as the general area of assistance is described herein. For example, this document calls for the COG to provide staff assistance to members to apply for and administer water and sewer grant funding. Given that general authority, COG 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.

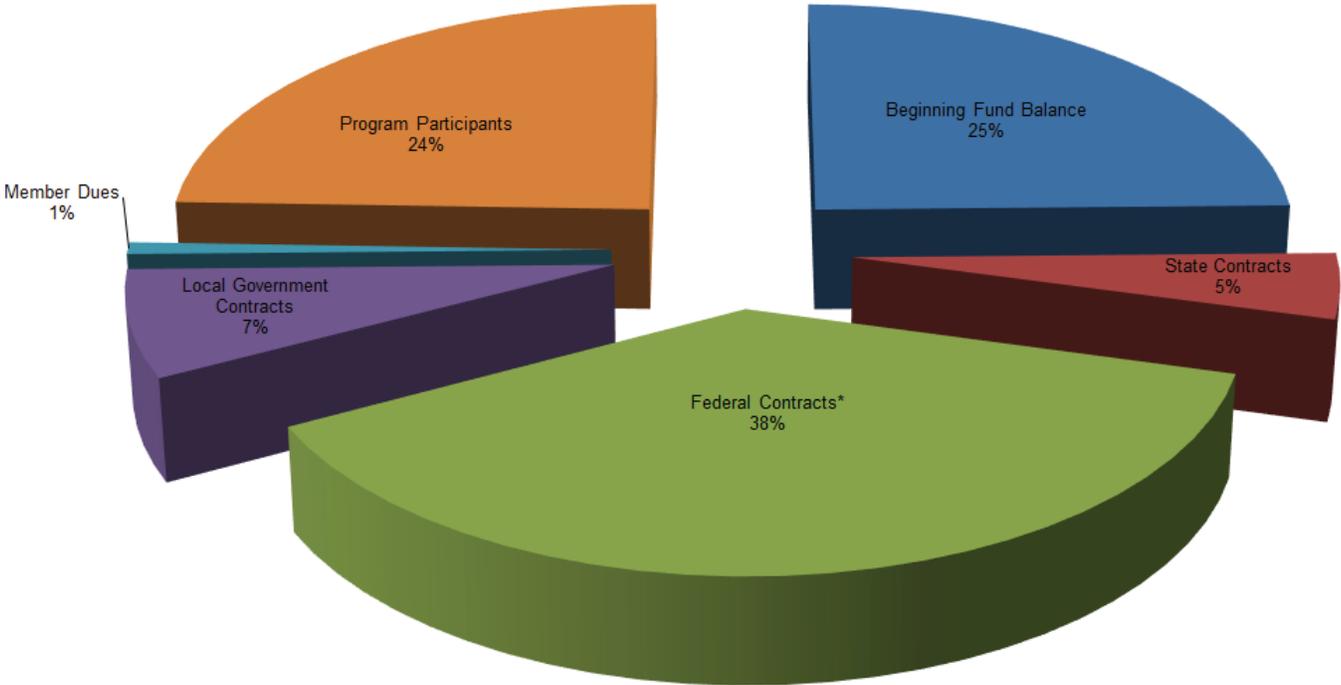
All work of COG staff is presented in this document. Consequently, this document can be correctly read as an "authorization" document, directing the Executive Director to carry out programs and functions on behalf of the members consistent with this document.

## **COG Funding:**

Each member is assessed dues annually. Dues are assessed as "General", "Transportation", and "Community Development" dues. The General dues are allocated to each program area as described in the annually adopted budget. Last year, the total dues amounted to \$247,945, or about 1.0% of the total 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. Typically, staff recommends that dues be used to provide required matching funds to gain State and Federal program funding.

The vast majority of revenue the agency receives is in the form of payment for contracted services. While the Board does decide if the COG should operate a program, the Board usually cannot reallocate designated funds received to support a specific contracted service.

# Consolidated Revenue Chart



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

# Agency and Department Budgets

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

- 11 Agency Budget
- 12 Consolidated Cascades West Council of Governments
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- 18 Consolidated Community & Economic Development
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- 24 Consolidated General Administration
- 26 Consolidated Non-Departmental
- 28 Consolidated Business Services

# Agency Budget

<b>Oregon Cascades West Council of Governments FY2015-16</b>	
Beginning Fund Balance	7,712,078
State Revenue	1,406,825
Federal Revenue	11,892,673
Local Revenue	2,566,239
Program Revenue	7,642,250
	-
<b>TOTAL REVENUE</b>	<b>31,220,065</b>
Personnel	8,397,818
Payroll Expense/Fringe Benefits	4,726,858
Leave Cost	537,510
<b>TOTAL PERSONNEL</b>	<b>13,662,186</b>
Materials & Supplies	17,496,497
Contingency	
Principal Payments	43,333
Interest Payments	18,049
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>17,557,879</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Consolidated Cascades West Council of Governments

Description	COG Consolidated	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	Tech Consolidated	Non-Departmental Consolidated	Business Services Consolidated
Beg Bal Restricted for Other	397,775	0	0	284,627	0	0	113,148	0
Beg Bal Restricted for Reserve	2,102,000	0	0	0	1,500,000	0	602,000	0
Beg Bal-Restrict for Contracts	810,894	0	810,894	0	0	0	0	0
Beg Bal-Restricted for Grants	64,325	0	0	0	64,325	0	0	0
Beg Bal-Unrestricted	4,337,084	0	144,064	3,365	3,075,337	0	1,114,318	0
Borrower Fees	1,000	0	0	1,000	0	0	0	0
Bank Interest Revenue	160,000	0	0	160,000	0	0	0	0
Contracts	1,395,267	0	229,729	93,000	977,325	95,213	0	0
Coordinated Care	4,700,000	0	4,700,000	0	0	0	0	0
Donations	225,000	0	0	0	225,000	0	0	0
Dues	255,363	0	99,202	0	155,000	1,161	0	0
Economic Development Admin.	75,000	0	75,000	0	0	0	0	0
Fee for Service	65,500	0	3,000	0	12,500	0	50,000	0
Grants	155,641	0	0	0	155,641	0	0	0
Indirect Income	1,680,515	1,142,471	0	0	0	538,044	0	0
Interest Revenue	14,520	14,510	0	0	10	0	0	0
Loan Fees	4,000	0	0	4,000	0	0	0	0
Loan Packaging Fees	200	0	0	200	0	0	0	0
Loan Processing Revenue	130,000	0	0	130,000	0	0	0	0
Match	45,000	0	0	0	45,000	0	0	0
Miscellaneous	1,500	0	0	0	1,500	0	0	0
ODOT	686,781	0	686,781	0	0	0	0	0
Older Amer. Act	1,110,610	0	0	0	1,110,610	0	0	0
Oregon Project Independence	675,796	0	0	0	675,796	0	0	0
Prog. Fee for Service	1,000	0	0	1,000	0	0	0	0
Program Income	126,535	0	0	4,000	0	0	0	122,535
Program Meals Revenue	165,000	0	0	0	165,000	0	0	0
Rent Income	538,553	0	0	0	0	0	538,553	0
Senior Meals XIX	296,000	0	0	0	296,000	0	0	0
Service Fees	6,200	0	0	6,200	0	0	0	0
Siletz Revenue	13,000	0	0	0	13,000	0	0	0
Title XIX	10,298,063	0	270,000	0	10,028,063	0	0	0
Transfer In	537,695	30,000	177,349	1,340	329,006	0	0	0
USDA	100,000	0	0	0	100,000	0	0	0
Veterans	44,248	0	0	0	44,248	0	0	0
<b>REVENUE</b>	<b>31,220,065</b>	<b>1,186,981</b>	<b>7,196,019</b>	<b>688,732</b>	<b>18,973,361</b>	<b>634,418</b>	<b>2,418,019</b>	<b>122,535</b>

continued

# Consolidated Cascades West Council of Governments, con't

Description	COG Consolidated	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	Tech Consolidated	Non-Departmental Consolidated	Business Services Consolidated
Leave Benefits	537,510	33,747	52,245	6,700	414,000	16,921	8,328	5,569
Fringe Benefit	4,726,858	325,281	527,888	63,374	3,588,996	142,404	51,257	27,658
Accounting Specialist	49,144	49,144	0	0	0	0	0	0
Accounting Clerk	5,192	0	0	0	0	0	5,192	0
Accounting Clerk II	32,077	27,669	0	0	0	4,408	0	0
Administrative Assistant	461,921	72,874	0	0	389,047	0	0	0
ADRC Specialist	219,798	0	0	0	219,798	0	0	0
Adult Protective Services Spec	356,271	0	0	0	356,271	0	0	0
Asst. Loan Officer	34,540	0	0	34,540	0	0	0	0
Asst. AFH Licensing Worker	72,875	0	0	0	72,875	0	0	0
Business Serve Dir	32,948	0	0	0	0	23,667	9,281	0
Case Manager	2,202,392	0	0	0	2,202,392	0	0	0
CD Program Director	11,003	0	0	11,003	0	0	0	0
CED Planner	107,127	0	107,127	0	0	0	0	0
CED Planner II	143,318	0	143,318	0	0	0	0	0
Clerical Assistant	13,595	0	0	0	13,595	0	0	0
Clerical Specialist	219,897	0	14,592	0	205,305	0	0	0
Clerical Supervisor	57,477	0	0	0	57,477	0	0	0
Confidential Exe Assistant	47,189	0	47,189	0	0	0	0	0
Contract Coordinator	49,187	0	19,801	0	29,386	0	0	0
Diversion & Transition Coord	182,990	0	0	0	182,990	0	0	0
Eligibility Specialist	1,083,490	0	0	0	1,083,490	0	0	0
Executive Director	118,240	118,240	0	0	0	0	0	0
Executive Assistant	45,920	45,920	0	0	0	0	0	0
Extra Hire	131,972	0	31,910	0	100,062	0	0	0
Fac. Maint. Coordinator	49,087	0	0	0	0	0	49,087	0
Information Systems Specialist	53,255	0	0	0	0	53,255	0	0
Lead Case Manager	216,385	0	0	0	216,385	0	0	0
Lead Trans Brokerage Spec.	77,623	0	77,623	0	0	0	0	0
Loan Officer	64,581	0	0	64,581	0	0	0	0
Meal Site Manager 3	167,841	0	0	0	167,841	0	0	0
MPO Director	92,133	0	92,133	0	0	0	0	0
Network Operations Spec.	72,315	0	0	0	0	72,315	0	0
HR Manager	66,996	66,996	0	0	0	0	0	0
Program Director	435,299	162,225	84,170	0	102,719	12,531	12,530	61,124
Program Manager	301,701	0	0	0	286,705	0	14,996	0
Program Supervisor	440,586	0	0	0	440,586	0	0	0
Relief Site Manager	15,000	0	0	0	15,000	0	0	0
Senior Accountant	57,791	57,791	0	0	0	0	0	0
Senior Meals Coordinator	37,996	37,996	0	0	37,996	0	0	0
Senior Program Manager	156,202	0	156,202	0	0	0	0	0
Technology Manager	44,964	0	0	0	0	44,964	0	0
Transportation Brokerage Spec.	256,246	0	256,246	0	0	0	0	0
Veterans Service Officer	57,477	0	0	0	57,477	0	0	0
Workstation Support Spec	55,777	0	0	0	0	55,777	0	0
<b>PERSONNEL</b>	<b>13,662,186</b>	<b>959,887</b>	<b>1,610,444</b>	<b>180,198</b>	<b>10,240,393</b>	<b>426,242</b>	<b>150,671</b>	<b>94,351</b>

# Consolidated Cascades West Council of Governments, con't

Description	COG Consolidated	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	Tech Consolidated	Non-Departmental Consolidated	Business Services Consolidated
Advertising	28,550	1,200	500	0	26,350	0	0	500
Auto Expense	13,500	0	1,500	0	12,000	0	0	0
Bank Charges	14,350	12,500	1,000	700	150	0	0	0
Board/Committee/Mting Exp	23,215	8,065	1,500	0	13,400	0	0	250
Borrowers Fees	500	0	0	500	0	0	0	0
CED Administration	177,351	0	159,783	17,568	0	0	0	0
CEP Contract	490,000	0	0	0	490,000	0	0	0
Computer Maint.	48,100	28,600	0	0	2,000	17,500	0	0
Contract Administration	2,000	0	2,000	0	0	0	0	0
Contracts	5,392,660	53,000	4,028,606	0	1,193,841	95,213	22,000	0
Copying	78,790	8,200	9,750	1,665	42,800	100	16,050	225
Dues/Memberships	43,200	6,100	2,750	1,000	32,900	100	0	350
Finance Indirect	451,703	0	63,787	5,749	379,429	0	0	2,738
Indirect Expense	690,770	0	97,545	8,792	580,247	0	0	4,186
Insurance	42,600	0	0	0	2,800	0	39,800	0
Janitorial	49,600	0	0	0	1,900	0	47,700	0
Legal Expense	9,850	8,300	1,000	300	0	0	250	0
Licenses/Fees	23,700	1,500	50	2,500	5,150	12,500	2,000	0
Loan Admin Expense	130,000	0	0	130,000	0	0	0	0
Loan Legal Expense	1,200	0	0	1,200	0	0	0	0
Loan Repayment Principal	314,127	0	0	314,127	0	0	0	0
Maint./Repair	169,950	300	1,000	0	18,700	12,000	137,950	0
Marketing	5,700	0	4,000	1,700	0	0	0	0
Postage	101,600	2,500	6,400	800	91,600	150	0	150
Printing	27,761	1,800	4,000	1,200	20,461	0	0	300
Rent	542,599	39,368	61,472	5,543	410,894	21,385	0	3,937
Resource Reserve	445,223	0	0	0	445,223	0	0	0
Supplies	201,220	8,000	18,370	1,800	146,500	7,000	15,150	4,400
Taxes	3,138	0	0	0	0	0	3,138	0
Tech Indirect	503,542	0	71,096	6,480	422,915	0	0	3,051
Telephone	192,388	7,074	25,834	1,823	117,554	37,156	1,850	1,097
Training	93,274	33,687	13,200	2,487	35,600	4,000	300	4,000
Travel	186,340	6,900	12,428	2,600	159,700	1,072	640	3,000
Unappropriated EFB for future	6,471,910	0	998,004	0	3,701,848	0	1,772,058	0
Utilities	65,080	0	0	0	0	0	65,080	0
Volunteer Travel	28,000	0	0	0	28,000	0	0	0
Volunteer Recognition	7,000	0	0	0	7,000	0	0	0
Transfers Out	426,006	0	0	0	344,006	0	82,000	0
Interest Payment	18,049	0	0	0	0	0	18,049	0
Principal Payment	43,333	0	0	0	0	0	43,333	0
<b>MATERIALS AND EXPENSES</b>	<b>17,557,879</b>	<b>227,094</b>	<b>5,585,575</b>	<b>508,534</b>	<b>8,732,968</b>	<b>208,176</b>	<b>2,267,348</b>	<b>28,184</b>
<b>TOTAL EXPENSES</b>	<b>31,220,065</b>	<b>1,186,981</b>	<b>7,196,019</b>	<b>688,732</b>	<b>18,973,361</b>	<b>634,418</b>	<b>2,418,019</b>	<b>122,535</b>
<b>NET GAIN/LOSS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

continued

# Consolidated Senior and Disability Services

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Albany XIX	RSVP	Toledo XIX	Veterans	Senior Meals	OPI/OAA	Equip	Special Contract & Grants	Meals Rsrv
135,622	111,057	0	152,859	Beg Bal-Restricted for Grants		64,325	0	0	64,325	0	0	0	0	0	0	0
118,385	241,034	0	0	Beg Bal-Restricted for Other		0	0	0	0	0	0	0	0	0	0	0
0	0	0	1,500,000	Beg Bal-Restricted for Reserve		1,500,000	1,500,000	0	0	0	0	0	0	0	0	0
3,728,564	3,921,108	2,357,637	2,955,669	Beg Bal-Unrestricted		3,075,337	2,002,526	132,134	0	286,177	15,394	0	362,828	60,102	160,500	55,677
0	16,739	978,257	0	Carryover		0	0	0	0	0	0	0	0	0	0	0
147,738	149,213	155,283	150,000	Dues		155,000	0	100,000	0	55,000	0	0	0	0	0	0
11,181	12,376	13,500	19,500	Fee for Service		12,500	0	0	0	0	0	0	12,500	0	0	0
3,198	3,446	102,800	2,800	Internal Transfer		0	0	0	0	0	0	0	0	0	0	0
14,843	18,168	9,500	1,500	Misc.		1,500	0	0	0	0	0	1,500	0	0	0	0
345,540	696,746	773,828	984,815	Contracts		977,325	0	0	129,277	0	78,048	15,000	0	0	755,000	0
102,819	130,483	83,516	112,500	Grants		155,641	0	0	20,500	0	0	85,141	0	0	50,000	0
207,323	189,827	218,412	210,000	Donations		225,000	0	0	25,000	0	0	200,000	0	0	0	0
11	6	15	9	Interest Revenue		10	0	0	10	0	0	0	0	0	0	0
0	0	0	68,023	Transfer in		329,006	0	0	150,000	0	0	179,006	0	0	0	0
120,134	130,157	0	0	PERS Reserve		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Program Income		0	0	0	0	0	0	0	0	0	0	0
442,363	607,725	675,796	905,796	Oreg. Proj. Ind.		675,796	0	0	0	0	0	150,000	525,796	0	0	0
1,044,353	925,971	931,610	1,110,610	Older Amer. Act		1,110,610	0	0	0	0	0	540,000	570,610	0	0	0
162,682	163,333	155,000	155,000	Program Meals Revenue		165,000	0	0	0	0	0	165,000	0	0	0	0
263,670	278,129	256,000	290,000	Senior Meals XIX		296,000	0	0	0	0	0	296,000	0	0	0	0
108,517	87,433	100,000	100,000	USDA		100,000	0	0	0	0	0	100,000	0	0	0	0
54,614	41,651	44,000	42,804	Veterans		44,248	0	0	0	0	44,248	0	0	0	0	0
6,645	11,419	10,000	13,000	Siletz Revenue		13,000	0	0	0	0	0	13,000	0	0	0	0
27,887	54,893	38,800	40,893	Match		45,000	0	0	45,000	0	0	0	0	0	0	0
6,843,957	8,496,580	8,959,662	9,021,108	Title XIX		10,028,063	382,677	6,795,695	0	2,735,595	30,000	84,096	1,471,734	60,102	965,500	55,677
<b>13,890,046</b>	<b>16,287,493</b>	<b>15,863,616</b>	<b>17,836,886</b>	<b>REVENUE</b>		<b>18,973,361</b>	<b>3,885,203</b>	<b>7,027,829</b>	<b>434,112</b>	<b>3,076,772</b>	<b>167,690</b>	<b>1,828,743</b>	<b>1,471,734</b>	<b>60,102</b>	<b>965,500</b>	<b>55,677</b>

continued

# Consolidated Senior and Disability Services, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Albany XIX	RSVP	Toledo XIX	Veterans	Senior Meals	OPI/OAA	Equip	Special Contract & Grants	Meals Rsrv
288,496	337,113	418,816	405,681	Leave Expense		414,000	16,000	230,000	4,700	95,000	4,800	20,000	18,500	0	0	0
2,048,642	2,291,311	3,495,138	2,952,210	Fringe Benefits		3,588,996	90,848	1,998,013	91,392	771,236	27,778	201,884	198,645	0	209,200	0
120,134	130,157	0	0	PERS Reserve		0	0	0	0	0	0	0	0	0	0	0
91,450	90,338	102,106	102,588	Program Director	1.00	102,719	93,933	0	0	0	0	0	4,393	0	4,393	0
126,419	169,845	198,979	258,854	Program Manager	3.80	286,705	0	113,359	0	58,888	0	0	37,848	0	76,610	0
344,392	382,884	500,761	413,759	Program Supervisor	7.00	440,586	0	195,798	58,515	117,836	0	68,437	0	0	0	0
96,516	108,244	120,097	55,076	Clerical Supervisor	1.00	57,477	57,477	0	0	0	0	0	0	0	0	0
19,432	33,397	13,020	14,581	Clerical Assistant	0.50	13,595	0	13,595	0	0	0	0	0	0	0	0
1,479,539	1,617,394	2,061,874	1,940,108	Case Manager	40.31	2,202,392	0	1,222,456	0	487,434	0	0	194,131	0	298,371	0
0	0	0	14,376	Contract Coordinator	0.60	29,386	29,386	0	0	0	0	0	0	0	0	0
735,731	930,408	1,121,853	1,026,790	Eligibility Specialist	24.40	1,083,490	0	789,714	0	293,776	0	0	0	0	0	0
0	16,496	20,215	9,681	Accounting Clerk II		0	0	0	0	0	0	0	0	0	0	0
199,114	237,149	360,976	302,287	Administrative Assistant	9.80	389,047	0	206,584	96,813	42,546	11,054	32,050	0	0	0	0
196,410	201,858	272,211	220,264	Clerical Specialist	6.00	205,305	0	137,472	0	67,833	0	0	0	0	0	0
0	176,845	359,389	311,132	Adult Protective Services Spec	6.00	356,271	0	229,700	0	126,571	0	0	0	0	0	0
0	0	178,740	107,361	Division & Transition Coord	3.00	182,990	0	124,261	0	58,729	0	0	0	0	0	0
156,476	171,698	275,820	198,401	Lead Case Manager	4.60	216,385	0	123,415	0	0	0	0	31,470	0	61,500	0
176,307	201,885	214,172	175,237	ADRC Specialist	4.75	219,798	0	88,993	0	56,888	0	0	73,917	0	0	0
43,732	53,329	70,380	67,307	Asst. AFH Licensing Worker	1.50	72,875	0	72,875	0	0	0	0	0	0	0	0
0	0	28,657	0	Technology Support Spec.		0	0	0	0	0	0	0	0	0	0	0
28,767	31,359	36,229	33,953	Senior Meals Coordinator	1.00	37,996	0	0	0	0	0	37,996	0	0	0	0
7,555	7,405	148,388	0	Extra Hire	2.00	100,062	0	49,620	0	50,442	0	0	0	0	0	0
49,728	52,712	55,653	55,839	Veterans Service Officer	1.00	57,477	0	0	0	0	57,477	0	0	0	0	0
158,351	166,156	164,707	188,936	Meal Site Manager 3	5.10	167,841	0	0	0	0	0	167,841	0	0	0	0
8,991	9,146	12,000	12,000	Relief Site Manager	0.50	15,000	0	0	0	0	0	15,000	0	0	0	0
0	139,567	0	0	Other Personnel Costs		0	0	0	0	0	0	0	0	0	0	0
<b>6,376,182</b>	<b>7,417,129</b>	<b>10,230,181</b>	<b>8,866,421</b>	<b>PERSONNEL</b>	<b>123.86</b>	<b>10,240,393</b>	<b>287,644</b>	<b>5,595,855</b>	<b>251,420</b>	<b>2,227,179</b>	<b>101,109</b>	<b>543,208</b>	<b>558,904</b>	<b>0</b>	<b>675,074</b>	<b>0</b>

continued

# Consolidated Senior and Disability Services, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Albany XIX	RSVP	Toledo XIX	Veterans	Senior Meals	OPI/OAA	Equip	Special Contract & Grants	Meals Rsrv
18,939	37,475	26,000	51,200	Advertising		26,350	3,000	6,000	1,000	2,000	350	2,000	10,000		2,000	0
11,181	12,276	10,000	11,000	Auto Expense		12,000	0	0	0	0	0	12,000	0	0	0	0
159	146	150	150	Bank Charges		150	0	0	0	0	0	150	0	0	0	0
8,694	10,030	18,600	13,000	Board/Committee/Meeting Exp		13,400	4,000	1,000	300	1,000	0	500	6,000	0	600	0
1,915	1,842	2,000	1,500	Computer Maint.		2,000	0	0	500	0	0	1,500	0	0	0	0
0	0	0	0	Contingency		0	0	0	0	0	0	0	0	0	0	0
1,023,237	1,084,340	1,170,041	1,197,041	Contracts		1,193,841	0	5,000	1,800	0	0	975,000	172,041	0	40,000	0
231,260	363,262	447,796	550,000	CEP Contract		490,000	0	0	0	0	0	0	490,000	0	0	0
37,448	37,284	49,900	44,600	Copying		42,800	1,000	20,000	0	12,000	1,800	2,000	2,000	0	4,000	0
24,524	33,025	33,250	32,900	Dues/Memberships		32,900	30,000	0	500	0	750	150	1,000	0	500	0
289,839	354,092	371,603	371,603	Finance Indirect		379,429	7,118	191,631	10,950	76,652	5,475	41,064	19,163	0	27,376	0
347,008	388,608	414,950	414,950	Indirect Expense		580,247	10,885	293,054	16,746	117,222	8,373	62,797	29,305	0	41,865	0
4,291	0	3,600	2,800	Insurance		2,800	0	0	1,800	0	0	1,000	0	0	0	0
1,925	2,130	1,900	1,900	Janitorial Expense		1,900	0	0	0	0	1,900	0	0	0	0	0
0	3,848	0	0	Legal Expenses		0	0	0	0	0	0	0	0	0	0	0
2,432	4,223	2,500	3,450	Licenses/Fees		5,150	650	200	1,000	100	0	3,200	0	0	0	0
18,511	48,454	19,950	17,100	Maint./Repair		18,700	0	4,000	500	1,000	200	5,000	0	0	0	8,000
0	0	0	0	Other Operating		0	0	0	0	0	0	0	0	0	0	0
69,674	70,192	92,900	89,500	Postage		91,600	2,000	45,000	1,600	17,000	500	20,000	3,000	0	2,500	0
16,473	21,477	26,500	17,200	Printing		20,461	2,000	8,000	800	2,000	1,161	1,500	3,000	0	2,000	0
585,499	281,714	361,019	361,019	Rent		410,894	4,583	212,531	11,460	93,044	8,116	30,273	20,953	0	29,934	0
118,030	0	200,000	220,167	Resource Reserve		445,223	0	232,134	0	198,089	15,000	0	0	0	0	0
100,524	234,587	205,300	124,500	Supplies		146,500	3,000	60,000	5,000	25,000	3,000	32,000	1,500	15,000	2,000	0
319,290	519,626	360,400	360,400	Technology Group		422,915	7,933	213,594	12,205	85,438	6,103	45,770	21,359	0	30,513	0
50,984	115,193	97,300	120,600	Telephone		117,554	1,531	50,890	4,378	28,181	7,759	12,631	5,017	0	7,167	0
9,639	38,074	24,000	24,100	Training		35,600	4,000	15,000	600	5,000	3,500	500	5,000	0	2,000	0
55,827	63,567	61,000	3,800	Volunteer Recognition		7,000	0	0	6,000	0	0	1,000	0	0	0	0
119,740	134,947	145,800	38,000	Volunteer Travel		28,000	0	0	3,000	0	0	25,000	0	0	0	0
0	15,000	15,000	158,800	Travel		159,700	6,000	57,000	5,000	40,000	2,200	10,500	9,000	0	30,000	0
0	0	0	99,523	Transfers Out		344,006	329,006	15,000	0	0	0	0	0	0	0	0
0	0	1,471,976	4,639,662	Unappropriated EFB for future		3,701,848	3,180,853	1,940	97,553	145,867	394	0	114,492	45,102	67,971	47,677
21,478	229,815	0	0	Capital Purchase		0	0	0	0	0	0	0	0	0	0	0
<b>3,488,521</b>	<b>4,105,227</b>	<b>5,633,435</b>	<b>8,970,465</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>8,732,968</b>	<b>3,597,559</b>	<b>1,431,974</b>	<b>182,692</b>	<b>849,593</b>	<b>66,581</b>	<b>1,285,535</b>	<b>912,830</b>	<b>60,102</b>	<b>290,426</b>	<b>55,677</b>
<b>9,864,703</b>	<b>11,522,356</b>	<b>15,863,616</b>	<b>17,836,886</b>	<b>TOTAL EXPENSES</b>		<b>18,973,361</b>	<b>3,885,203</b>	<b>7,027,829</b>	<b>434,112</b>	<b>3,076,772</b>	<b>167,690</b>	<b>1,828,743</b>	<b>1,471,734</b>	<b>60,102</b>	<b>965,500</b>	<b>55,677</b>
<b>4,025,343</b>	<b>4,765,137</b>	<b>0</b>	<b>0</b>	<b>GAIN/(LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Consolidated Community and Economic Development

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Planning	MPO	Rideline	AAMPO	Equip
0	225,894	153,526	300,000	Beg Bal-Restrict for Contracts		810,894	0	0	0	810,894	0	0
8,198	21,043	19,608	66,852	Beg Bal-Unrestricted		144,064	33,453	90,793	0	0	0	19,818
0	17,183	0	0	Carryover		0	0	0	0	0	0	0
90,676	91,501	91,501	91,501	Dues		99,202	0	99,202	0	0	0	0
9,039	4,090	3,500	3,000	Fee for Service		3,000	0	0	0	0	0	3,000
3,742	1,669	0	0	Miscellaneous		0	0	0	0	0	0	0
145,293	154,435	4,133,116	551,524	Contracts		229,729	0	229,729	0	0	0	0
0	0	0	0	Grant Int. Rev. (Bank)		0	0	0	0	0	0	0
139,289	149,709	168,431	161,000	Transfers In		177,349	177,349	0	0	0	0	0
16,916	22,266	0	0	PERS Reserve		0	0	0	0	0	0	0
70,445	0	0	0	Oregon Bus. Dev. Dept.		0	0	0	0	0	0	0
463,212	544,845	648,419	584,077	ODOT		686,781	0	214,983	241,928	0	229,870	0
0	0	0	4,527,516	Coordinated Care		4,700,000	0	0	0	4,700,000	0	0
56,250	75,000	75,000	75,000	Econ. Dev. Admin.		75,000	0	75,000	0	0	0	0
2,684,720	3,827,029	189,000	270,000	Title XIX		270,000	0	0	0	270,000	0	0
<b>3,687,781</b>	<b>5,134,664</b>	<b>5,482,101</b>	<b>6,630,470</b>	<b>REVENUE</b>		<b>7,196,019</b>	<b>210,802</b>	<b>709,707</b>	<b>241,928</b>	<b>5,780,894</b>	<b>229,870</b>	<b>22,818</b>
46,548	47,993	47,840	44,236	Leave Benefits		52,245	6,345	15,000	7,500	18,000	5,400	0
338,978	341,087	477,279	376,753	Fringe Benefits		527,888	50,355	145,981	42,006	253,395	36,151	0
16,916	22,266	0	0	PERS Reserve		0	0	0	0	0	0	0
70,388	76,246	82,760	28,225	Program Director	0.90	84,170	46,761	37,409	0	0	0	0
0	0	0	8,000	Contracts Coordinator	0.40	19,801	0	19,801	0	0	0	0
0	34,823	46,773	4,645	Assistant Planner		0	0	0	0	0	0	0
35,634	37,451	0	2,256	Administrative Assistant		0	0	0	0	0	0	0
0	0	0	0	Clerical Specialist	0.50	14,592	0	0	0	14,592	0	0
133,569	140,342	147,212	136,862	Senior Program Manager	2.00	156,202	0	39,035	0	117,167	0	0
120,796	171,053	211,128	131,554	CED Planner II	1.00	143,318	0	71,659	0	0	71,659	0
78,495	86,082	90,333	85,945	MPO Director	1.00	92,133	0	0	92,133	0	0	0
44,544	7,080	0	0	CD Planner		0	0	0	0	0	0	0
13,240	126	0	47,850	CED Planner	2.00	107,127	0	107,127	0	0	0	0
0	0	0	0	Information Systems Specialist		0	0	0	0	0	0	0
0	0	0	38,784	Confidential Exe Assistant	1.00	47,189	47,189	0	0	0	0	0
0	0	0	20,608	Lead Trans Brokerage Spec.	2.00	77,623	0	0	0	77,623	0	0
28,574	47,214	40,433	47,985	Extra Hire	1.00	31,910	0	0	0	31,910	0	0
0	22,321	0	0	Other Personnel Costs		0	0	0	0	0	0	0
193,039	223,603	264,140	215,384	Transportation Brokerage Spec.	7.80	256,246	0	0	0	256,246	0	0
<b>1,120,722</b>	<b>1,257,689</b>	<b>1,499,791</b>	<b>1,189,087</b>	<b>PERSONNEL</b>	<b>19.60</b>	<b>1,610,444</b>	<b>150,650</b>	<b>436,012</b>	<b>141,639</b>	<b>768,933</b>	<b>113,210</b>	<b>0</b>

continued

# Consolidated Community and Economic Development, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Planning	MPO	Rideline	AAMPO	Equip
1,527	2,575	4,500	500	Advertising		500	0	0	500	0	0	0
1,321	1,174	1,000	1,421	Auto Expense		1,500	0	0	0	0	0	1,500
62	747	0	917	Bank Charges		1,000	0	0	0	1,000	0	0
2,087	1,366	3,000	2,315	Board/Committee/Meeting Exp		1,500	500	0	500	500	0	0
114,845	123,415	150,399	150,399	CED Administration		159,783	0	35,972	8,366	107,079	8,366	0
1,762	2,277	2,000	2,000	Contract Administration		2,000	0	0	0	2,000	0	0
2,277,218	2,818,099	3,133,240	4,527,516	Contracts		4,028,606	10,000	72,850	61,094	3,800,000	84,662	0
6,264	8,594	8,800	8,520	Copying		9,750	500	3,200	50	5,000	1,000	0
1,812	1,702	1,765	1,613	Dues/Memberships		2,750	500	1,500	400	100	250	0
45,897	53,664	53,629	53,629	Finance Indirect		63,787	4,106	11,772	2,738	42,433	2,738	0
54,950	59,578	59,884	59,884	Indirect Expense		97,545	6,280	18,002	4,186	64,891	4,186	0
360	65	2,500	0	Legal Expense		1,000	0	500	0	0	500	0
285	1,141	1,050	0	Licenses/Fees		50	0	0	0	0	0	50
120	1,355	150	1,250	Maint./Repair		1,000	0	0	0	0	0	1,000
4,922	2,032	3,000	4,000	Marketing Expense		4,000	0	4,000	0	0	0	0
460,843	0	356,864	160,000	Other Operating		0	0	0	0	0	0	0
2,587	4,362	8,400	5,318	Postage		6,400	0	1,100	100	5,000	200	0
1,135	0	4,380	0	Printing		4,000	0	0	500	1,000	2,500	0
45,258	66,262	55,898	55,898	Rent		61,472	5,543	11,085	8,817	33,256	2,771	0
16,955	14,165	19,500	15,600	Supplies		18,370	1,000	3,170	2,500	10,000	1,700	0
50,561	51,846	52,011	52,011	Technology Group		71,096	4,577	13,121	3,051	47,296	3,051	0
7,585	18,816	14,532	23,307	Telephone		25,834	2,800	2,582	4,559	15,157	736	0
2,994	3,270	4,900	4,900	Training		13,200	200	8,000	500	2,000	2,500	0
11,638	13,700	19,000	10,600	Travel		12,428	500	5,500	2,428	2,500	1,500	0
0	0	21,908	830,712	Unappropriated EFB for future		998,004	23,646	81,341	0	872,749	0	20,268
<b>3,112,986</b>	<b>3,250,204</b>	<b>3,982,310</b>	<b>6,063,103</b>	<b>MATERIALS AND SUPPLIES</b>		<b>5,585,575</b>	<b>60,152</b>	<b>273,695</b>	<b>100,289</b>	<b>5,011,961</b>	<b>116,660</b>	<b>22,818</b>
				<b>TOTAL EXPENSES</b>		<b>7,196,019</b>	<b>210,802</b>	<b>709,707</b>	<b>241,928</b>	<b>5,780,894</b>	<b>229,870</b>	<b>22,818</b>
				<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Consolidated Lending

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Loan Fund
302,444	171,836	201,241	236,107	Beg Bal-Restricted for Other		284,627	0	284,627
2,413,491	0	0	0	Beg Bal-Unrestricted		3,365	3,365	0
716	1,642	0	16,711	Miscellaneous		0	0	0
127,955	109,359	138,434	88,862	Contracts		93,000	93,000	0
14,737	11,650	197,000	177,000	Bank Interest Rev		160,000	0	160,000
191,235	168,885	0	0	Loan Interest Rev		0	0	0
0	0	0	0	Transfer In		1,340	1,340	0
4,180	2,224	0	0	PERS Reserve		0	0	0
440	8,995	0	900	Prog. Fee for Service		1,000	1,000	0
4,663	32,298	6,000	6,000	Loan Fees		4,000	4,000	0
0	12,263	2,000	4,000	Program Income		4,000	4,000	0
114,582	101,792	135,764	131,000	Loan Processing Revenue		130,000	130,000	0
3,040	5,445	5,000	4,000	Borrower Fees		1,000	1,000	0
2,270	350	500	200	Loan Packaging Fees		200	0	200
20,646	9,640	9,500	5,900	Service Fees		6,200	5,000	1,200
<b>3,200,400</b>	<b>636,379</b>	<b>695,439</b>	<b>670,680</b>	<b>REVENUE</b>		<b>688,732</b>	<b>242,705</b>	<b>446,027</b>
10,404	9,951	16,500	10,055	Leave Benefits		6,700	6,700	0
59,988	60,555	68,238	66,000	Fringe Benefits		63,374	63,374	0
4,180	2,224	0	0	PERS Reserve		0	0	0
7,821	7,662	9,196	920	CD Program Director	0.10	11,003	11,003	0
0	0	0	0	Program Manager		0	0	0
57,508	71,811	126,896	90,183	Loan Officer	1.00	64,581	64,581	0
0	0	0	0	Business Officer		0	0	0
11,091	0	0	20,000	Administrative Assistant		0	0	0
0	0	0	0	Senior Loan Officer		0	0	0
45,687	40,018	0	0	Assist. Loan Officer	0.75	34,540	34,540	0
0	0	0	0	Conf. Exec. Assistant		0	0	0
0	3,959	0	0	Other Personnel Costs		0	0	0
<b>196,679</b>	<b>196,179</b>	<b>220,830</b>	<b>187,158</b>	<b>PERSONNEL</b>	<b>1.85</b>	<b>180,198</b>	<b>180,198</b>	<b>0</b>

continued

# Consolidated Lending, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Admin	Loan Fund
0	33	0	0	Advertising		0	0	0
12,296	0	10,000	0	Bad Debt Expense		0	0	0
505	588	600	680	Bank Charges		700	0	700
0	120	0	14	Board/Committee Expense		0	0	0
24,444	25,611	18,689	18,689	CED Administration		17,568	17,568	0
14,088	0	0	0	Contingency		0	0	0
186	0	7,977	5,000	Contracts		0	0	0
2,126	1,972	2,000	1,665	Copying		1,665	1,665	0
0	0	0	0	Depreciation Expense		0	0	0
620	754	1,000	1,000	Dues/Memberships		1,000	1,000	0
0	0	0	0	Equipment Expense		0	0	0
8,742	9,010	6,121	6,121	Finance Indirect		5,749	5,749	0
10,467	9,888	6,835	6,835	Indirect Expense		8,792	8,792	0
28,762	26,952	15,000	0	Interest Expense		0	0	0
2,398	1,578	4,000	1,200	Loan Legal Exp		1,200	0	1,200
0	0	0	150	Legal Expenses		300	300	0
9	2,530	2,100	2,500	Licenses/Fees		2,500	2,500	0
3,932	6,902	6,000	400	Borrowers Fees		500	500	0
0	0	5,000	0	Maint./Repair		0	0	0
109,975	86,019	135,764	131,000	Loan Admin Expense		130,000	0	130,000
1,526	1,061	3,000	1,500	Marketing		1,700	1,700	0
1,078	608	1,000	620	Postage		800	800	0
0	0	1,500	1,000	Printing		1,200	1,200	0
9,102	13,152	5,842	5,842	Rent		5,543	5,543	0
2,421	2,373	2,418	1,800	Supplies		1,800	1,800	0
9,631	8,705	5,936	5,936	Technology Group		6,480	6,480	0
183	552	0	678	Telephone		1,823	1,823	0
766	865	600	400	Training		2,487	2,487	0
2,933	4,819	3,927	2,500	Travel		2,600	2,600	0
0	0	229,300	287,992	Unappropriated EFB for future Loan Repayment Principal		0	0	314,127
0	0	0	0			314,127	0	0
<b>246,191</b>	<b>204,092</b>	<b>474,609</b>	<b>483,522</b>	<b>MATERIALS AND SUPPLIES</b>		<b>508,534</b>	<b>62,507</b>	<b>446,027</b>
442,870	400,272	695,439	670,680	<b>TOTAL EXPENSES</b>		688,732	242,705	446,027
2,757,530	236,107	0	0	<b>GAIN / (LOSS)</b>		0	0	0

# Consolidated Technology Services

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Tech Svc	Contracts	Communications
0	0	0	0	Carryover		0	0	0	0
1,079	1,161	1,161	1,161	Dues		1,161	1,161	0	0
0	0	0	0	Fee for Service		0	0	0	0
379,482	478,963	466,847	453,012	Indirect Income		537,972	503,544	0	34,500
106	0	200	200	Miscellaneous		0	0	0	0
14,797	18,454	20,000	20,000	Contracts		95,213	0	95,213	0
0	0	0	0	Grants		0	0	0	0
0	0	0	0	Interest Rev.		0	0	0	0
0	0	0	40,599	Transfer In		0	0	0	0
262	0	0	0	PERS Reserve		0	0	0	0
0	0	0	0	Voc Rehab Emp Reimbursement		0	0	0	0
0	0	0	0	Program Income		0	0	0	0
<b>395,725</b>	<b>498,578</b>	<b>488,208</b>	<b>514,972</b>	<b>REVENUE</b>		<b>634,346</b>	<b>504,633</b>	<b>95,213</b>	<b>34,500</b>
16,135	17,849	17,424	15,000	Leave Expense		16,921	16,921	0	0
101,344	101,391	102,466	112,389	Fringe Benefit		142,404	142,404	0	0
262	0	0	0	PERS Reserve		0	0	0	0
0	0	0	20,759	Business Service Dir	0.25	23,667	23,667	0	0
0	0	0	9,398	Program Director	0.13	12,531	12,531	0	0
76,417	82,008	83,037	76,971	Technology Manager	0.75	44,964	44,964	0	0
0	0	0	2,415	Accounting Clerk II	0.12	4,408	4,408	0	0
0	4,126	4,842	2,083	Administrative Assistant		0	0	0	0
40,442	46,258	52,024	48,907	Workstation Support Spec	1.00	55,777	55,777	0	0
64,148	65,866	71,181	71,828	Network Operations Spec.	1.00	72,315	72,315	0	0
0	0	0	13,313	Information System Spec	1.00	53,255	53,255	0	0
0	0	0	0	Extra Hire		0	0	0	0
0	5,680	0	0	Other Personnel Costs		0	0	0	0
<b>298,748</b>	<b>323,178</b>	<b>330,974</b>	<b>373,063</b>	<b>PERSONNEL</b>	<b>4.25</b>	<b>426,242</b>	<b>426,242</b>	<b>0</b>	<b>0</b>

continued

# Consolidated Technology Services, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Tech Svc	Contracts	Communications
0	0	0	0	Accounting		0	0	0	0
0	0	0	0	Advertising		0	0	0	0
0	0	0	0	Board/Comm/Mting Exp		0	0	0	0
16,615	5,537	23,600	23,600	Computer Maint.		17,500	17,500	0	0
0	0	0	0	Contingency		0	0	0	0
8,895	15,001	19,900	20,000	Contracts		95,213	0	95,213	0
136	21	100	100	Copying		100	100	0	0
0	0	0	0	Depreciation Expense		0	0	0	0
100	100	100	100	Dues/Memberships		100	100	0	0
11,292	11,435	12,500	12,500	Licenses/Fees		12,500	12,500	0	0
5,825	9,863	12,000	12,000	Maint./Repair		12,000	12,000	0	0
0	0	0	0	Other Operating		0	0	0	0
116	110	150	150	Postage		150	150	0	0
0	0	0	0	Printing		0	0	0	0
43,212	32,194	25,484	25,484	Rent		21,385	21,385	0	0
6,559	5,612	9,050	8,000	Supplies		7,000	7,000	0	0
303	79,171	49,300	36,975	Telephone		37,156	2,656	0	34,500
2,992	1,682	4,000	2,000	Training		4,000	4,000	0	0
932	282	1,050	1,000	Travel		1,000	1,072	0	0
0	14,392	0	0	Transfers Out		0	0	0	0
0	0	0	0	Capital Purchase		0	0	0	0
<b>96,977</b>	<b>175,400</b>	<b>157,234</b>	<b>141,909</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>208,104</b>	<b>78,391</b>	<b>95,213</b>	<b>34,500</b>
<b>395,725</b>	<b>498,578</b>	<b>488,208</b>	<b>514,972</b>	<b>TOTAL EXPENSES</b>		<b>634,346</b>	<b>504,633</b>	<b>95,213</b>	<b>34,500</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Consolidated General Administration

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	GA	HR	Finance	Contracts
0	0	0	60,000	Beg Bal-Unrestricted		0	0	0	0	0
0	0	0	24,017	Carryover		0	0	0	0	0
28,663	82,018	60,000	60,000	Contract Revenue		0	0	0	0	60,000
239,494	241,875	247,945	247,945	Dues		0	0	0	0	0
756,902	874,156	913,016	913,016	Indirect Income		1,142,471	426,483	264,287	451,701	0
32,791	24,958	12,000	12,000	Interest Rev		14,510	0	0	14,510	0
4,486	2,109	0	500	Misc.		0	0	0	0	0
17,030	5,566	0	0	PERS Reserve		0	0	0	0	0
0	21,594	50,000	40,000	Transfers In		30,000	30,000	0	0	10,000
<b>1,079,366</b>	<b>1,252,277</b>	<b>1,282,961</b>	<b>1,357,478</b>	<b>REVENUE</b>		<b>1,186,981</b>	<b>456,483</b>	<b>264,287</b>	<b>466,211</b>	<b>70,000</b>
30,057	25,760	28,853	31,743	Leave Benefits		33,747	11,562	7,185	15,000	0
188,740	158,583	265,157	227,858	Fringe Benefits		325,281	114,074	88,798	122,409	0
17,030	5,566	0	0	PERS Reserve		0	0	0	0	0
43,229	63,024	69,771	64,235	Accounting Specialist	1.00	49,144	0	0	49,144	0
0	0	0	9,063	Accounting Clerk II	0.75	27,669	0	0	27,669	0
49,294	58,583	65,938	27,604	Administrative Assistant	2.00	72,874	39,535	33,339	0	0
11,422	0	0	0	Clerical Specialist		0	0	0	0	0
7,520	0	0	0	Conf. Exec. Assist.		0	0	0	0	0
101,205	98,278	112,456	113,784	Executive Director	1.00	118,240	118,240	0	0	0
0	0	0	38,455	Executive Assistant	1.00	45,920	0	45,920	0	0
0	10,129	0	9,736	Extra Hire		0	0	0	0	0
0	13,510	0	0	Other Personnel Costs		0	0	0	0	0
76,274	78,362	84,301	82,456	Personnel Manager	1.00	66,996	0	66,996	0	0
63,181	0	79,452	79,452	Program Director	1.75	162,225	74,222	0	88,003	0
0	0	26,807	0	Resource Development		0	0	0	0	0
63,922	74,036	68,664	51,498	Senior Accountant	1.00	57,791	0	0	57,791	0
<b>651,874</b>	<b>585,833</b>	<b>801,399</b>	<b>735,884</b>	<b>PERSONNEL</b>	<b>9.50</b>	<b>959,887</b>	<b>357,633</b>	<b>242,238</b>	<b>360,016</b>	<b>0</b>

continued

# Consolidated General Administration, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	GA	HR	Finance	Contracts
3,201	2,123	3,000	3,500	Advertising		1,200	0	500	700	0
10,017	10,453	12,000	12,500	Bank Charges		12,500	0	0	12,500	0
1,807	7,031	2,325	2,950	Board/Committee Expense		8,065	7,765	0	300	0
23,561	21,864	28,300	28,300	Computer Maint.		28,600	600	0	28,000	0
34,809	149,539	96,000	226,914	Contracts		53,000	30,000	0	23,000	70,000
6,598	11,120	7,000	9,059	Copying		8,200	3,000	2,000	3,200	0
6,281	7,383	5,300	5,300	Dues/Memberships		6,100	5,000	300	800	0
1,194	2,727	2,350	2,300	Legal Expenses		8,300	7,000	1,200	100	0
2,771	3,502	3,600	1,400	Licenses/Fees		1,500	900	0	600	0
86	138	500	300	Maint./Repair		300	0	0	300	0
1,778	2,347	2,600	2,302	Postage		2,500	1,200	700	600	0
2,479	1,659	1,500	1,050	Printing		1,800	1,600	0	200	0
65,249	48,367	40,362	40,362	Rent		39,368	7,874	11,810	19,684	0
8,556	14,317	8,500	9,252	Supplies		8,000	2,500	1,500	4,000	0
3,999	3,083	1,080	4,960	Telephone		7,074	3,411	1,339	2,324	0
10,355	4,320	14,300	18,800	Training		33,687	25,000	1,300	7,387	0
239,494	248,470	247,945	247,945	Transfers Out		0	0	0	0	0
5,336	25,463	4,900	4,400	Travel		6,900	3,000	1,400	2,500	0
0	0	0	0	Unappropriated EFB for future		0	0	0	0	0
<b>427,571</b>	<b>563,906</b>	<b>481,562</b>	<b>621,594</b>	<b>MATERIALS AND SUPPLIES</b>		<b>227,094</b>	<b>98,850</b>	<b>22,049</b>	<b>106,195</b>	<b>70,000</b>
<b>1,079,445</b>	<b>1,149,738</b>	<b>1,282,961</b>	<b>1,357,478</b>	<b>TOTAL EXPENSES</b>		<b>1,186,981</b>	<b>456,483</b>	<b>264,287</b>	<b>466,211</b>	<b>70,000</b>
<b>-79</b>	<b>102,539</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Consolidated Non-Departmental

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Albany	Toledo	Copier
0	0	98,824	98,824	Beg Bal Restricted for Other		113,148	0	0	113,148
164,000	602,000	602,000	602,000	Beg Bal Restricted for Reserve		602,000	452,000	150,000	0
0	1,844,480	886,322	1,209,563	Beg Bal-Unrestricted		1,114,318	1,103,660	10,658	0
0	-42,408	0	0	Carry Over		0	0	0	0
52,664	58,730	40,000	52,000	Fee for Services		50,000	0	0	50,000
715	505	0	0	Miscellaneous		0	0	0	0
6,316	0	0	0	Interest Inc.		0	0	0	0
970	1,394	0	0	PERS Reserve		0	0	0	0
753,766	522,733	486,419	495,289	Rent Income		538,553	441,612	96,941	0
<b>978,431</b>	<b>2,987,435</b>	<b>2,113,565</b>	<b>2,457,676</b>	<b>REVENUE</b>		<b>2,418,019</b>	<b>1,997,272</b>	<b>257,599</b>	<b>163,148</b>
4,488	4,644	4,859	4,864	Leave Expense		8,328	6,213	2,115	0
30,999	31,118	34,298	32,199	Fringe Benefits		51,257	36,832	14,425	0
970	1,394	0	0	PERS Reserve		0	0	0	0
0	0	0	7,500	Deputy Director	0.13	12,530	6,265	6,265	0
0	9,112	9,280	8,645	Technology Director		0	0	0	0
0	0	0	0	Program Manager	0.25	7,498	7,498	0	0
0	0	0	0	Business Services Director	0.10	9,281	9,281	0	0
0	0	0	2,500	Accounting Clerk	0.13	5,192	5,192	0	0
9,583	4,126	4,601	2,250	Administrative Assistant		0	0	0	0
44,036	46,287	47,587	49,164	Fac. Maint. Coordinator	1.00	49,087	36,500	12,587	0
0	0	0	0	Conf. Exec. Assist.		0	0	0	0
0	0	0	0	Program Manager		7,498	0	7,498	0
0	0	0	0	Extra Hire		0	0	0	0
0	1,756	0	0	Other Personnel Costs		0	0	0	0
<b>90,076</b>	<b>98,439</b>	<b>100,625</b>	<b>107,122</b>	<b>PERSONNEL</b>	<b>1.61</b>	<b>150,671</b>	<b>107,781</b>	<b>42,890</b>	<b>0</b>

continued

# Consolidated Non-Departmental, con't

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed	Albany	Toledo	Copier
20,253	20,959	22,000	22,000	Contract Expense		22,000	0	0	22,000
117	65	10,165	15,726	Copying		16,050	50	0	16,000
117,208	-117,208	0	0	Depreciation		0	0	0	0
0	0	0	0	Finance Indirect		0	0	0	0
26,016	38,676	39,000	39,000	Insurance		39,800	28,575	11,225	0
70	792	70	70	Legal Expense		250	250	0	0
2,459	1,917	4,930	1,970	Licenses/Fees		2,000	2,000	0	0
96,291	201,586	301,200	249,533	Maint./Repair		137,950	108,750	29,200	0
2,824	2,957	2,800	3,074	Taxes		3,138	3,138	0	0
0	0	0	0	Other Operating		0	0	0	0
14,344	12,185	11,000	14,998	Supplies		15,150	12,000	3,150	0
20,688	1,686	2,000	1,814	Telephone		1,850	1,850	0	0
174	0	215	215	Training		300	300	0	0
2,068	1,554	3,600	556	Travel		640	250	390	0
0	0	0	25,000	Transfers Out		82,000	82,000	0	0
58,159	61,834	64,454	64,480	Utilities		65,080	54,250	10,830	0
34,615	38,307	44,400	43,692	Janitorial		47,700	38,000	9,700	0
0	0	1,443,146	1,804,466	Unappropriated EFB for future		1,772,058	1,496,696	150,214	125,148
0	0	0	0	Leasehold Improv.		0	0	0	0
230,899	656,897	43,333	43,333	Principal Payment		43,333	43,333	0	0
81,797	49,524	20,627	20,627	Interest Payment		18,049	18,049	0	0
<b>707,983</b>	<b>971,731</b>	<b>2,012,940</b>	<b>2,350,554</b>	<b>MATERIAL AND EXPENSES</b>		<b>2,267,348</b>	<b>1,889,491</b>	<b>214,709</b>	<b>163,148</b>
<b>798,059</b>	<b>1,070,170</b>	<b>2,113,565</b>	<b>2,457,676</b>	<b>TOTAL EXPENSES</b>		<b>2,418,019</b>	<b>1,997,272</b>	<b>257,599</b>	<b>163,148</b>
<b>180,372</b>	<b>1,917,265</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Consolidated Business Services

2013 Actuals	2014 Actuals	2015 Adopted	Estimated Actuals	Description	FTE	2016 Proposed
0	0	0	0	Carryover		0
0	0	0	0	Fee for Service		0
0	0	0	0	Miscellaneous		0
0	0	0	0	Contracts		0
0	0	0	0	Grants		0
0	0	0	0	Interest Rev.		0
0	0	0	0	Transfer In		0
0	0	0	0	Program Income		122,535
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>REVENUE</b>		<b>122,535</b>
0	0	0	0	Leave Expense		5,569
0	0	0	0	Fringe Benefit		27,658
0	0	0	0	Program Director	0.65	61,124
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>PERSONNEL</b>		<b>94,351</b>
0	0	0	0	Advertising		500
0	0	0	0	Board/Comm/Mtng Exp		250
0	0	0	0	Copying		225
0	0	0	0	Dues/Memberships		350
0	0	0	0	Finance Indirect		2,738
0	0	0	0	Indirect Expense		4,186
0	0	0	0	Postage		150
0	0	0	0	Printing		300
0	0	0	0	Rent		3,937
0	0	0	0	Supplies		4,400
0	0	0	0	Tech Indirect		3,051
0	0	0	0	Telephone		1,097
0	0	0	0	Training		4,000
0	0	0	0	Travel		3,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>28,184</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>TOTAL EXPENSES</b>		<b>122,535</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>

# Senior and Disability Services

## Program Description:

The Senior and Disability Services (SDS) program supports older adults and people with long-term disabilities through the coordinated operation of State and Federal programs. The State of Oregon's Department of Human Services (DHS) contracts with the COG to provide this community-based administrative and service delivery structure at the request of the COG member governments. There are a wide variety of services provided which are listed in the matrix located on the following pages. SDS programs serve approximately 13,000 older adults and people with disabilities through long-term services and supports, financial supports, Older Americans Act funded programs, food (SNAP) and medical programs. In addition, SDS provides over 252,700 meals each year to over 2,160 older adults and people with disabilities through dining room services and the home delivered meals program.

Although many of the people receiving services are low-income, that is not a requirement for every federally funded service, particularly services funded through the Older Americans Act. In fact, the COG is prohibited from "means testing" (determining eligibility on the basis of income and assets) for Federal programs funded by the Older Americans Act. These programs would include, for example, *Senior Meals/Meals on Wheels* and the *Family Caregiver Support Program*. Other SDS programs, such as *Medicaid Long Term Services and Supports*, as well as financial and medical services, require a rigorous "means test" and monitoring of an individual's change in income on a regular basis.

The COG provides services that are unique, and complimentary to the human services programs delivered through counties and cities such as public health, behavioral health, and developmental disabilities programs. For example, staff works regularly with county public health programs to coordinate on health and wellness projects that benefit our communities. The SDS program continues to strengthen relationships with Samaritan Health Services and Intercommunity Health Services (IHN) by continuing a *Care Transitions* (Hospital to Home) program in Benton and Linn Counties, expanding to Lincoln County, and working with IHN, our Coordinated Care Organization (CCO).

SDS also coordinates with locally managed State-operated programs, such as the Office of Vocational Rehabilitation Services and the DHS Self Sufficiency programs. The SDS programs supporting older adults and people with disabilities in the community are key parts of the community safety net for Oregon's most vulnerable citizens.

**Generalized Matrix of Program Areas:**

Program	Purpose / Intent	Program Components
<p><b><i>Long Term Services and Support</i></b></p>	<p>Provide qualifying older adults, persons with disabilities and their families, assistance in identifying and maintaining the most independent living arrangements possible while respecting the wishes of the person being assisted.</p> <p>Services can be provided through In-home services, adult foster homes, assisted living facilities, residential care facilities, or in nursing facilities. Some eligible adults may receive limited in-home services through the <i>State Plan Personal Care</i> program.</p> <p>Coordinate supplemental services through the community-based long-term services and support waiver such as: adult day care, contract nursing, home delivered meals, transportation, chore services, home modifications, and emergency response systems.</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Service planning</li> <li>• Service provision and coordination</li> <li>• Monitoring of risks and services</li> <li>• Licensing foster care facilities</li> <li>• Coordination with family supports</li> <li>• Issue/problem resolution and coordination with other community resources</li> <li>• STEPS for success program services for those with In-Home caregiving support for consumers</li> </ul>

Program	Purpose / Intent	Program Components
<p><b><i>Aging and Disability Resource Connection</i></b></p> <p><b><i>Call Center</i></b></p> <p><b><i>Options Counseling</i></b></p> <p><b><i>Community Gatekeeper</i></b></p> <p><b><i>Healthy Aging Projects</i></b></p> <p><b><i>Community Education</i></b></p>	<p>Provide information and assistance to older adults and persons with disabilities, and assist with access to all appropriate services, regardless of income.</p> <p>Provide Options Counseling and short-term assistance for consumers and families needing assessment, action planning, and follow-up.</p> <p>Provide community education regarding needs and service options for older adults and people with disabilities.</p> <p>Develop and support healthy aging and living well initiatives.</p> <p>Partner with local healthcare providers to develop Care Transition programs in an effort to reduce hospital readmissions and increase consumer health literacy.</p>	<ul style="list-style-type: none"> <li>• ADRC Call Center</li> <li>• Options Counseling</li> <li>• Streamlined access to public programs</li> <li>• Care Transitions, Hospital to Home (H2H)</li> <li>• Living Well regional project</li> <li>• “Generations” and regular newspaper articles on aging issues</li> <li>• Elder Abuse Conference/ Summit COG website</li> <li>• ADRC of Oregon website</li> <li>• Public presentations</li> <li>• <i>Community Gatekeeper Program</i></li> <li>• Evidence based mental health program</li> <li>• ADRC Advisory Committee</li> <li>• Money Management Program</li> </ul>

<b>Service</b>	<b>Purpose / Intent</b>	<b>Program Components</b>
<p><b>Older Americans Act</b></p> <p><b>Oregon Project Independence</b></p>	<p>Provide services and supports in the home to seniors and people with disabilities enabling them to live at home, be more independent, and delay or eliminate the need to apply for Medicaid.</p> <p>Provide community based services to seniors and people with disabilities, which support their independence.</p>	<ul style="list-style-type: none"> <li>• Personal care</li> <li>• Home care</li> <li>• Case management</li> <li>• Home-delivered meals</li> <li>• Adult day services</li> <li>• Grocery shopping</li> <li>• Registered nurse services</li> <li>• Assistive technology</li> <li>• Assisted transportation</li> <li>• Services to support community caregivers</li> <li>• Support groups</li> <li>• Caregiver trainings</li> <li>• Respite</li> <li>• Home repair and adaptation</li> <li>• Medical equipment</li> <li>• Other supplemental services</li> </ul>
<p><b>Senior Meals</b></p> <p><b>Meals on Wheels</b></p>	<p>Assist older adults and people with disabilities with maintaining their health and independence by providing healthy food, balanced nutrition, and regular opportunities for social contact. Assist in identifying and avoiding emergency situations for homebound individuals.</p>	<ul style="list-style-type: none"> <li>• 11 dining centers</li> <li>• Home delivered meals to homebound older adults and people with disabilities</li> <li>• Work with over 400 volunteers</li> </ul>
<p><b>Adult Protective Services</b></p>	<p>Investigation, risk reduction, and possible resolution of mental and/or physical abuse and/or neglect caused by self or others.</p> <p>Cross reporting and coordination through District Attorney and law enforcement agencies.</p>	<ul style="list-style-type: none"> <li>• Investigation and documentation of each allegation</li> <li>• Interventions and ongoing risk management</li> <li>• Advocacy as needed for individuals and/or families</li> <li>• Multi-disciplinary Team participation to increase prosecution of criminal activities</li> <li>• Community services team meetings and referrals</li> </ul>
<p><b>Veteran Services</b></p>	<p>Assist Benton County veterans and their families to access benefits and resources. Conduct outreach to service agencies in the county. (Lincoln and Linn Counties have their own Veterans Services staff.)</p>	<ul style="list-style-type: none"> <li>• Benefits counseling</li> <li>• Information and assistance</li> <li>• Application coordination and support</li> <li>• Advocacy</li> </ul>

Service	Purpose / Intent	Program Components
<p><b><i>Retired and Senior Volunteer Program (RSVP)</i></b></p>	<p>As one of the largest volunteer efforts in the nation, RSVP helps those ages 55 and over ‘Re-Invent Their Retirement’, tackling tough local issues and supporting community organizations since 1971.</p> <p>Community issues are defined by county-specific Advisory Councils which meet quarterly. Council members help to create intentional work plans to ensure that volunteer work is both relevant and impactful.</p> <p>RSVP’s local focus is Healthy Futures, a federally defined measure to help keep seniors aging in place independently.</p> <p>There are currently 470 general RSVP community volunteers, serving in a variety of settings, providing homebound seniors with access to healthy foods, free durable medical equipment, and companionship. In addition, a total of 83 local skilled and certified volunteers offer professional and unbiased financial and medical advice via Tax-Aide and Senior Health Insurance Benefits Assistance (SHIBA) programs.</p>	<p>Local community partners supported by our trained and recruited volunteers include: Meals on Wheels, Benton County Hospice, local gleaners, Dial-A-Bus, Stone Soup Corvallis, Food Share of Lincoln County, Long-Term Care Ombudsman, Sweet Home Emergency Ministries, local senior centers, faith-based food and skills banks and more.</p> <p>Local RSVP Signature Programs include:</p> <ul style="list-style-type: none"> <li>• SHIBA: a team of 29 trained and certified volunteers that provide residents of Linn, Benton &amp; Lincoln Counties with free, unbiased Medicare advice</li> <li>• VISIT: a program consisting of 22 local volunteers trained to facilitate conversation and offering companionship to seniors without family or battling loneliness in long term care facilities in Benton and Linn Counties</li> <li>• DME Program: a program which provides new, free durable medical equipment program to help seniors live safely and independently in Linn, Benton and Lincoln Counties</li> <li>• Trans-Med: a volunteer transportation program helping seniors get to non-emergency medical appointments within Lincoln County</li> <li>• Friendly Visitor Program: a way to provide isolated seniors with a meaningful social connection in Lincoln County</li> <li>• Tax Aide: a program consisting of 51 trained volunteers which provides free tax filing assistance to low to moderate income tax payers in Linn and Benton Counties</li> <li>• Senior Peer Counseling: an in-home one-on-one counseling program for seniors in need in Benton County</li> <li>• Volunteer recruitment, support and recognition</li> <li>• Fundraising and grant writing</li> </ul>

Service	Purpose / Intent	Program Components
<b>Administration</b>	<p>Program oversight and contract management.</p> <p>Representation of agency and consumer issues at the local, State, and Federal levels of government.</p> <p>Fundraising and grant writing for program expansion beyond State and Federal funding, and developing new programs for the region.</p> <p>Work with member governments who wish to utilize the COG to facilitate and/or administer local programs for older adults and people with disabilities.</p>	<ul style="list-style-type: none"> <li>• Community partnerships</li> <li>• DHS and O4AD committee work</li> <li>• Participation on n4a Board and committees</li> <li>• Support advisory councils, SSAC, DSAC, ADRC</li> <li>• Contract management</li> <li>• Fundraising and grant writing</li> <li>• Community education and articles for local publication</li> <li>• Support for Senior Services Foundation</li> <li>• Special contract services with member governments</li> </ul>

**Program Area Oversight Committee or Commission:**

- **Disability Services Advisory Council:** Members appointed by the COG Board, discuss program, fiscal, and legislative matters of concern to the disabled community and propose action plans.
- **Senior Services Advisory Council:** Members appointed by the COG Board, discuss program, fiscal and legislative matters of concern to older adults and propose action plans.
- **ADRC Advisory Council:** Members consisting of partner agencies, including Mental Health and Developmental Disabilities, stakeholders, and volunteer organizations to advise agency on staffing, outreach, marketing, and access to the agency through the ADRC call center, “front door.”

**Principle Program Area Documents:**

COG Senior and Disability Services Area Plan for the Area Agency on Aging (AAA): A detailed description of the program components, budget and staffing of program defines the agreement between COG and DHS. The AAA Area Plan was completed for 2012-2016, and an update of the AAA Area Plan was completed in 2014.

*For a copy of this document, contact Ann Johnson at [ajohnson@ocwcog.org](mailto:ajohnson@ocwcog.org).*

### **Relationship to other Local, State and Federal Programs:**

There are a number of local, State, private, and non-profit service providers that COG staff and consumers routinely interact with:

- County Health Departments: Many consumers receive mental health, drug, and alcohol treatment, support of the Developmental Disabilities program, services through the Federally Qualified Health Centers and other health related services and supports. Coordinate on healthy aging, healthy living, and healthy communities activities that benefit both organizations and the community.
- City Senior/Community Centers: Often COG SDS staff meets consumers at senior/community centers. COG also operates *Senior Meals/Meals on Wheels* programs based in senior/community centers in Albany, Corvallis, Lebanon, Sweet Home, Lincoln City, Newport, and Waldport. Mill City, South Linn, and Toledo operate the program from community churches.
- Confederated Tribes of Siletz Indians: COG *Senior Meals/Meals on Wheels* operates their Siletz meal site at their Community Center and works with tribal staff in assessing and delivery of meals to Tribal Elders.
- U.S. Department of Veterans Affairs Benefits and Medical Agencies, Oregon Department of Veterans Affairs and Tribal Organizations.
- Health care providers: Regular staff interaction with medical providers on individual consumer planning and care coordination.
- State programs: COG coordinates services with Vocational Rehabilitation Services and DHS Self Sufficiency, as well as the DHS office of Aging and People with Disabilities.
- Work in coordination with the Office of Adult Abuse Prevention and Investigations (OAAPI) to investigate and resolve allegations of abuse and neglect in our communities.
- Social Security Administration for benefits applications and MMA Part D information and coordination.
- Non-profit agencies that support basic services such as housing, clothing, food, and transportation.
- Residential service providers: adult foster care, assisted living, residential care, and nursing facilities.
- Legal services: Assist community members, who are experiencing “red-tape” problems with State and Federal programs, promote advocacy, and support in tenant/landlord issues, as well as work with guardianship issues.
- Samaritan Health Services: Coordination on health policy and discharges, and placement options, Care Transitions, and CCO operated by Inter Community Health Network (IHN).

# Long Term Services and Supports

## **Program Description:**

Long Term Services and Supports (LTSS) is a program designed to ensure consumer access to, and coordination of, social and healthcare resources. It emphasizes consumer choice, maximum independence, and cost effectiveness. Medical care, nursing facility care, in-home and community-based care services, and USDA food benefits are all funded through a variety of Federal and State programs. This program is based on an agreement with DHS to provide Medicaid Home and Community Based Long Term Services and Supports.

## **Who is Provided Service and How:**

Older adults and younger people with long-term disabilities (over 18), who meet State and Federal income requirements as both low income and functionally impaired, receive assistance with one or more of the following areas: home care, personal care, medical insurance (Oregon Health Plan), and food benefits (SNAP).

Case managers work with consumers and families to help develop a plan of care and living arrangements appropriate for each individual's needs. Staff monitors the condition of consumers to ensure that plans of care continue to meet the individual's needs. Consumers who do not meet the criteria for Medicaid long-term services and supports may receive limited services through the *State Plan Personal Care* program. Those consumers over 60 years of age who do not qualify for Medicaid services, or who do not wish to participate, may apply for a more limited State funded program, *Oregon Project Independence* (OPI). SDS is now able to offer OPI to the younger disabled population (19-59 years of age) who need limited care in the home however do not qualify for Medicaid services. In all programs, consumers may be required to contribute towards the cost of their services as determined by their income and assets.

Programs that provide medical coverage and food benefits include:

- The *Medicaid Program* (Title XIX of the Social Security Act), which provides medical and dental coverage for categorically eligible persons (aged, blind, or disabled), and may issue a small cash grant for consumers with income and resources under the *Oregon (Medicaid) Supplemental Income Program* (OSIP).
- *Oregon Health Plan* (OHP), which offers medical coverage, is available to consumers without, or in addition to, Medicare, and is based on age and disability status. OHP has moved to a CCO model of care.
- Medicare Part D Pharmacy Benefit offers prescription drug benefits to both Medicare and Medicaid participants.
- Medicare Savings Programs such as *Qualified Medicare Beneficiary Program* (QMB) which covers Medicare deductibles and premiums or *Specialized Medicare Beneficiary Program* (SMB), which covers Medicare premiums.
- The United States Department of Agriculture (USDA) *Food Benefit Program* (also referred to as food stamps or SNAP).

The following are numbers of consumers served by SDS receiving long-term services and supports, and assistance to access financial and medical programs, medical and food/SNAP benefits by County and City/zip code.

<b>Benton County Consumer Numbers</b>						
<b>Fiscal Year July-June</b>	<b>Medicaid LTSS Consumers</b>		<b>Financial and Medical Program Consumers</b>		<b>Total Consumers Served</b>	
	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Benton County	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Total	361	342	1,524	1,640	1,885	1,982
Alpine	0	0	0	0	0	0
Alsea	4	3	28	30	32	33
Blodgett	1	3	11	30	12	33
Corvallis	316	300	1,201	1,271	1,517	1,571
Kings Valley	0	0	0	0	0	0
Monroe	11	6	88	87	99	93
Philomath	29	30	196	222	225	252

<b>Lincoln County Consumer Numbers</b>						
<b>Fiscal Year July-June</b>	<b>Medicaid LTSS Consumers</b>		<b>Financial and Medical Program Consumers</b>		<b>Total Consumers Served</b>	
	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Lincoln County	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Total	505	520	2,577	2,865	3,082	3,385
Depoe Bay	21	23	137	151	158	174
Eddyville	6	4	37	16	43	20
Gleneden	7	5	25	32	32	37
Lincoln City	139	143	562	680	701	823
Logsdon	0	1	7	10	7	11
Neotsu	2	4	35	27	37	31
Newport	137	143	534	641	671	784
Otis	39	39	200	200	239	239
Otter Rock	0	0	7	5	7	5
Rose Lodge	0	0	0	0	0	0
Seal Rock	12	13	60	66	72	79
Siletz	20	19	133	140	153	159
South Beach	10	7	58	101	68	108
Tidewater	2	3	40	45	42	48
Toledo	32	38	256	276	288	314
Waldport	45	49	315	360	360	409
Tachats	33	29	171	115	204	144

Linn County Consumer Numbers						
Fiscal Year July-June	Medicaid LTSS Consumers		Financial and Medical Program Consumers		Total Consumers Served	
	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Linn County	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015
Total	1,183	1,347	4,996	5,532	6,179	6,879
Albany	526	589	2,037	2,376	2,563	2,965
Brownsville	11	17	78	111	89	128
Cascadia	1	1	15	18	16	19
Crabtree	3	2	10	7	11	9
Crawfordsville	1	2	6	5	7	7
Foster	8	13	44	40	52	53
Gates	4	6	8	12	12	18
Halsey	1	4	29	29	30	33
Harrisburg	11	13	115	140	126	153
Jefferson	1	0	19	20	20	20
Lebanon	384	435	1,384	1,464	1,768	1,899
Lyons	6	6	58	50	64	56
Mill City	20	27	56	46	76	73
Scio	26	18	99	127	125	145
Shedd	0	1	9	15	9	16
Stayton	2	1	9	9	11	13
Sweet Home	170	201	983	1,009	1,153	1,213
Tangent	10	8	37	51	47	59

**Service and Funding History, Trends, Issues and Concerns:**

As a result of the 2013 legislative session, COG's Medicaid allocation from DHS was increased by approximately 13%. The increases were targeted toward community programs such as COG's regions to adjust for increased demand, a shift to a workload model vs. a caseload model, and recognition of the need to budget community based Medicaid programs at 95% of the cost of operating a DHS office running the same programs.

The SDS program has experienced a noticeable growth in the amount of consumers served in our communities. Some of this is due to the aging of the boomers and the enactment of the Federal Affordable Care Act, which has increased the number of Medicaid eligible individuals. Since the beginning of 2014, DHS Self Sufficiency no longer determines eligibility for, or carries medical programs. Throughout the year, SDS was transferred a considerable amount of open medical cases, and Aging and People with Disabilities (APD) restructured their policy on the calculation of consumer pay-in for long term services and supports in the home. This has allowed more consumers to access in home services. Due to these factors, SDS has experienced a significant increase in the number of consumers applying and becoming eligible for the programs we administer.

Over the last several years, SDS has worked with DHS and local providers on the management of nursing facility beds with a continued focus on diversion and transition. Diversion and transition in COG's region provides additional case management to either divert people from

nursing facility placement or help them to relocate, after short rehabilitative stays, and return to a community living situation. The cluster of services around required pre-admission screening, diversion and transition, ongoing case management, private admission assessments, and the MDS Q section (identifying those requesting alternative services in the community), is all coordinated through the SDS nursing facility services team made up of case managers, registered nurses, and options counselors.

In July of 2014, the Centers for Medicaid and Medicare Services (CMS) gave the State of Oregon approval to reopen *Money Follows the Person* now known as *Oregon Community Choices Program* (OCCP). This program is offered to consumers who have been in nursing facility care for over 90 days, is eligible for Medicaid, and would like to live in a more home-like setting in the community. There are many challenges to accessing this program, such as difficulty matching high care needs with proper placement and the lack of specialized placement in our area. Cog's diversion and transition team participates in monthly calls with APD to find ways to reduce the barriers to this program.

During the last two years, the Oregon Health Authority and DHS have worked to develop and refine a large-scale redesign of the medical delivery system in Oregon. The Oregon Health Authority (OHA) has been designated to have all Medicaid programs under one agency for the State. This change has been implemented as a care-coordination strategy, as well as a way to gain control over medical costs. The ongoing changes in the medical delivery for Medicaid in Oregon, as well as changes through the Federal Affordable Care Act (ACA), are underway. The CCO in Oregon is moving forward to reorganize the system and contain costs.

SDS and the COG in general, are involved in the CCO development at both the State and regional levels. At the State level, the COG has participated in legislative and policy discussions to help form the direction of the reform. At the regional level, COG works actively as a partner to develop the service delivery model and the role that the organization will play in the reformed OHP through IHN CCO. In addition, COG works to develop the role that SDS and the LTSS partners will play in serving its consumers in the CCO system of care. A Memorandum of Understanding (MOU) will help guide COG's focus. The MOU was signed in 2012 and updated in 2014.

During 2013, the Federal CMS required the State of Oregon to examine the integration of Medicaid LTSS into the CCO Health Transformation demonstration. The State and community work has been completed and confirmed the commitment that Oregon has to COG'S current structures and budgeting. Increased coordination and collaboration will be planned for, but not wholesale integration.

The *Intensive Care Management* (ICM) Program is a new pilot program that is supported through funding from the Oregon DHS Aging and People with Disabilities Innovation Fund and InterCommunity Health Network (IHN) Coordinated Care Organization (CCO). The 12-month pilot program started in January 2015 and will serve Linn County consumers who are members of InterCommunity Health Network CCO and served by SDS. The Intensive Care Manager will work with consumers to decrease emergency department utilization and increase care coordination through intensive care management services. The goal of the program is to develop a person-centered plan to address the multifaceted needs of the consumer through increased communication and coordination among other social service agencies and medical entities beyond our agency, including mental health, housing, Social Security, urgent care, hospitals, and patient centered primary care home.

### **Principle Activities for 2015-2016:**

- Case management including comprehensive assessment of needs, service planning, ongoing monitoring of care, and arrangements for any of the following services:
  - Adult Day Care
  - Adult Foster Care
  - Assisted Living
  - In-Home Services
  - Nursing Facility Care
  - Residential Care
  - Respite Care
- Ongoing case management services, such as monthly contact with consumer, review of service plans, payment, and supplemental needs not covered through Medicaid.
- Financial services, including determination of eligibility for food benefit programs, medical, and pharmacy assistance.
- Diversion and transition activities through the nursing facilities services team.
- Identify eligible persons for OPI who may not need Medicaid level of services.
- Refer consumers to the ADRC for community resource information and program referral, such as Options Counseling and the Family Caregiver Program.
- Risk intervention, including case management services, for persons who are at risk of nursing home placement within one year, and who require assessment and care planning assistance.
- Coordination with numerous health care organizations, social service agencies, hospitals, and physicians.
- Maintain an interagency agreement with our local DHS Self Sufficiency offices.
- Licensing adult foster homes.
- Work with the Senior Services and the Disability Services Advisory Councils.
- In conjunction with Northwest Senior and Disability Services and Lane Council of Governments Senior and Disabled Services, manage a tri-agency in-home and respite services contract.
- Provide input on the reauthorization of the Older Americans Act.
- Work as a community partner with IHN CCO.

### **Funding Sources for 2015–2016 Activities:**

- OCWCOG member dues
- Contract revenue
- Title XIX – Medicaid

# Aging and Disability Resource Connection

## **Program Description:**

The Aging and Disability Resource Connection (ADRC) model provides: Information and Assistance, Options Counseling, and Healthy Aging Information. Other activities include Healthy Aging projects, the Hospital to Home/Care Transitions program with Samaritan Health Services/ IHN, and the development of standards for statewide options counseling and care transitions. The ADRC is designated as a fully functional ADRC by the State of Oregon.

## **Who is Provided Service and How:**

The ADRC serves all the residents of our region. The call center is the agency's most public resource and is set up to take live calls from those seeking information. Information, assistance, and referrals are also provided by the ADRC staff when clients walk into the agency, phone, or are otherwise referred by other community agencies and partners (including 211 and healthcare systems), and through COG staff. The ADRC also receives calls from the advertised, statewide toll-free number that routes consumers living in our service area directly to the call center when their zip code is entered.

Options counseling is one of the key components of the ADRC service model. Options counseling includes face-to-face assessments, action planning, and follow-up on a short-term basis by a trained professional, and are available in all three counties. The program services are tracked, data collected, and surveyed for outcomes through a statewide call module/care tool technology system. COG has successfully expanded Options Counseling to all three counties using a combination of Federal and State funding.

Care Transitions is another component of the ADRC. The Hospital to Home Program (H2H) is in its fourth year in Benton and Linn Counties providing an evidence-based intervention model in collaboration with Samaritan Health Services and IHN CCO. In 2014, COG expanded H2H to include Lincoln County contracting with a local in-home agency. H2H is a care transitions intervention that assists newly discharged patients by providing a home visit and at least three phone conversations to support the individual in making a healthy transition back home. The goal of each intervention is to increase health literacy and decrease readmissions to the hospital within a 30-day period. The program also connects consumers to any, and all, other social services needed.

The ADRC is the launching point for the COG to engage in Healthy Aging issues and work in our region. The *Living Well Program* and the newly implemented *Program to Encourage Active and Rewarding Lives* (PEARLS), which reduces depressive symptoms and improve quality of life in older adults, are two of the evidence-based person centered programs targeted to aide in the management of health issues and to reduce health costs over time. *Living Well with Chronic Illnesses* has been partially funded in Lincoln County through a combination of Federal and local grants awarded to COG. Additional funds provided this year have allowed COG to partner with community agencies through contracts that support healthy aging classes centered on exercise, cooking, and care-taking.

As a pilot in early spring 2015, COG is implementing *HomeMeds*, an evidence-based, technology-enabled intervention that addresses medication safety among older adults by

connecting homecare and other community-based services to health care providers. H2H and *Senior Meals/Meals on Wheels* consumers in Benton and Linn Counties will be the first participants to receive this benefit with the plan to roll-out to Lincoln County by January 2016.

Streamlined access to public programs has been provided through the ADRC expansion in 2014. COG added staff to the call center to assist consumers who walk into the agency to access benefits as soon as possible. This concept of “sudden service” was piloted in Benton and Linn County through the ADRC expansion. It allowed COG to provide food and medical benefits to eligible clients as soon as the same in day in some cases, but in all cases, started the application at first contact.

Other highlights of ADRC include:

- In 2014, the ADRC expansion contract enabled COG to continue to improve and further develop the *Gatekeeper Program*. In addition, one staff for the three-county areas has been hired. Since the initial development in 2013, the program has outreached to over 150 businesses, organizations, and service clubs to educate the community “gatekeepers” about identifying seniors and people with disabilities who are at risk or in need of services and referral to the ADRC. Volunteer recruitment is the next step in expanding education and referral.
- COG supports the *Oregon Money Management Program* and has been approved as a regional coordinator for the three counties. The program has continued to expand from its beginning in Benton County to Lincoln and Linn Counties during this past year. The new funding as the regional coordinator will allow for both bill payer and the representative payee services to be offered in the region as well as start the COG on the path of creating an advisory body for the program.
- ADRC Call Center Statistics: In FY 2014-2015, the ADRC responded to 11,452 contacts. The call center provides information and assistance for clients through walk-in inquiries, community partner referrals, State referred medical program requests, and nursing home fax contacts. The total number of consumers assisted by the ADRC call center continues to increase. The Statewide 800# serves to provide phone access to the State and the nation.
- Senior Meals Assessment Statistics: In FY 2014-2015, in Benton and Linn Counties, *Senior Meals/Meals on Wheels* performed 373 new assessments and 126 reassessments for a total of 499 assessments. In Lincoln County, we performed 99 new assessments and 25 reassessments for a total of 124 assessments. The Senior Meals Coordinators assess eligibility for a meal service and determine if there are other needs in the home to be followed-up by the ADRC/Options Counseling staff. Annual reassessments are completed by the staff in the home of the client.

### **Service and Funding History, Trends, Issues, and Concerns:**

Services in this area are supported with a variety of funding sources. These funding sources continue to be diversified with the addition of legislative support for ADRC programs, such as *Options Counseling* and *Gatekeeper*. The COG will need to attend to the issues of sustainability as the funding sources increase and are added to these programs. The activities provided by these programs are critical to our communities and provide a very visible and important connection of consumers to community resources. In the Albany office, there are five full-time positions in the call center to address the needs of those seeking information, including the younger disabled population. In Lincoln County, one staff member is currently a part of the team working in the call center.

As partners with the State, the COG has developed a fully operational ADRC, and has been recognized by the State as one of the regional ADRC's that was funded for expansion activities. Past funding has been used to develop Statewide resources and tools such as a database system, website, and call module information system that will help staff to collect data on callers and their needs. The ADRC has been marketed throughout the region as a resource for the entire community regardless of income. Expansion funds are being used to increase *Options Counseling* services, further develop the community *Gatekeeper Program*, as well as develop other programs, such as evidence based mental health programs, *Money Management*, and care transitions activities.

### **Principle Activities for 2015-2016:**

- Provide phone and walk-in information and assistance.
- Streamline access to public benefits through added trained staff.
- Act as advocates, as necessary, to assist callers with their needs.
- Assess the need for home-delivered meals.
- Provide service directories, brochures, and Information and Assistance directories to consumers, caregivers, and the public. Maintain the *Resource Directory* on the ADRC website.
- ADRC project development activities in coordination with DHS and IHN CCO., including (*Options Counseling, Money Management, and Care Transitions*).
- Continue the development of Healthy Aging Programs in all three counties
- Continue to seek grant funding for ongoing care transitions projects.
- Assess for, and provide additional, *Options Counseling* services.
- Continue to expand the *Gatekeeper Program* in the tri-county service area.
- Continue to provide support to consumers with depression through the PEARLS program
- Strengthen the ADRC Advisory Committee.

### **Funding Sources for 2015–2016 Activities:**

- Older Americans Act
- *Oregon Project Independence*
- Title XIX Medicaid
- ADRC expansion grant funds
- Hospital to Home grant funds, IHN/CCO
- Senior Meals grant funds

# Older Americans Act/ *Oregon Project Independence*

## **Program Description:**

Older Americans Act (OAA) programs support a range of home and community-based services such as meals-on-wheels and other nutrition programs, in-home services, transportation, legal services, elder abuse prevention, and caregivers support. These programs help seniors stay as independent as possible in their homes and communities. In addition, OAA services help seniors avoid hospitalization and nursing home care and, as a result, save Federal and State funds that otherwise would be spent on such care.

Oregon Project Independence (OPI) is a state funded program for people 60 and older, and people aged 19-59 with a disability who are not receiving Medicaid. This program provides minimal hours to support older adults and adults with disabilities the ability to stay in their homes, even though they need assistance to take care of their daily needs.

## **Who is Provided Service and How:**

OAA programs in Oregon typically serve consumers 60 and older. OPI traditionally has served adults 60 and older or people 55 and older with a diagnosis of Alzheimer's disease. In July of 2014, an OPI pilot was implemented that allows OPI to serve consumers age 19-59 with a disability. Both groups require some assistance with their activities of daily living (ADLs).

Services that may be available through OAA and OPI include:

- Personal care
- Home care
- Case management
- Home-delivered meals
- Adult day services
- Grocery shopping
- Registered nurse services
- Assistive technology
- Assisted transportation
- Services to support community caregivers
- Support groups
- Caregiver trainings
- Respite
- Home repair and adaptation
- Medical equipment and supplies
- Other supplemental services

OAA programs generally do not charge the consumers any fees. However, the cost of OPI services is based on what is called a "sliding fee scale." The formula takes into account income after deductions for medical expenses.

This is then compared to the annual Federal poverty levels and used to determine what someone should contribute towards the cost of services. There is a one-time fee of \$25 for consumers who do not have an hourly fee for service.

### **Service and Funding History, Trends, Issues, and Concerns:**

Funding for OAA programs has varied through the years based on the overall health of our economy. Sequestration unfortunately decreased funding in 2013-2014, but those dollars have now been restored for 2015-2016. Whereas, funding for OPI has always been based on the financial health of Oregon.

Traditionally, COG has supplemented some of the OAA Programs and OPI by writing grants and reaching out to our communities for added financial support. While the OAA programs and OPI reach only a small number of consumers in our communities, the impact of these programs are huge as they enable seniors and people with disabilities to stay in their own home, eat nutritional meals, and live as independently as possible while staying off of Medicaid.

### **Principle Activities for 2015-2016:**

- Case management, including comprehensive assessment of needs, service planning, ongoing monitoring of care.
- Support for unpaid caregivers.
- Community Outreach.
- Fundraising activities.
- OPI services.
- OAA funded programs.

### **Funding Sources for 2015–2016 Activities:**

- Older Americans Act
- Oregon State General Fund
- Grants
- Fundraising Activities

# ***Senior Meals/Meals on Wheels***

## **Program Description:**

This Federal Older Americans Act program is intended to provide nutritious meals to persons over 60 years of age in an effort to foster better health and well-being through good nutrition and social contacts. The program is also available to younger people with long-term disabilities who qualify. There are many ancillary benefits to consumers, such as persons regularly checking on their welfare and the positive social interactions that provide a lift to a person's mental health.

## **Who is Provided Service and How:**

Eleven dining centers throughout the three-county area provide a place for seniors to eat a nutritious meal and socialize together. Each site is staffed by a COG meal site manager who manages a number of volunteers to serve approximately 15% of the meals at the sites and packages the remaining 85% for home delivery.

Frozen meals are also provided to our homebound consumers who need them on days the meal sites are not open (this need varies from site to site). Medicaid and OPI consumers may also elect to receive frozen meals on weekends.

Neither social nor economic status is a factor in eligibility for meal service as mandated by the Federal Older Americans Act. However, participant contributions are encouraged and account for approximately 10% of the revenue for the program.

## **Service and Funding History, Trends, Issues, and Concerns:**

The Federal Older Americans Act was once the primary source of funding for this program. That funding, however, has stayed flat and is supplemented by fundraising and grant writing by the staff.

The reduction in COG's ability to claim Medicaid funding as a part of the program revenue would impact the Senior Meals budget and State budget cuts may further impact the program. At the same time, COG is mandated to continue to serve meals to all consumers.

Senior Meals has always undertaken local fundraising to keep up with service demand. In the last couple of years, the program has continued to develop new methods of fundraising and has had a very successful year's experience with direct mail solicitation. COG continues to seek out new sources of grant funding and hope to keep pace with inflationary pressures. The program is experiencing a large increase in the demand for its meals and this is of concern. Following are the actual numbers for FY 2013-2014 and the projected numbers of meals and consumers to be served in FY 2014-2015. In addition, Senior meals provided 467 meal boxes (blizzard boxes) each containing five complete shelf-stable meals to homebound consumers.

Year-Over-Year Comparison of Meals on Wheels Consumers Served in Benton, Lincoln and Linn Counties.										
Fiscal Year	Meals on Wheels Served		Meals on Wheels Consumers Unduplicated		Dining Room Meals Served		Dining Room Consumers Unduplicated		Total Meals Served	
	FY 2013-2014	FY 2014-1015	FY 2013-2014	FY 2014-1015	FY 2013-2014	FY 2014-1015	FY 2013-2014	FY 2014-1015	FY 2013-2014	FY 2014-1015
July - June	21,625	25,174	192	202	3,476	3,586	50	66	25,101	28,759
Benton County (Total)	21,625	25,174	192	202	3,476	3,586	50	66	25,101	28,759
Corvallis	44,930	48,482	280	328	14,703	16,006	224	243	59,633	64,488
Lincoln County (Total)	17,502	18,581	102	100	4,353	5,515	68	80	28,855	24,096
Lincoln City	19,703	12,785	83	73	2,976	3,070	49	54	16,679	15,854
Newport	6,108	8,112	45	73	4,187	4,068	54	54	10,295	12,180
Siletz-Toledo	7,617	9,005	50	75	3,187	3,353	53	48	10,804	12,358
Waldport	112,597	129,384	722	897	16,687	17,856	439	427	129,284	147,240
Linn County (Total)	43,348	51,221	331	357	3,700	4,908	70	89	50,048	56,129
Albany	35,856	42,470	190	288	6,802	6,331	226	220	42,658	48,802
Lebanon	2,740	2,880	23	23	2,065	2,210	43	41	4,805	5,090
Mill City	7,889	8,434	45	65	2,093	1,975	60	39	9,982	10,409
South Linn	19,764	24,379	133	164	2,027	2,431	40	38	21,791	26,810
Sweet Home										

Corvallis also serves Philomath and Adair Village. Mill City also serves Gates and Lyons. Sweet Home also serves Foster and Crawfordville. Albany also serves Millersburg and Tangent. Lebanon also serves Crabtree, Lacombe, and Scio. South Linn serves Brownsville, Halsey, Harrisburg, Peoria, and Shedd. Newport also serves South Beach. Lincoln City also serves Depoe Bay, Gleneden Beach, Otis, and Rose Lodge. Siletz/Toledo also serves Logsdon. Waldport also serves Yachats.

### **Principle Activities for 2015-2016:**

- Serve approximately 203,040 meals to 1,427 homebound participants.
- Serve approximately 37,448 hot meals to 736 persons attending one of the eleven senior meals dining centers in the three-county area.
- Provide “Blizzard Boxes” to all homebound consumers who want them. Each box contains the equivalent of five complete shelf stable meals and are to be used for emergencies or days when meals on wheels cannot be delivered.
- Work with Northwest Senior and Disability Services and Lane Council of Government in all aspects of the food service contract to prepare meals for Benton, Lincoln, and Linn County sites.
- Maintain a kitchen facility at the Newport Senior Activity Center rented from the City of Newport to prepare all food for the five dining centers in Lincoln County.
- Conduct approximately 700 assessments/reassessments for home delivered meals in Benton, Lincoln, and Linn Counties.
- Continue to recruit and train over 400 volunteers who help with the operation of all the dining centers of the Senior Meals Program.
- Work with meal site managers to assure volunteers are rewarded and recognized for their time and efforts.
- Continue strong fundraising activities both site-by-site and region wide.
- Staff the SSAC’s Senior Meals Advisory Committee meetings.
- Develop community organization/community building activities to explore innovations in the support of the program and service delivery mechanism.
- Continue to partner with local humane societies to be able to provide help with pet food for our homebound consumers in need of this service.

### **Funding Sources for 2015–2016 Activities:**

- Older Americans Act
- Donations – Private and Governmental
- Grants – United Way, Samaritan Health, Trust Management Services, community foundations, local service clubs and organizations
- Siletz Tribal Revenue
- Title XIX Medicaid
- USDA
- Consumer contributions for meals
- OPI
- Various fundraising activities

# Risk Intervention and Adult Protective Services

## **Program Description:**

Risk Intervention and Adult Protective Services for older adults and people with disabilities are intended to assess the risk or the potential of harm, as well as the investigation and resolution of alleged abuse and neglect in our communities.

## **Who is Provided Service and How:**

Adult Protective Services (APS) are provided to vulnerable older adults and people with disabilities who are at risk as a result of self-abuse, abuse caused by another, neglect, or exploitation. In an APS investigation, the investigator interviews the alleged victim, the alleged perpetrator, and any other pertinent witnesses. At the conclusion of the investigation, the investigator makes a determination as to whether the allegation is substantiated. In the event of substantiated allegations, DHS, as well as local District Attorneys' offices, may become involved for additional actions.

The APS program works collaboratively with other services such as the State Ombudsman program, county mental health programs and community crisis services. Training is periodically provided to various community organizations and nursing facilities on protective services and elder abuse laws. Oregon statutes require cross reporting with local law enforcement/district attorney offices with the Multi-Disciplinary Team (MDT) convened and facilitated by the local district attorney offices.

Risk intervention, including case management services, are provided for persons who are reported "at risk" and continue to be vulnerable. Risk intervention activities include continued contact, reassessment, intervention, and the implementation of an individualized plan to reduce the risk of harm to that individual.

## **Service and Funding History, Trends, Issues, and Concerns:**

This service is funded through State support. The APS program has received increased funding due to the growth of APS investigations throughout the State and mandated time lines for report writing. This resulted in three additional staff positions, one in Lincoln and two in Benton and Linn Counties.

APS investigations and consultations have increased throughout the three counties. Staff conducted 1,138 community and facility investigations and consultations in 2014. A priority at the State and local level has been to educate the community regarding what constitutes abuse and neglect, how to report it, and who to report it to. A Statewide toll free number has been implemented which provides a centralized number to call to report suspected abuse and neglect of vulnerable adults. This telephone number has allowed community members more anonymity in reporting abuse and neglect.

Locally, COG has expanded the *Gatekeeper Program* and community trainings, thereby educating more people in the community. Reports of financial exploitation by family, neighbors, or scams have drastically increased across the State. With increased attention in the media regarding the abuse and neglect of our vulnerable populations, public awareness has also increased. These are all factors to the increase in our local investigations and reports.

Investigations often require close coordination and follow up with community partners such as law enforcement. In all three counties, COG has a strong relationship with law enforcement agencies and other community partners, such as Legal Aid and Samaritan Health Services. In Lincoln County, our APS investigators and management participate in the MDT that the Lincoln County's District Attorney's office facilitates. In Benton and Linn Counties, COG APS staff participates in a Vulnerable Adult Services Team (VAST). In both areas, the teams are tasked with cross reporting, staffing difficult community cases, and collaboratively creating a plan to assist the vulnerable adult, as well as potential prosecution of the alleged perpetrator. The program found success in this model of investigation coordination and will continue to work closely to protect the vulnerable adults in our communities.

### **Principle Activities for 2015-2016:**

- Risk intervention, including assessment and care planning assistance, for persons who are unable to continue normal activities of daily living and care.
- Protective services, including investigation and resolution of alleged abuse and neglect.
- Increase cross reporting with law enforcement agencies and district attorney offices per statutory requirement.
- Collaborate with District Attorneys in all three counties in monthly Elder Abuse MDT meetings.
- Coordinate local community resource teams to increase advocacy and resources directed towards adult protective services, community police officers, attorneys, hospital emergency department managers, home health, and others, as identified.

### **Funding Sources for 2015-2016 Activities:**

- Title XIX Medicaid

# Veterans Services

## **Program Description:**

The Veterans Services program is responsible for providing direction, support, and advocacy for Veterans and their families so they receive their maximum benefits from the U.S. Department of Veterans Affairs (VA), and State and Local Agencies. The program serves Benton County Veterans. Lincoln and Linn County Veterans are served by County staff.

## **Who is Provided Service and How:**

The Veterans Services office provides assistance to Veterans (including dependents and survivors) in applying to the U.S. Department of Veterans Affairs for benefits including health care and monetary benefits of Compensation and Pension.

The Veterans Service office serves over 7,000 Veterans who reside in Benton County, as well as a number of Veterans from Lincoln, Linn, and other counties. In FY 2014, more than 2,000 Veterans walked in the door, the Service Officer conducted over 700 interviews, submitted just over 400 new claims, obtained upwards of \$4 million in new benefits for local Veterans (economic development) and submitted 165 applications for enrollment in the VA health care system.

In addition to helping Veterans file their claims, the Service Officer acts as the claimant's advocate, following up on claims to assure timely processing and reviewing decisions to ensure the claimant is properly granted each benefit. If necessary, the Service Officer helps the claimant file an appeal when the claimant or service officer is not satisfied with the VA's decision.

## **Service and Funding History, Trends, Issues, and Concerns:**

Benton County Commissioners have contracted with COG for administration of this program since 1998. Their intent was to maximize the funds of the Veterans Services Program and the COG Senior and Disability Services Program for Benton County by sharing an office and support in Corvallis. Quite often, the two programs have mutual clients.

Funding for the Veterans Services program includes a historic "fixed" allocation from the State Department of Veterans Affairs, as well as enhancement and expansion funds from the State Legislature distributed through the Oregon Department of Veterans Affairs (ODVA) and passed to the County by the COG. The County contributes additional General Fund allocations.

### **Principle Activities for 2015-2016:**

- Developing and administering the annual budget for the Benton County Veterans Services office.
- Coordinating all Veterans' services in Benton County, involving coordination of related services provided by other agencies and organizations.
- Participating in local, State and National advocacy activities regarding public policies, legislation, services, and facilities affecting Veterans and their families.
- Limited program development activities.
- Reporting to COG, Benton County, and the ODVA and completing required quarterly reports to ODVA.
- Providing outreach services to Oregon State University (OSU) and other community agencies.
- Future projects may include:
  - Participating in the creation of a Veterans Court.
  - Assisting with increased homeless Veteran issues and affordable housing for low income Veterans.
  - Providing increased outreach services to inform County residents about the availability of Veterans (and dependent) benefits.
  - Looking at additional staffing through grants and possible increased revenue from ODVA and Oregon Legislature to expand services and outreach so that we may connect more Veterans with the benefits to which they are entitled, especially compensation and pension (nursing home).

### **Funding Sources for 2015–2016 Activities:**

- Benton County
- ODVA

# RSVP Program

## Program Description:

As one of the largest volunteer efforts in the nation, RSVP helps those ages 55 and over “Re-Invent Their Retirement”, tackling tough local issues and supporting community organizations since 1971.

Community issues are defined by Advisory Councils, which meet quarterly. Council members are representative of their individual communities, creating intentional work plans to ensure that volunteer work is both relevant and impactful.

RSVP’s local focus is *Healthy Futures*, a federally defined measure to help keep seniors aging in place independently. There are currently 470 general RSVP community volunteers, serving in a variety of settings, providing homebound seniors with access to healthy foods, free durable medical equipment, and companionship. In addition, a total of 83 local skilled and certified volunteers offer professional and unbiased financial and medical advice via our *Tax-Aide* and *Senior Health Insurance Benefits Assistance* (SHIBA) programs. These volunteers receive three to five weeks of professional training requiring yearly educational recertification credits, Medicare refresher courses, and monthly support gatherings. These free counseling services are highly visible to our counties as they are currently offered at the Albany Senior Center, Corvallis Chintimini Senior Center, Lincoln City Old Fellows Hall, Newport Avery Building and the Oregon Cascades West Council of Governments. Open enrollment SHIBA walk-in appointments are also routinely offered in rural area community libraries in Philomath, Alsea, Lebanon, Yachats, Waldport, and Monroe.

## Who is Provided Service and How:

Local community partners supported by our volunteers include *Meals on Wheels*, Benton County Hospice, local gleaners, Dial-A-Bus, Stone Soup Corvallis, Food Share of Lincoln County, Long-Term Care Ombudsman, Sweet Home Emergency Ministries, local senior centers, faith-based food and skills banks, and more.

RSVP also sponsors a variety of signature programs that help keep vulnerable populations both physically and financially healthy. These programs stemmed from needs assessments as well as Advisory input, which reflected a gap of community resources in the arena of tax preparation, Medicare advice, access to medical equipment, transportation issues between coastal cities, and existing loneliness in long-term care facilities. RSVP staff and local volunteers’ partner together to run these programs in a cost-effective, meaningful way:

- **SHIBA** is a team of trained and certified local volunteers that provide residents of Benton, Lincoln, and Linn Counties with free, unbiased Medicare advice.
- **VISIT** volunteers are trained to facilitate conversation, enhancing the lives of residents in long-term care facilities in Benton and Linn Counties.
- The **DME Program** provides new, free durable medical equipment to help seniors live safely and independently in Benton, Lincoln, and Linn Counties.
- **Trans-Med** volunteers transport seniors to non-emergency medical appointments within Lincoln County.

- The **Friendly Visitor Program** provides isolated seniors with a meaningful social connection in Lincoln County.
- **Tax-Aide** volunteers provide free tax filing assistance to low to moderate income taxpayers in Benton and Linn Counties.
- **Senior Peer Counseling** provides in-home one-on-one counseling to seniors in need in Benton County.

### **Service and Funding History, Trends, Issues, and Concerns:**

The Corporation for National Community Service (CNCS) serves as the primary sponsor of the RSVP program, requiring a 30% match to ensure local support. We are currently meeting our match requirement.

RSVP continues to plan local fundraiser events in order to meet the budget. A Benton County fundraiser is needed for FY 2015-2016 as Lincoln and Linn Counties already have historic events in place.

RSVP is transitioning from the recruitment of general, administrative volunteers to those that will serve within a strategic plan with measurable goals set and monitored by CNCS. Current work plan goals for the 2015-2016 year include those existing volunteers serving homebound seniors and low-income residents as well as recruiting new volunteers for youth literacy and adult English as a Second Language (ESL) programs.

The Center for Disease Control (CDC) reports that falls continue to be the leading cause of both fatal and non-fatal injuries in older adults. RSVP is working to secure larger grants for the 2015-2016 year to better meet the demand of those underinsured seniors in need of equipment. Traditionally a “grab-bar” program, RSVP is now receiving many requests from seniors requiring larger equipment (rolling chairs, shower stools, etc.) in order to remain in their own homes.

Transportation in Lincoln County continues to be a great need for the coastal communities and the *Trans-Med* program has had several volunteers who have either fallen ill or moved this past fiscal year (FY); RSVP is currently recruiting new drivers for FY 2015-2016 with the help of newly hired staff in the Toledo office.

### **Principle Activities for 2015-2016:**

In Benton, Lincoln, and Linn Counties service activities will come from 553 volunteers in 40 local non-profit and government agencies, with an estimated 102,550 hours served, giving:

- Over 3,000 seniors Medicare benefits counseling via SHIBA programming.
- Over 200 pieces of new, free durable medical equipment to seniors via our DME program.
- Over 60 hours of financial and medical fraud training at Linn Benton Community College and Oregon Coast Community College; educational training of elder abuse awareness via the Newport Chamber of Commerce, Philomath Rotary, Oregon Cascades West Council of Governments’ Elder Abuse Awareness Expo as well as several community senior centers.
- Nearly \$4 million in tax returns back to local residents via our Tax-Aide programs.
- Social connection and companionship to over 56 seniors in local independent living centers via Friendly Visitor, VISIT, and Senior Peer Counseling programs.
- Over 100 rides to local coastal resident seniors needing transportation to medical appointments.
- Tutoring to over 30 local 3rd grade students via Benton, Lincoln, and Linn Counties *Start Making a Reader Today* (SMART) programs.

**Funding Sources for 2015–2016 Activities:**

- Corporation for National and Community Service
- City and County funding
- Donations – private and governmental
- Local fundraisers
- Grants – United Way, Samaritan Health Services, OCW Senior Services Foundation, Confederated Tribe of the Siletz Indians, OSU Folk Club Thrift Shop, Corvallis Kiwanis group, etc.

# Program Administration

## **Program Description:**

Program Administration consists of six parts: general administrative functions; representing the agency at local, State and federal functions; contract and ongoing program administration; development and management of program grants and pilot projects; and, Senior Services Foundation support.

General administrative functions include development of federal and State required plans and budgets, overall direction for Senior and Disability Services operations, advocacy, support of the advisory councils, and partnering with community agencies.

The program is represented by the Program Director at local community meetings, State-level DHS meetings, O4AD activities and federal meetings through n4a and the Administration on Aging.

Contract administration includes managing contracts for services in the areas of legal assistance, respite care, outreach, evidence-based grants, and other services within our region.

As opportunities arise, COG applies for local, State and Federal grants that offer a chance to develop new programs for the region. *Healthy Aging* is one initiative area, as well as local grant funds to support program operations. The SDS program is also assisting in the planning, development, and implementation of the regional CCO and Care Transitions Projects. Each will require a substantial investment of staff time.

The Senior Services Foundation is a non-profit entity established to raise funds to support programs within Senior Services, as well as selected community services. Beyond the fundraising efforts of the Foundation, SDS staff will continue to seek out new grants with local and State partners.

## **Who is Provided Service and How:**

The services provided in Program Administration are through the Program Director, as well as the Executive Assistant and program management staff. The function of Program Administration is to support the staff throughout the organization, as well as the advisory councils, the Senior Services Foundation, and SDS consumers. The public education efforts are targeted to assist and inform all of the citizens in our region about the issues and developments in the field of aging and disability.

## **Service and Funding History, Trends, Issues, and Concerns:**

At this point in time, the State of Oregon has increased our program funding and the COG has experienced an increase in new contracts and grants. Demand for services continues to increase and as demand goes up through the retirement of the boomers and the lingering effects of the recession, system reorganization has been a primary effort and will continue throughout the year.

### **Principle Activities for 2015-2016:**

- Development and administration of Senior and Disability Services annual budget and biennium revenue and expenditure plan.
- Overall direction and administration of Senior and Disability Services.
- Coordination of all Senior and Disability Services activities, including coordination with related services provided by other agencies and organizations.
- Development, monitoring, and assessment contractual services.
- Advocacy activities at local, State, and National levels.
- Program development activities.
- Development of additional sources of funding for priority services.
- Support for the Senior Services Advisory Council (SSAC) and the Disability Services Advisory Council (DSAC).
- Reporting to COG Board members and the Department of Human Services.
- Public information activities.
- Maintenance of quarterly client service reporting system.
- Information and assistance for disability agencies and senior organizations.
- Contract for legal aid services for clients and monitor services quarterly.
- Continue to contract for respite care with the Senior Companion Program, Addus Health Care and Grace Adult Day Care Center, and monitor services regularly.
- Work with the senior and community centers in the region to expand programs that serve seniors.
- Implement fundraising strategy that includes solicitation from major donors, engagement of service clubs, and requests of funding from planned giving programs and foundations.
- Provide program and service information through various media at least semiannually and distribute it to donors, Foundation Board members, SSAC members, and COG Board members.
- Support for the Senior Services Foundation.
- Continue to support Emergency and Disaster Preparedness Plan for Senior and Disability Services staff and critical client care.
- Continue role as n4a Board member for Region X and work with n4a.
- Support annual *Ageing Well Expo* in Benton and Linn Counties.
- Evaluate the development of a Veterans Directed Home and Community Based Services Project in the region.
- Participate in IHN CCO development activities.
- Develop the Care Transitions and Health Navigator programs as a part of health transformation in Oregon.
- Work with O4AD and advocacy groups to provide input on the OHA changes to the health care system in Oregon.
- Publish reports of senior service activities in senior-orientated publications, area newspapers, radio, television shows, and through the Internet.
- Continue development of accessible material on the COG web portals.
- Continue to expand the *Money Management Program* to all three counties and develop a representative payee program.

### **Funding Sources for 2015–2016 Activities:**

- Title XIX Medicaid Older Americans Act

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# Community Development

## Program Description:

Improving the quality of life for residents in our region has been the mission of COG since its inception. COG has a professional staff to assist communities, especially smaller communities, with specialized tasks for which they do not have in-house expertise. COG is “owned” by its members and works with their staff on an ongoing basis and, thereby, has a depth of understanding of community dynamics that is important to the success of projects.

## Program Matrix:

Program	Purpose / Intent	Program Components
<b><i>Community Facilities Development</i></b>	Assist local governments to develop facilities plans, obtain financing, and construct facilities.	<ul style="list-style-type: none"> <li>• Project development</li> <li>• Grant writing and grant management</li> <li>• Issue resolution</li> </ul>
<b><i>Planning and Technical Assistance</i></b>	Assist local governments and other community development entities to meet community and organizational needs.	<ul style="list-style-type: none"> <li>• Planning services</li> <li>• Facilitation services</li> <li>• Miscellaneous technical assistance</li> </ul>

## Program Area Oversight Committee or Commission:

- Community and Economic Development Committee
- Project-specific committees

## Principle Program Area Documents:

Comprehensive Economic Development Strategy (CEDS)

For a copy of this document, contact Emma Chavez at [echavez@ocwcog.org](mailto:echavez@ocwcog.org) Charlie Mitchell at [cmitchell@ocwcog.org](mailto:cmitchell@ocwcog.org).

## Relationship to other Local, State, and Federal Programs:

COG works with a variety of local, State and Federal agencies and private organizations. Principle public partners include the Oregon Business Development Department (OBDD), Department of Land Conservation and Development (DLCD), Oregon Housing and Community Services, U.S. Forest Service, Economic Development Administration (EDA), the Governor’s South Valley Regional Solution Team, and U.S. Rural Development.

In 2011, the COG formed the non-profit Cascades West Community Development Corporation to assist the COG and its members with access to corporation, foundation, and other funds for its projects and those of its members. In 2013, the Corporation applied for exempt status with the IRS.

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# Economic Development

## Program Description:

The objectives of this program are to encourage new employment opportunities and promote a more stable and diversified economy in the Southern Willamette Valley and Central Coast.

## Program Matrix:

<b>Program</b>	<b>Purpose / Intent</b>	<b>Program Components</b>
<b><i>Business Lending</i></b>	Provide access to capital through COG's business loans to support private sector growth and investment. COG's Lending program results in the creation and retention of jobs in its member communities.	<ul style="list-style-type: none"> <li>• Five COG Direct Loan Programs</li> <li>• Cascades West Financial Services Incorporated (CWFSI) contract – SBA504</li> <li>• SBA (7a) programs</li> <li>• Lincoln County Loan Program</li> <li>• Lincoln City Urban Renewal Business Expansion Program</li> </ul>
<b><i>Regional Economic Development Planning and Administration</i></b>	Convene partners in Benton, Lane, Lincoln, and Linn Counties to collaborate to address economic issues of mutual concern.	<ul style="list-style-type: none"> <li>• Cascades West Economic Development District</li> <li>• COG Community and Economic Development Committee Work Program</li> </ul>
<b><i>Technical Assistance</i></b>	Assist jurisdictions in identifying and acting on economic development opportunities and resolving issues affecting economic investment.	<ul style="list-style-type: none"> <li>• Grant writing</li> <li>• Project development and management</li> </ul>

## Program Area Oversight Committee or Commission:

- **Loan Program Advisory Committee:** Committee of the COG Board that provides input and advice on the COG's loan programs and contractual lending services provided by COG.
- **Loan Review Subcommittee:** Reviews and provides recommendations on business loan requests for funding.
- **Cascades West Economic Development District Board:** Meets annually to review and approve the District Work Plan and Comprehensive Economic Development Strategy (CEDs).
- **Community and Economic Development Committee:** Committee of the COG Board that provides assistance in the identification of and action on community development and economic development issues.

### **Principle Program Area Documents:**

- **Comprehensive Economic Development Strategy:** federal requirement for Economic Development Districts
- Economic Development Work Program

### **Professional Services Contracts:**

CWFSI/COG contract

Lincoln County/COG Intergovernmental Agreement (IGA)

Lincoln City Urban Renewal Business Expansion Loan Program IGA

### **Direct Loan Program Documents:**

Rural Development Fund Work Plan

Department of Agriculture Federal Regulations, Notices and Policies

Revolving Loan Fund Work Plan

Department of Commerce Federal Regulations, Notices and Policies; SBA Standard Operating Procedures and Regulations

Business Investment Fund Work Plan

Lincoln County Work Plan

Lincoln City Urban Renewal Business Expansion Loan Program Work Plan

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### **Relationship to other Local, State, and Federal Programs:**

- State and Federal Economic Development agencies: OBDD, Oregon Employment Department, EDA, USDA Rural Development, and U.S. Department of Commerce and U.S. Small Business Administration (SBA).
- Local agencies: Economic development partnerships, Small Business Development Centers, staff and elected officials of cities and counties, staff of other economic development districts in Oregon.
- Private sector lenders, attorneys, accountants and other service providers, including Cascades West Financial Services, Inc.

# Business Lending

## **Program Description:**

COG's Business Lending Program delivers professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs. Through contracts, the COG 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.

## **Who is Provided Service and How:**

Private small businesses access capital and technical assistance through the various programs providing funding for start up, expansion, and retention projects. The programs are geared toward companies that are unable to obtain adequate funding through conventional private sector sources.

## **Service and Funding History, Trends, Issues, and Concerns:**

**Cascades West Financial Services, Inc., and other Contractual Services:** Cascades West Financial Services, Inc., (CWFSI), is an SBA certified development corporation that COG contracts with to provide SBA 504 loans to businesses throughout Oregon. Lane, Mid-Willamette Valley, and Oregon Cascades West Councils of Governments have contracts with CWFSI to originate and service loans in their respective regions. Since inception, COG has processed over 340 loans with CWFSI. Currently, there are 46 SBA 504 loans in the COG's portfolio. In addition to working with CWFSI, COG has historically provided support to lending programs offered by its member governments on a contractual basis. For FY 2015-2016, COG will assist Lincoln County and Lincoln City Urban Renewal District with their business loan programs, as well.

**COG's Direct Loan Programs:** The COG's local loan programs are needed to fund smaller projects than the CWFSI SBA 504 program, filling the gap for projects that need funding from \$5,000 - \$250,000. Generally, a COG loan is only part of the funding for a business start-up or expansion with other funds provided by conventional lenders and/or investors. COG loans are generally subordinate to participating lenders and require equity or cash injection by the borrower. The COG program has several funds from which loans can be made, depending upon the nature of the project. The Revolving Loan Fund and Business Investment Fund were originally capitalized through grants and the Rural Development Funds through borrowed capital provided by the U.S. Department of Agriculture. COG has processed nearly 414 loans through local loan programs overtime and as of January 2015, there were 49 in our portfolio. COG relies on earnings in these programs to fund lending activities and operations. Earnings consist of loan fees, servicing fees, and interest income.

## **Principle Activities for 2015-2016:**

- Operation of COG's Business Lending Program.
- Professional Small Business Administration lending origination and servicing for CWFSI.
- Professional lending service contracts for member jurisdictions.

## **Funding Sources for 2015-2016 Activities:**

- CWFSI contracts
- Loan Program revenue
- Lincoln County contract
- Lincoln City Urban Renewal contract

# Regional Economic Development Planning and Administration

## **Program Description:**

The COG advocates for the economic development needs of its region, promotes coordination of economic development efforts, and develops and works to implement a regional strategic action plan.

## **Who is Provided Service and How:**

The COG is the State and Federally recognized Economic Development District for Benton, Lane, Lincoln, and Linn Counties. The COG has a contract with the Lane Council of Governments to provide services in Lane County.

## **Service and Funding History, Trends, Issues, and Concerns:**

**Economic Development District:** The COG was designated an Economic Development District in 1977 which made the area eligible for federal Economic Development Administration (EDA) funds for planning and project development. Lane County joined the District in 1985 so that Lane County could also qualify to receive these funds. The COG retained administrative responsibilities for the entire area.

Originally, funding for the District was sufficient to cover approximately one FTE working in our three counties; funding currently covers the costs of the activities of approximately .25 FTE. The current limited funding is not adequate to support major projects. Instead, the funds are used for technical support to communities, staffing the annual District Board meeting, and meetings of the Community and Economic Development Committee, development of the federally required Comprehensive Economic Development Strategy (CEDS) for the four-county region, coordination with the other districts in the State, and the grant preparation, and reporting required of EDA. A detailed economic development work plan for the Benton, Lincoln, Linn County region was adopted in fall 2010 and will continue to guide CEDS work. Work on updating the current CEDS has begun.

## **Principle Activities for 2015-2016:**

- Annual Board meeting and associated regional economic forum.
- Periodic convening of economic development professionals in the region to address issues of mutual interest.
- Support for projects seeking Federal or State economic development funds.
- Complete work to update CEDs.
- Implementation of CEDS and work plan.
- Improving industrial land readiness.
- Expanding capital for community and economic development projects.
- Supporting entrepreneurial development and business cluster growth.

## **Funding Sources for 2015–2016 Activities:**

- Economic Development District: EDA grant, match, COG dues

# Technical Assistance and Miscellaneous Projects

## **Program Description:**

The COG provides support for local economic development initiatives through research, grant writing, project development and management, and technical assistance.

## **Who is Provided Service and How:**

Communities within the region contract with the COG for services, or the COG provides services through contracts with funding entities, such as the Oregon Business Development Department or the Federal Economic Development Administration.

## **Service and Funding History, Trends, Issues, and Concerns:**

COG provides these services when a project is multi-jurisdictional, the organization has expertise that local jurisdictions themselves do not, and/or the funding entity chooses to work with/through regional agencies.

The *Regional Industrial Lands and Wetlands Mitigation Project* (examining the extent to which wetlands constrain economic investment and identifying options to remove barriers to development of lands containing wetlands), is an example of an ongoing inter-jurisdictional project. An expedited regional permit for impacting wetlands on industrially zoned sites is pending and the project will continue in FY 2015-2016 to explore wetland mitigation solutions and other development readiness needs.

As a second example, in 2013, COG provided environmental review and technical assistance support to Linn Benton Community College to fulfill NEPA requirements during the application phase for construction of their new Advanced Transportation Technology Center in Lebanon.

## **Principle Activities for 2015-2016:**

- Regional Industrial Lands and Wetlands Mitigation Project.
- Assistance to members in accessing funding provided through State and Federal programs.
- Other projects as requested.

## **Funding Sources for 2015–2016 Activities:**

- Federal, State, and local sources

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# Transportation

## Program Description:

The COG provides support for regional and other multi-jurisdictional transportation work including the monitoring of trends and emerging issues, needs, and advocacy. The COG also assists local jurisdictions with transportation planning and related work, particularly where these involve a significant coordination and facilitation component.

## Program Matrix:

<b>Program</b>	<b>Purpose / Intent</b>	<b>Program Components</b>
<b><i>Cascades West Area Commission on Transportation (CWACT)</i></b>	Regional forum for discussion and action on transportation issues.	<ul style="list-style-type: none"> <li>• Support to Commission, Executive Committee, and Technical Advisory Committee</li> </ul>
<b><i>Corvallis Area Metropolitan Planning Organization (CAMPO)</i></b>	Federally mandated transportation planning organization for the Corvallis area responsible for identifying transportation projects eligible to receive federal transportation funds.	<ul style="list-style-type: none"> <li>• Support to Policy Board and Technical Advisory Committee</li> <li>• Regional Transportation Planning and Project Programming</li> </ul>
<b><i>Albany Area Metropolitan Planning Organization (AAMPO)</i></b>	Federally mandated transportation planning organization for the Albany area responsible for identifying transportation projects eligible to receive federal transportation funds.	<ul style="list-style-type: none"> <li>• Support to Policy Board and Technical Advisory Committee</li> <li>• Regional Transportation Planning and Project Programming</li> </ul>
<b><i>Transportation Demand Management (TDM) (aka Transportation Options)</i></b>	Expand alternatives to the use of single-occupancy vehicles thus increasing mobility choice and reducing costs of travel for individuals and society.	<ul style="list-style-type: none"> <li>• Valley Van Pool</li> <li>• Cascades West Rideshare</li> <li>• Safe Routes to School</li> </ul>
<b><i>Cascades West RideLine</i></b>	Improve access to transportation for Medicaid clients, seniors, persons with disabilities, and others with mobility limitations.	<ul style="list-style-type: none"> <li>• Brokerage that coordinates transportation services for those with mobility limitations</li> <li>• Call Center</li> </ul>
<b><i>Linn County Special Transportation Program</i></b>	Enhancement of transportation services for seniors and persons with disabilities residing in Linn County.	<ul style="list-style-type: none"> <li>• Support to Linn County Special Transportation Committee</li> <li>• Identification and pursuit of opportunities to improve services</li> </ul>
<b><i>Miscellaneous Projects</i></b>	Improvement of the regional and community transportation systems.	<ul style="list-style-type: none"> <li>• Local and regional transportation planning</li> <li>• Transportation studies</li> <li>• Advocacy for local and regional transportation needs</li> </ul>

### **Program Area Oversight Committee or Commission:**

- **Albany Area MPO Policy Board:** Intergovernmental entity responsible for regional transportation planning in Albany, Jefferson, Millersburg, Tangent, and portions of Benton and Linn Counties.
- **Cascades West Area Commission on Transportation:** Committee of the COG Board chartered by the Oregon Transportation Commission to provide input and recommendations to that body.
- **Corvallis Area MPO Policy Board:** Intergovernmental entity responsible for regional transportation planning in Corvallis, Philomath, Adair Village, and metropolitan Benton County.
- **Transportation Brokerage Advisory Committee:** Provides input for the operation of the non-emergent medical transportation ride brokerage.
- **Linn County Special Transportation Advisory Committee:** Oversees special transportation program in Linn County.

### **Principle Program Area Documents:**

- **AAMPO:** Annual Work Program, Regional Transportation Plan and Transportation Improvement Program Transportation Demand Management (TDM): Work Program approved by ODOT.
- **CWACT:** Work Program adopted by CWACT and approved by ODOT.
- **CAMPO:** Annual Work Program,
- **CAMPO Regional Transportation Plan Ride Brokerage:** Contract with Intercommunity Health Network Coordinated Care Organization and provider with Oregon Health Authority.

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### **Relationship to other Local, State, and Federal Programs:**

- **CWACT:** Oregon Department of Transportation (ODOT), Oregon Transportation Commission, local jurisdictions, other Area Commissions on Transportation (ACTs), primarily in ODOT Region 2.
- **CAMPO:** Corvallis, Philomath, Adair Village, Benton County, ODOT, Federal Highway Administration, Federal Transit Administration, and other Oregon Metropolitan Planning Organizations (MPOs).
- **AAMPO:** Albany, Jefferson, Millersburg, Tangent, Benton and Linn Counties, ODOT, Federal Highway Administration, Federal Transit Administration, and other Oregon MPO's.
- **TDM:** ODOT, local jurisdictions, Cherriots Rideshare, and Lane Transit District.
- **Ride Brokerage:** Intercommunity Health Network - CCO, OHA, DHS, organizations providing transportation for seniors and persons with disabilities, agencies providing medical and other services to seniors and persons with disabilities.
- **Special Transportation:** Linn County Special Transportation Advisory Committee, Linn County Board of Commissioners, ODOT, providers of transportation services in Linn County; special transportation coordinators in other counties.

# Cascades West Area Commission on Transportation

## **Program Description:**

COG 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.

## **Who is Provided Service and How:**

These services are provided to the jurisdictions within COG's region and are funded primarily by ODOT.

## **Service and Funding History, Trends, Issues, and Concerns:**

For over two decades, COG has brought together member governments to resolve transportation issues and promote sound transportation policy, planning, and programs in the region. These efforts originated with the tri-county Highway 20 Task Force, expanded to include other issues in addition to highways with the COG Transportation Advisory Committee and, in 1998, evolved into the Cascades West Area Commission on Transportation.

As an ACT, this body advises the Oregon Transportation Commission on transportation matters affecting the region, including providing recommendations on funding transportation projects included in the Statewide Transportation Improvement Program. This regional transportation body has long-maintained a list of regional highway improvement projects and over the years has seen many of those projects constructed. Current State and Federal funding levels are inadequate to fully address high-priority needs and only within recent years has funding for non-highway projects (transit, rail, marine) improved through the *Connect Oregon Program*. The ACT provides recommendations regarding these investments as well.

## **Principle Activities for 2015-2016:**

- Assist members to access funding for transportation projects.
- Input to the Statewide Transportation Improvement Program.
- Input and recommendations regarding State plans, policies and programs.
- Coordination with Corvallis Area MPO, Albany Area MPO and with other ACTs.

## **Funding Sources for 2015–2016 Activities:**

- ODOT and COG dues, if necessary

# Corvallis Area Metropolitan Planning Organization

## **Program Description:**

COG provides support to the Corvallis Area Metropolitan Planning Organization (CAMPO), including maintaining information and decision-making systems, and transportation planning and programming.

## **Who is Provided Service and How:**

COG provides services to CAMPO via an intergovernmental agreement.

## **Service and Funding History, Trends, Issues, and Concerns:**

CAMPO is a federally-required regional transportation planning entity comprised of the cities of Corvallis, Adair Village, and Philomath, plus Benton County and ODOT. CAMPO became operational in 2003. CAMPO's first Regional Transportation Plan was adopted in the fall of 2006.

The Federal Highway Administration, the Federal Transit Administration and ODOT fund the MPO's activities. MPOs are required to develop long-range transportation plans and identify transportation improvements needed in metropolitan areas in order for federal transportation funds to be expended in the area. The Oregon Transportation Commission consults with MPOs regarding the funding of transportation projects within their regions.

## **Principle Activities for 2015-2016:**

- Support for the MPO's Policy Board.
- Coordination with other MPOs and regional planning entities such as the CWACT.
- Compliance with federal and State reporting requirements.
- Update of the Regional Transportation Plan.

## **Funding Sources for 2015–2016 Activities:**

- ODOT (Federal Highway Administration and Federal Transit Administration funds)

# Albany Area Metropolitan Planning Organization

## **Program Description:**

COG provides support to the Albany Area Metropolitan Planning Organization (AAMPO), including maintaining information and decision-making systems, and transportation planning and programming.

## **Who is Provided Service and How:**

COG provides services to AAMPO via an intergovernmental agreement.

## **Service and Funding History, Trends, Issues, and Concerns:**

AAMPO is a federally-required regional transportation planning entity comprised of the cities of Albany, Jefferson, Millersburg, and Tangent, plus Benton and Linn Counties, and ODOT. AAMPO became operational in 2013.

The Federal Highway Administration, the Federal Transit Administration, and ODOT fund the MPO's activities. MPOs are required to develop long-range transportation plans and identify transportation improvements needed in metropolitan areas in order for federal transportation funds to be expended in the area. The Oregon Transportation Commission consults with MPOs regarding the funding of transportation projects within their regions.

## **Principle Activities for 2015-2016:**

- Support for the MPO's Policy Board.
- Coordination with other MPOs.
- Compliance with Federal and State reporting requirements.

## **Funding Sources for 2015–2016 Activities:**

- ODOT (Federal Highway Administration and Federal Transit Administration funds)

# Transportation Demand Management

## **Program Description:**

The Transportation Demand Management (TDM) program has three components: Cascades West Rideshare that administers *Drive Less Connect* (DLC), the free online matching service; *Valley VanPool* that provides commuter vanpool support; and the expansion of alternative modes of transportation, as well as informing the public about these alternative services.

## **Who is Provided Service and How:**

Residents, travelers, and employers in COG's region can access Cascades West RideShare, *Valley Vanpool*, and other services through COG's websites. Staff works with local jurisdictions and employers, as funding permits, to expand transportation options available in its region.

## **Service and Funding History, Trends, Issues, and Concerns:**

COG has offered carpool services since the late 1980s. COG administers the Regional Network of DLC as well as maintaining a rideshare website where the public can register carpools and vanpools and find information on transportation options, including rail and transit services. ([www.cwride.org](http://www.cwride.org), [www.drivelessconnect.com](http://www.drivelessconnect.com), or [www.valleyvanpool.info](http://www.valleyvanpool.info))

In 2000, COG began assisting commuters to organize vanpools. *Valley VanPool* was created in 2002 as collaboration with Cherriots Rideshare and Lane Transit to increase the visibility of the vanpool option. There are currently more than twenty Valley VanPool vans serving the Willamette Valley. The vanpool program reduces vehicle miles traveled (VMT) by roughly 1,000,000 miles per year in the COG region alone, a significant contribution to reducing roadway congestion and maintenance of good air quality.

Additional ODOT funding beginning in 2012 provided enhanced community outreach and building public awareness to help area residents find economic and convenient ways to commute and travel.

## **Principle Activities for 2015-2016:**

- Maintenance of carpool and vanpool matching services; assistance to commuters in forming new vanpools (as resources permit).
- Collaboration with ODOT in the enhancement of the multistate ride-matching system.
- Maintenance of websites; dissemination of information on transportation alternatives.
- Support of *Safe Routes to Schools Programs*.
- Expansion and improvement of park and ride network and other activities consistent with ODOT approved work program, as resources permit.
- Expansion of vanpool services to link the Mid-Willamette Valley and the central Oregon Coast.

## **Funding Sources for 2015–2016 Activities:**

- Rideshare/ODOT
- Match provided by COG dues

# Cascades West RideLine

## **Program Description:**

Cascades West RideLine is a ride brokerage that coordinates non-emergency medical transportation for Medicaid clients and others with mobility limitations.

## **Who is Provided Service and How:**

Currently, the brokerage arranges transportation for Medicaid clients that need assistance in reaching medical appointments and for a limited range of other DHS clients.

## **Service and Funding History, Trends, Issues, and Concerns:**

The development of the brokerage to serve Medicaid clients was funded through a contract with the Oregon Department of Human Services; with match funding provided by the Oregon Department of Transportation, and Benton, Lincoln and Linn Counties. The brokerage has been fully funded with Federal Title XIX funds provided to COG through a contract with the Oregon Health Authority (OHA). Cascades West RideLine began coordinating non-emergency medical transportation for Medicaid clients in March 2005. The brokerage is coordinating an average of 10,500 rides per month. Other sources of funding would allow the brokerage to coordinate rides for additional types of needs.

In 2012-2013, people served by the Oregon Health Plan (Medicaid) began receiving care through new groups called Coordinated Care Organizations (CCO). Because of this transition, most of the non-emergent medical transportation coordinated by the COG's brokerage is no longer funded through a contract with DHS, but funded through a contract with the local CCO, which is Samaritan InterCommunity Health Network. A smaller contract with the State will be maintained to provide transportation for those few patients who remain with DHS and are not covered by the new CCO.

## **Principle Activities for 2015-2016:**

- Coordination of rides for Medicaid clients.
- Expansion of operations to serve non-Medicaid clients, funding permitting.

## **Funding Sources for 2015–2016 Activities:**

- Medicaid services: DHS (Title XIX – Medicaid)
- Other services: grants and contracts, as available

# Linn County Special Transportation Program

## **Program Description:**

COG provides administrative support for the Linn County Special Transportation Program. This includes coordination of the annual funding allocation to special transportation service providers, development and management of contracts with service providers, support for the Special Transportation Advisory Committee, maintenance of vehicle inventory, and preparation of reports required by ODOT.

## **Who is Provided Service and How:**

COG provides this service through an intergovernmental agreement with Linn County.

## **Service and Funding History, Trends, Issues, and Concerns:**

The basic program is funded by Linn County and through an administrative fee charged to transportation, providers awarded State Special Transportation Formula (STF) funds.

In 2007, COG completed a strategic plan for special transportation services (funded through an ODOT discretionary grant). The Linn County planning effort was coordinated with similar efforts in Benton and Lincoln Counties to ensure that issues related to cross-county travel, or that might benefit from cross-county coordination, were considered. The strategic plan was updated in 2009.

## **Principle Activities for 2015-2016:**

- Coordination of funding allocation process.
- Management of contracts with transportation providers.
- Record management and reporting to State, County and federal agencies.
- Implementation of the strategic plan, including assistance with development of service enhancements and expansions.

## **Funding Sources for 2015–2016 Activities:**

- Linn County
- Transportation providers
- ODOT

# Miscellaneous Transportation Projects

## **Program Description:**

Assistance to the regional community and local communities with transportation projects, plans, and studies.

## **Who is Provided Service and How:**

Services are provided at the request of a local jurisdiction or as an outcome of the work of the Area Commission on Transportation or other multi-jurisdictional collaboration. Funding is typically provided by a local jurisdiction or the State of Oregon via contract or intergovernmental agreement. COG may utilize dues to cover costs of applying for funds or developing scopes of work and contracts for these projects.

## **Service and Funding History, Trends, Issues, and Concerns:**

An example of a recent project is the effort to access funding to improve veterans transport services. Past projects include: examination of the feasibility of forming a transportation district to serve portions of Benton and Linn Counties; a study of the options for the multi-modal station in Albany; investigation of economic development potential related to rail services in the Toledo/Sweet Home short line rail corridor; and assistance to Benton County in the development of the Bellfountain Road Corridor Refinement Plan.

## **Principle Activities for 2015-2016:**

- COG will maintain capacity to respond to requests for service.

## **Funding Sources for 2015–2016 Activities:**

- COG Transportation Dues
- Local contracts

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# Business Services

## Program Description:

Business Services is a new program to develop innovative services or extend internal services to member governments and other non-profit entities in the COG region. This will be accomplished by developing new partnerships, programs, and projects including consultative and technical services to other governmental agencies, community organizations, businesses, and the general public.

## Program Matrix:

Program	Purpose / Intent	Program Components
<b>Local Government Services</b>	Coordinate and monitor agency local government and other services programs  Provide consultative and technical assistance	<ul style="list-style-type: none"> <li>• Technology Services</li> <li>• Human Resource Services</li> <li>• Financial Services</li> <li>• Project Administration Services</li> <li>• Research opportunities to provide new services</li> <li>• Identify additional funding resources</li> <li>• Facilitate region-wide communication</li> <li>• Grant Writing</li> </ul>

## Program Area Oversight Committee or Commission:

- **Relating to Local Government Services:** Business Services collaborates with agency programs, participates in senior leadership discussions, and provides periodic reports of external activity to the Board.

## Principle Activities for 2015–2016:

- Implement planning and project administration processes in support of agency initiatives.
- Provide technical and consultation for projects and information requests.
- Identify and develop internal services as products for external groups.
- Develop mechanisms for service delivery.
- Secure funding for initiatives, local governments, and community partners.

## Funding Sources for 2015–2016 Activities:

- Funding is primarily from departmental, contracts, and fee for service

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# General Administration

## Program Description:

General Administration provides overall management of the agency's programs, technology and facilities, and includes functions shared by all departments for efficiency.

## Program Matrix:

<b>Program</b>	<b>Purpose / Intent</b>	<b>Program Components</b>
<b><i>General Management</i></b>	Oversight of all programs and activities of COG. Interfacing with Federal, State and local governments regarding current and potential programs. Ensure that issues are presented to the Board and Board policy is implemented.	<ul style="list-style-type: none"> <li>• Executive Director, Deputy Director, and contracted legal services</li> </ul>
<b><i>Financial Management</i></b>	Consolidated management of agency, programs, and purchasing and financial functions.	<ul style="list-style-type: none"> <li>• Budget and budget law management</li> <li>• Support for program staff during development of program contracts and budget</li> <li>• Payroll management</li> <li>• Accounts payable and receivable</li> <li>• Audit and federal single audit requirements</li> <li>• Financial reporting and compliance</li> <li>• Centralized purchasing</li> </ul>
<b><i>Human Resources Management</i></b>	<p>Consolidated management of all agency and program personnel matters.</p> <p>Support to member jurisdictions, as requested.</p>	<ul style="list-style-type: none"> <li>• Management of recruitment, hiring, personnel, compensation, and classification</li> <li>• Manages agency benefits program</li> <li>• Manages agency labor relations</li> <li>• Prepares amendments to COG personnel policies</li> </ul>

<p style="text-align: center;"><b>Technology Management</b></p>	<p>Manage computer, telephone and networking systems, and related services to the agency's departments.</p>	<ul style="list-style-type: none"> <li>• Network servers and infrastructure</li> <li>• Internet, data, and telecom lines</li> <li>• Telephone systems</li> <li>• Video conferencing system</li> <li>• Business continuity</li> <li>• Desktop computers and associated software</li> <li>• Help Desk for Tech Support</li> <li>• Technology Purchasing</li> </ul>
<p style="text-align: center;"><b>Facilities Management</b></p>	<p>Coordinate facilities maintenance and related services for all agency locations.</p>	<ul style="list-style-type: none"> <li>• Direct and contracted maintenance of the two COG-owned facilities in Albany and Toledo</li> <li>• Lease management for the Corvallis COG office</li> </ul>

**Program Area Oversight Committee or Commission:**

- **COG Board of Directors** is responsible for setting overall COG policy, including authorizing programs and services provided by COG. The Board is the final authority regarding COG's budget, functions, and policies.
- **Executive Committee** is responsible for oversight of operations consistent with policy adopted by the Board of Directors and is empowered to act in the place of the Board between Board meetings, if necessary.
- **Finance/Budget Committee** is responsible for monitoring the COG budget as it is developed and managed. Most financial issues are presented to this committee for in-depth consideration before the Board of Directors takes action.
- **City and county managers of COG member agencies** meet monthly at which time agency issues can be presented for their information and advice, and the managers are apprised of major issues that their jurisdiction's representative to the COG Board will be addressing at upcoming Board meetings. Local government management issues comprise the bulk of their meeting agendas.

**Principle Program Area Documents:**

- **COG Articles of Agreement** specifies the authority of the agency as granted by the member governments.
- **COG Bylaws** specifies the rules of operation.
- **Personnel Policies** governs employee rules and benefits that are not otherwise abridged by the COG Labor Contract.
- **Labor Contract** provides rules and benefits for employees represented by the labor union.
- **COG Financial Procedures Manual** specifies procedures to be followed by agency employees regarding the management of all financial matters.
- **COG Managers Manual** specifies management rules, procedures, and policies.

*For a copy of these documents contact [ccarlton@ocwcog.org](mailto:ccarlton@ocwcog.org).*

### **Relationship to other Local, State and Federal Programs:**

Staff of the COG General Administration Department meets periodically with their counterparts, primarily at the local and State level, to resolve program-operating issues and maintain information flow regarding existing and new programs, and program rules.

The Executive Director maintains relationships with counterparts at other Oregon Council of Government's and with the director of the three-county Community Services Consortium, which is a parallel agency providing different regional programs on behalf of Benton, Lincoln, and Linn Counties. The Executive Director represents the agency and, on occasion, all Oregon Councils of Governments, from an administrative point of view, on various State and Federal boards, commissions and committees as appropriate opportunities arise and as the needs of the agency or region dictate.

### **Service and Funding History, Trends, Issues and Concerns:**

In the late 1960s, local governments in Benton and Linn Counties formed the Linn-Benton Association of Governments (LBAOG) to qualify member governments for certain federal programs. In the early 1970s, Governor McCall divided the State into administrative districts. His action lead to Lincoln County joining the existing LBAOG and the agency being renamed consistent with the State administrative district: Oregon District 4 Council of Governments.

As Federal and State programs of a regional nature evolved, the agency modified its programs. In the late 1980s and 1990s, the agency took on more and more direct program administration functions and began administering regional programs on behalf of other regional policy boards to minimize administrative duplication and maximize coordination. This included programs that geographically extend beyond the three-member counties. Consistent with this role expansion, the agency changed its name to Oregon Cascades West Council of Governments.

Currently, the COG is focused on:

1. the delivery of State and Federal programs available to local governments for operation;
2. assistance to member governments applying for and implementing grants and loans to improve their community infrastructure;
3. intergovernmental coordination and advocacy for the region; and
4. as requested by members, operation of programs and/or the conduct of studies.

The recent economic recession and associated State budget shortfalls impacted the COG budget in the last several years, particularly in Senior and Disability Services, which has seen rising caseloads without a commensurate increase in funding for staffing. Funding for the biennium remains tenuous given anticipated State revenue shortfalls current for the biennium.

### **Principle Activities for 2015–2016:**

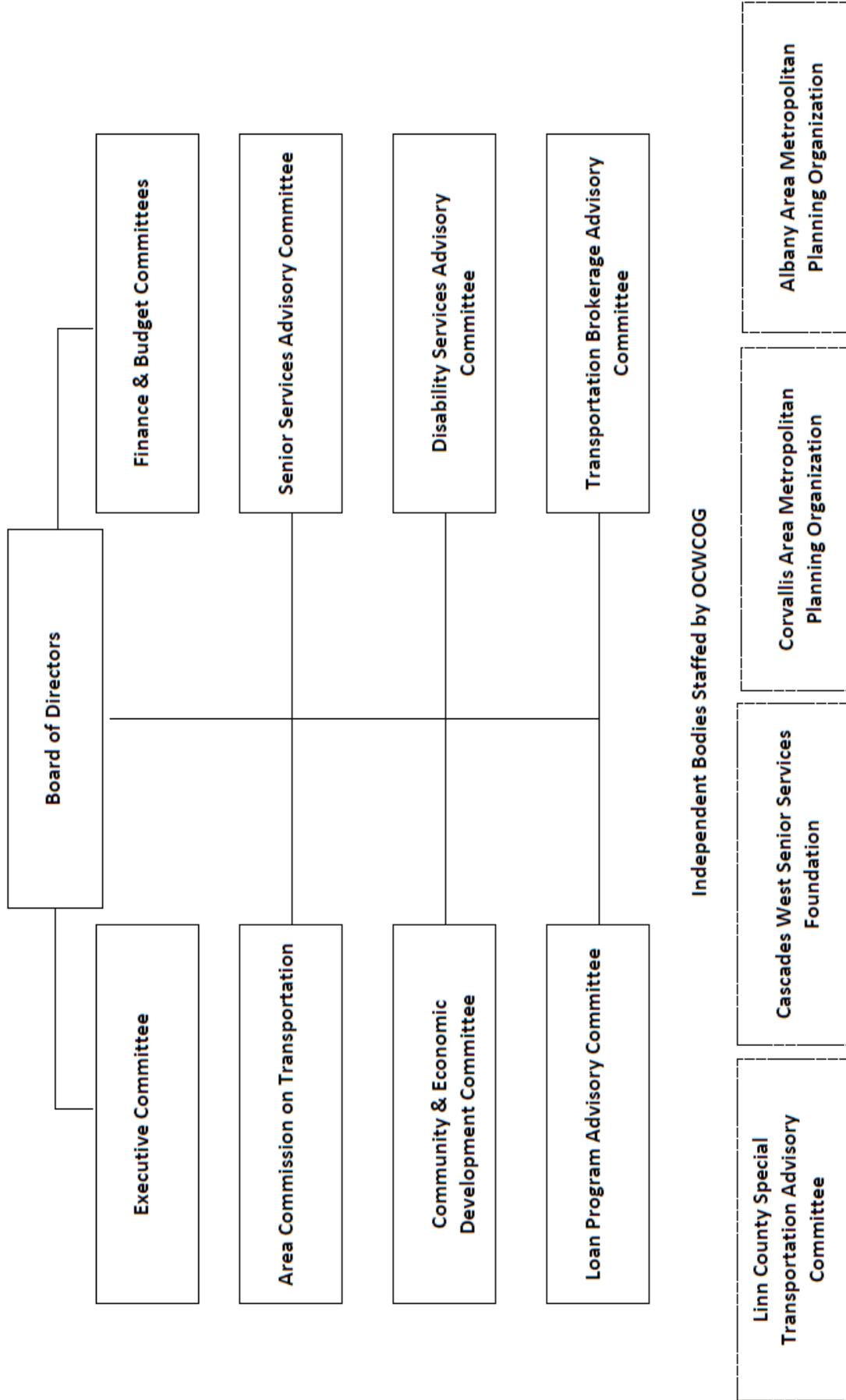
The General Administration staff are responsible for the general administrative functions of the COG as outlined above. They also assist member jurisdictions and other local partners with human resources, administrative, technology, and fiscal issues as requested.

- Increase visibility of the COG with member jurisdictions and the general public and engage with member jurisdictions to ensure that services offered meet their needs.
- Create a Data, Analytics, and Information Center to provide mapping, data, analytics, and information services to staff, COG members, and partners.
- Restructure and rename the Oregon Cascades West Community Development Corporation 501(c)(3) to become an active innovation hub.
- Enhance current HR Management services by creating a centralizing an agency-wide intern and fellows program, and by creating and implementing an internal training curriculum to maintain legal compliance and encourage staff professional development.
- Enhance current Fiscal Management services by centralizing agency grants/contracts and purchasing.

### **Funding Sources for 2015–2016 Activities:**

The General Administration Department is funded primarily from indirect charges to the operational departments of COG.

# COG Board and Committees



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# Acronym List

AAMPO	Albany Area Metropolitan Planning Organization	OAA	Older Americans Act
ACA	Federal Affordable Care Act	OAAPI	Office of Adult Abuse Prevention and Investigations
ACT	Area Commission on Transportation	OBDD	Oreong Business Development Department
ADLS	Activities of Daily Living	OCCP	<i>Oregon Community Choices</i> Program
APD	Aging and People with Disabilities	ODOT	Oregon Department of Transportation
APS	Adult Protective Services	ODVA	Oregon Department of Veterans Affairs
Board	Board of Directors	OHA	Oregon Health Authority
CAMPO	Corvallis Area Metropolitan Planning Organization	OHP	Oregon Health Plan
CCO	Coordinated Care Organizations	OPI	Oregon Project Independence
CDC	Center for Disease Control	OSIP	Oregon Supplemental Income Program
CEDS	Comprehensive Economic Development Strategy	OSU	Oregon State University
CMS	Centers for Medicaid and Medicare Services	PEARLS	<i>Program to Encourage Active and Rewarding Lives</i>
CNCS	Corporation for National and Community Service	QMB	Qualified Medicare Beneficiary Program
COG	Council of Government	RSVP	Retired Seniors Volunteer Program
CWACT	Cascades West Area Commission on Transportation	SBA	Small Business Administration
CWFSI	Cascades West Financial Services Incorporated	SDS	COG'S Senior and Disability Program
DHS	Department of Human Services	SEIU	Service Employees International Union
DLC	Drive Less Connect	SHIBA	Senior Health Insurance Benefits Assistance
DLCD	Department of Land Conservation and Development	SMART	<i>Start Making a Reader Today</i> programs
DME	Durable Medical Equipment	SMB	Specialized Medicare Beneficiary Program
DSAC	Disability Services Advisory Council	SNAP	Food stamps / benefits program
EDA	U.S. Department of Commerce's Economic Development Administration	SSAC	Senior Services Advisory Council
ESL	English as a Second Language	STF	Special Transportation Formula
FTE	Full Time Employee	TDM	Transportation on Demand
FY	Fiscal Year	USDA	U.S. Department of Agriculture
ICM	Intensive Care Management	VA	U.S. Department of Veterans Affairs
IGA	Intergovernmental Agreement	VAST	Vulnerable Adult Services Team
IHN	Intercommunity Health Services	VISIT	Friendly Visitor Program
LBAOG	Linn-Benton Association of Governments	VMT	Vehicle Miles Traveled
LTSS	Long Term Services and Supports		
MDT	Multi-Disciplinary Team		
MMA	Medicare Modernization Act		
MOU	Memorandum of Understanding		
MPO	Metropolitan Planning Organization		
n4A	National Association of Area Agencies on Aging		
NEPA	National Environmental Policy Act		
O4AD	Oregon Association of Area Agencies on Aging and Disabilities		

Oregon Cascades West Council of Governments