



# **Work Program & Budget**

Oregon Cascades West Council of Governments

**Fiscal Year 2020-2021**

**DRAFT**



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March 2020



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# Overview of OCWCOG

## Programs and Funding for Fiscal Year (FY) 2020-2021

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

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

### **Program Areas:**

#### **General Administration**

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

#### **Community and Economic Development**

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

### **Cascades West Business Lending**

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

### **Transportation**

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

### **Senior and Disability Services**

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

## Community Services Program

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

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

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

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

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

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

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

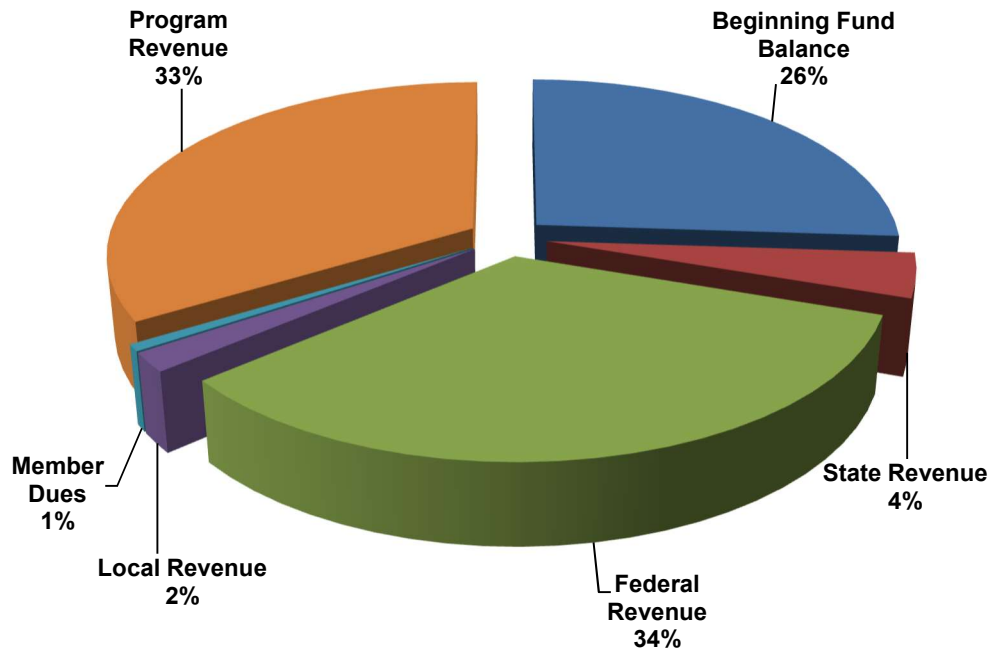
### **OCWCOG Funding:**

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

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

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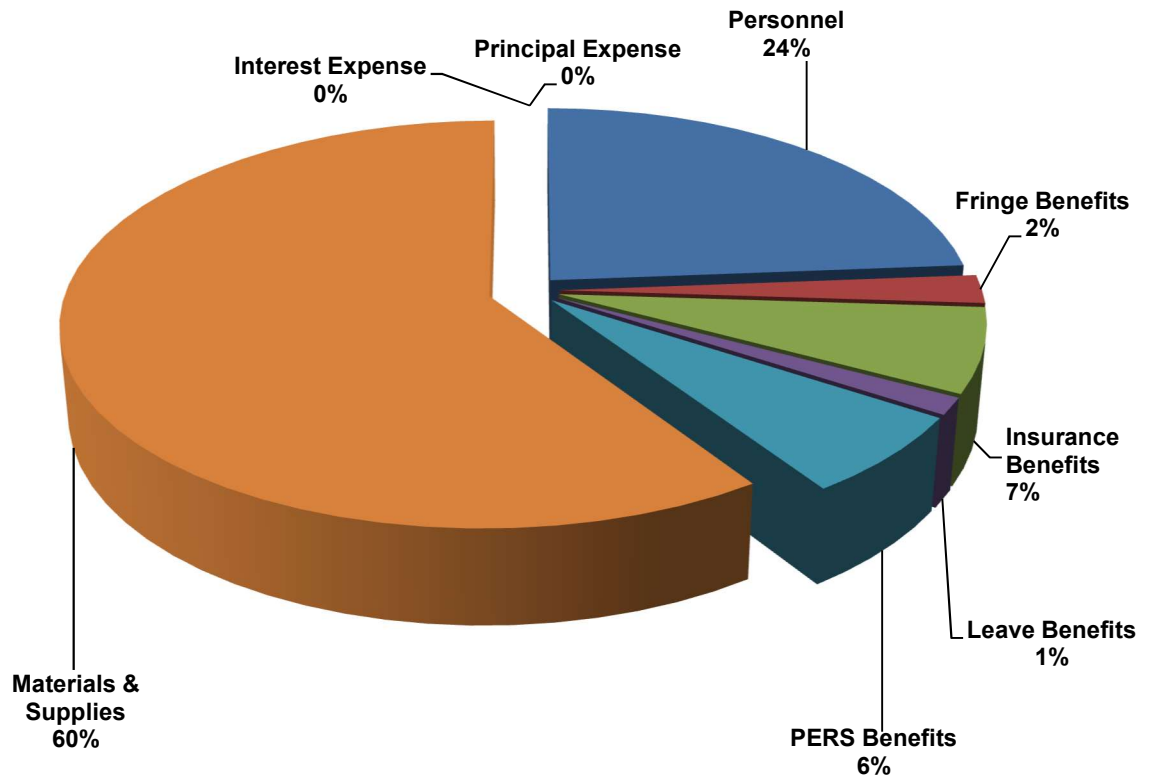
# Agency Revenue Chart FY2020-2021



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

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

# Agency Expense Chart FY2020-2021



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# Agency and Department Budgets

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

- 14 Agency Budget
- 16 Consolidated OCWCOG
- 22 Consolidated General Administration
- 24 Consolidated Community and Economic Development
- 27 Consolidated Business Lending
- 30 Consolidated Senior and Disability Services
- 33 Consolidated Community Services Program
- 36 Consolidated Technology Services
- 38 Consolidated Non-Departmental

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# Agency Consolidated Budget

<b>FY 2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	12,019,479
State Revenue	1,880,796
Federal Revenue	15,998,104
Local Revenue	1,108,068
Program Revenue	15,339,438
<b>TOTAL REVENUE</b>	<b>46,345,885</b>
Personnel	11,013,423
Fringe Benefits	1,045,466
Insurance Benefits	3,123,726
Leave Benefits	628,944
PERS Benefits	2,983,384
<b>TOTAL PERSONNEL</b>	<b>18,794,943</b>
Materials & Supplies	27,502,452
Interest Payments	5,157
Principal Payments	43,333
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>27,550,942</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

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# Oregon Cascades West Council of Governments

## Agency

### Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
789	0	Beg Bal-Restricted for Grants	10,208	0	0	0	0	10,208	0	0
1,815,398	1,794,742	Beg Bal-Restrict for Contracts	1,573,945	0	1,111,970	0	408,980	52,995	0	0
1,562,985	1,532,985	Beg Bal-Restricted for Reconciliation	1,337,886	0	0	0	1,337,886	0	0	0
2,428,380	2,526,889	Beg Bal-Restricted for Other	2,454,088	20,000	0	475,000	0	222,687	0	1,736,401
2,230,000	2,342,700	Beg Bal-Restricted for Reserve	2,342,700	0	0	0	1,637,700	0	0	705,000
2,624,288	2,703,688	Beg Bal-Unrestricted	4,300,652	40,414	0	0	4,117,006	0	0	143,232
1,563	2,000	Borrower Fees	1,500	0	0	1,500	0	0	0	0
2,275,629	2,129,144	Contract Revenue	2,153,880	90,400	291,800	60,000	560,000	1,111,655	40,025	0
8,288,512	8,241,572	Coordinated Care	9,621,390	0	9,621,390	0	0	0	0	0
157,914	275,075	Donations	220,500	0	0	0	0	220,500	0	0
296,303	312,424	Dues	302,768	15,313	100,000	0	187,455	0	0	0
75,000	75,000	Economic Development Administration	75,000	0	75,000	0	0	0	0	0
81,983	200,000	Environmental Protection Agency	162,000	0	162,000	0	0	0	0	0
0	55,000	Federal Contracts	0	0	0	0	0	0	0	0
110,190	392,781	Federal Match	120,300	0	0	0	112,800	7,500	0	0
99,745	92,550	Fee for Service	102,300	0	5,800	0	16,000	15,500	0	65,000
140,602	279,000	Grant Revenue	187,500	0	0	0	0	177,500	0	10,000
1,753,922	2,243,661	Indirect Income	2,462,219	1,688,547	0	0	0	0	773,672	0
339,677	264,000	Interest Revenue	280,000	100,000	0	180,000	0	0	0	0
3,416	5,000	Internal Transfer	5,000	0	0	0	0	5,000	0	0
9,360	0	Loan Fees	3,000	0	0	3,000	0	0	0	0
303	0	Loan Processing Revenue	0	0	0	0	0	0	0	0
67,433	83,500	Match Revenue	50,500	0	0	0	0	50,500	0	0
27,526	0	Miscellaneous Revenue	1,900	0	1,900	0	0	0	0	0
486,722	675,273	ODOT	837,109	0	837,109	0	0	0	0	0

# Oregon Cascades West Council of Governments Agency Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
1,316,742	1,082,538	Older American Act	1,253,855	0	0	0	600,000	653,855	0	0
855,527	986,000	Oregon Project Independence	934,000	0	0	0	800,000	134,000	0	0
118,973	120,000	Program Administration	120,000	0	0	120,000	0	0	0	0
0	0	Program Income	6,500	0	0	0	0	6,500	0	0
174,645	156,000	Program Meals Revenue	180,000	0	0	0	0	180,000	0	0
0	0	Recovery of Bad Debt	0	0	0	0	0	0	0	0
649,480	637,922	Rent Income	682,049	0	0	0	0	0	0	682,049
383,031	370,500	Senior Meals XIX	1,085,054	0	0	0	0	1,085,054	0	0
6,442	6,500	Service Fees	6,500	0	0	6,500	0	0	0	0
11,271	12,500	Siletz Revenue	8,000	0	0	0	0	8,000	0	0
22,221	3,000	Special Event Revenue	15,000	15,000	0	0	0	0	0	0
13,166	25,000	Sponsorship	0	0	0	0	0	0	0	0
10,291,728	10,872,734	Title XIX	13,186,831	0	468,547	0	12,598,284	120,000	0	0
56,239	80,000	Transfer In	45,000	0	0	10,000	10,000	25,000	0	0
102,257	111,280	USDA	107,064	0	0	0	0	107,064	0	0
105,166	106,476	Veterans	109,687	0	0	0	0	109,687	0	0
<b>38,984,529</b>	<b>40,797,434</b>	<b>REVENUE</b>	<b>46,345,885</b>	<b>1,969,674</b>	<b>12,675,516</b>	<b>856,000</b>	<b>22,386,111</b>	<b>4,303,205</b>	<b>813,697</b>	<b>3,341,682</b>
494,896	545,158	Leave Benefits	628,944	47,178	70,004	6,495	446,988	38,152	16,487	3,640
812,585	899,854	Fringe Benefits	1,045,466	87,527	114,341	8,344	696,198	91,072	28,410	19,574
2,181,776	2,953,268	Insurance Benefits	3,123,726	198,732	386,334	25,802	2,202,190	208,792	90,463	11,413
1,532,604	2,349,139	PERS Benefits	2,763,484	224,171	315,416	24,083	1,911,794	190,830	76,719	20,471
72,868	89,372	PERS Reserve	219,900	16,883	24,916	1,901	153,348	14,925	6,258	1,670
144,637	139,646	Executive Director	164,175	164,175	0	0	0	0	0	0
100,606	101,789	Deputy Director	107,998	79,227	0	0	0	0	0	28,771
52,630	97,800	Accounting Specialist	105,303	105,303	0	0	0	0	0	0
43,441	45,024	Accounting Clerk II	49,170	36,945	0	0	0	0	5,868	6,357
320,644	408,395	Administrative Assistant	314,383	0	0	0	204,960	109,423	0	0

# Oregon Cascades West Council of Governments

## Agency

### Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
205,376	238,247	ADRC Specialist	236,917	0	0	0	236,917	0	0	0
392,305	424,240	Adult Protective Services Specialist	648,119	0	0	0	648,119	0	0	0
94,679	108,256	Assistant AFH Licensing Worker	113,907	0	0	0	113,907	0	0	0
64,182	95,844	Assistant Planner	76,696	0	76,696	0	0	0	0	0
0	0	Business Officer	58,720	58,720	0	0	0	0	0	0
0	0	Case Aide	330,820	0	0	0	330,820	0	0	0
1,794,779	2,215,083	Case Manager	2,753,296	0	0	0	2,753,296	0	0	0
194,472	290,198	CED Planner	274,550	0	274,550	0	0	0	0	0
26,707	0	CED Planner II	0	0	0	0	0	0	0	0
0	16,672	Clerical Assistant	0	0	0	0	0	0	0	0
198,823	290,801	Clerical Specialist	377,325	0	0	0	350,635	26,690	0	0
52,841	55,712	Clerical Supervisor	59,213	0	59,213	0	0	0	0	0
97,428	106,692	Confidential Executive Assistant	105,232	105,232	0	0	0	0	0	0
65,664	78,953	Contract Coordinator	84,077	18,547	28,017	0	32,008	5,505	0	0
175,996	197,131	Diversion & Transition Coordinator	207,251	0	0	0	207,251	0	0	0
986,473	1,072,254	Eligibility Specialist	1,246,686	0	0	0	1,200,140	46,546	0	0
49,224	51,324	Executive Assistant	77,612	0	52,761	0	24,851	0	0	0
121,266	77,972	Extra Hire	200,261	0	19,332	0	139,978	25,000	15,951	0
39,126	60,201	Facility Maintenance Coordinator	48,362	0	0	0	0	0	0	48,362
183,850	312,468	In Home Assistant	132,967	0	0	0	132,967	0	0	0
17,218	0	Information & Referral Spec	0	0	0	0	0	0	0	0
66,486	66,606	Information Systems Specialist	72,251	0	0	0	0	0	72,251	0
189,879	300,959	Lead Case Manager	273,793	0	0	0	273,793	0	0	0
45,088	49,572	Lead Eligibility Specialist	53,209	0	0	0	53,209	0	0	0

# Oregon Cascades West Council of Governments

## Agency

### Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
41,588	45,558	Lead Trans Brokerage Specialist	47,326	0	47,326	0	0	0	0	0
69,821	0	Loan Officer	0	0	0	0	0	0	0	0
177,725	192,164	Meal Site Manager 3	201,954	0	0	0	0	201,954	0	0
16,080	0	Medical Resource Worker	0	0	0	0	0	0	0	0
11,497	43,287	Money Management Coordinator	47,146	0	0	0	0	47,146	0	0
2,427	0	MPO Director	0	0	0	0	0	0	0	0
76,789	79,206	Network Operations Specialist	72,518	0	0	0	0	0	72,518	0
80,889	85,130	Personnel Manager	90,128	90,128	0	0	0	0	0	0
298,630	326,976	Program Director	328,094	116,989	92,797	12,803	105,505	0	0	0
70,088	146,454	Program Manager	145,895	69,956	0	0	75,939	0	0	0
513,564	698,058	Program Supervisor	792,639	0	0	0	731,706	60,933	0	0
22,556	25,000	Relief Site Manager	25,000	0	0	0	0	25,000	0	0
67,171	0	RSVP Supervisor	75,975	0	0	0	0	75,975	0	0
75,441	79,806	Services Director	74,643	0	0	0	8,585	66,058	0	0
0	78,069	Senior Loan Officer	82,233	0	0	82,233	0	0	0	0
47,951	0	Senior Meals Supervisor	0	0	0	0	0	0	0	0
61,305	38,148	Senior Meals Coordinator	47,916	0	0	0	0	47,916	0	0
84,578	87,556	Technology Services Manager	96,306	0	0	0	0	0	96,306	0
3,539	0	Technology Support Specialist	42,791	0	0	0	42,791	0	0	0
295,827	426,599	Transportation Brokerage Specialist	481,709	0	481,709	0	0	0	0	0
0	81,834	Transportation Program Manager	73,682	0	73,682	0	0	0	0	0
18,766	47,419	Veterans Service Officer	50,716	0	0	0	0	50,716	0	0
34,176	81,875	Workstation Support Specialist	64,459	0	0	0	14,469	0	49,990	0
<b>12,888,957</b>	<b>16,301,769</b>	<b>PERSONNEL</b>	<b>18,794,943</b>	<b>1,419,713</b>	<b>2,117,094</b>	<b>161,661</b>	<b>13,092,364</b>	<b>1,332,633</b>	<b>531,221</b>	<b>140,258</b>



# Oregon Cascades West Council of Governments

## Agency

### Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
10,754	12,750	Advertising	20,284	4,000	3,000	84	7,100	6,100	0	0
11,752	12,500	Auto Expense	17,000	0	5,000	0	0	12,000	0	0
11,323	19,645	Bank Charges	15,300	12,500	1,650	650	0	500	0	0
18,347	38,150	Board/Comm/Meeting Expense	42,214	26,000	5,300	0	9,100	1,564	250	0
2,301	1,350	Borrowers Fees	850	0	0	850	0	0	0	0
456,658	325,000	CEP Contract	500,000	0	0	0	500,000	0	0	0
189,972	127,146	Computer Maintenance/Equipment	145,275	51,700	15,795	0	40,500	5,500	31,780	0
1,588	2,500	Contract Administration	2,500	0	2,500	0	0	0	0	0
10,032,505	9,669,136	Contract Expense	11,564,446	179,000	9,225,181	5,000	298,492	1,651,074	85,500	120,199
75,481	76,000	Copying	82,990	8,500	8,000	450	41,000	8,340	500	16,200
44,606	77,500	Dues and Memberships	71,075	15,000	6,250	100	47,000	2,225	500	0
27	1,500	Equipment Expense	1,000	0	1,000	0	0	0	0	0
445,099	512,117	Finance Indirect	594,712	0	89,755	3,160	432,031	69,766	0	0
28,989	115,000	Furniture & Fixtures	135,950	3,700	110,000	0	11,500	2,250	4,000	4,500
950,086	1,047,719	Indirect Expense	1,096,162	0	165,086	5,813	794,617	130,646	0	0
8,732	17,500	Interest Expense	18,000	0	0	18,000	0	0	0	0
58,604	66,250	Insurance	70,050	0	0	0	0	3,050	0	67,000
75,310	77,567	Janitorial	79,614	0	0	0	0	2,614	0	77,000
35,957	29,000	Legal Expense	33,000	5,000	3,000	0	20,000	2,000	3,000	0
72,487	120,669	Licenses and Fees	142,719	23,300	9,750	2,500	24,000	14,304	68,365	500
116,041	120,000	Loan Admin Expense	120,000	0	0	120,000	0	0	0	0
70,352	83,320	Maintenance and Repairs	51,250	0	2,000	0	2,000	24,750	1,500	21,000
2,782	3,250	Marketing Expense	8,050	0	7,700	350	0	0	0	0
17,676	17,750	Meal Delivery Travel	17,750	0	0	0	0	17,750	0	0
67,199	60,950	Postage	65,250	1,050	5,550	450	53,700	4,375	125	0
16,540	15,775	Printing	24,600	1,500	4,200	0	8,300	10,250	200	150
667,451	652,251	Rent	708,181	58,284	84,366	2,617	452,507	78,651	31,756	0

# Oregon Cascades West Council of Governments

## Agency

### Consolidated Budget FY2020-2021

2018-2019 Actuals	2019-2020 Adopted	Description	2020-2021 Proposed	General Admin Consolidated	CED Consolidated	Lending Consolidated	SDS Consolidated	CSP Consolidated	Tech Consolidated	Non- Departmental Consolidated
54,792	327,781	Resource Reserve	60,000	0	0	0	60,000	0	0	0
106,045	145,584	Stipend	159,620	0	0	0	3,000	156,620	0	0
176,882	119,400	Supplies	148,266	5,500	11,300	350	71,000	37,116	3,000	20,000
20,658	14,000	Special Event	15,000	15,000	0	0	0	0	0	0
0	3,500	Taxes	3,500	0	0	0	0	0	0	3,500
635,754	683,824	Technology Indirect	736,671	0	111,181	3,915	535,156	86,419	0	0
152,752	169,615	Telephone	172,395	5,400	17,798	700	84,200	23,997	39,500	800
99,366	123,550	Training	175,500	47,000	30,500	1,000	63,000	25,500	7,500	1,000
161,787	143,000	Travel	175,734	11,800	16,450	3,000	105,000	31,384	5,000	3,100
10,000	35,000	Transfers Out	35,000	0	0	0	35,000	0	0	0
64,702	66,000	Utilities	68,000	0	0	0	0	0	0	68,000
47,306	50,000	Volunteer Travel	55,000	0	0	0	0	55,000	0	0
19,572	16,500	Volunteer Recognition	20,500	0	0	0	0	20,500	0	0
337,155	3,713,703	Operating Contingency	2,945,904	55,727	571,110	50,350	352,404	339,327	0	1,576,985
6,260,317	5,046,080	Unappropriated EFB for future	6,419,140	20,000	0	475,000	5,043,140	0	0	881,000
10,313	18,000	Interest Payment	5,157	0	0	0	0	0	0	5,157
43,333	43,333	Principal Payment	43,333	0	0	0	0	0	0	43,333
4,386,220	55,000	Capital Purchases	224,000	0	0	0	0	147,000	0	77,000
20,000	419,500	Leasehold Improvements	460,000	0	45,000	0	200,000	0	0	215,000
<b>26,095,572</b>	<b>24,495,665</b>	<b>MATERIALS AND EXPENSES</b>	<b>27,550,942</b>	<b>549,961</b>	<b>10,558,422</b>	<b>694,339</b>	<b>9,293,747</b>	<b>2,970,572</b>	<b>282,476</b>	<b>3,201,424</b>
<b>38,984,529</b>	<b>40,797,434</b>	<b>TOTAL EXPENSES</b>	<b>46,345,885</b>	<b>1,969,674</b>	<b>12,675,516</b>	<b>856,000</b>	<b>22,386,111</b>	<b>4,303,205</b>	<b>813,697</b>	<b>3,341,682</b>
<b>0</b>	<b>0</b>	<b>NET GAIN/LOSS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## General Administration

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	GA	HR	Finance	Special Dues
14,667	35,000	0	24,600	Beg Bal - Restricted for Contracts		0	0	0	0	0
1,058	0	0	15,000	Beg Bal-Restricted for Grants		0	0	0	0	0
0	26,427	50,537	45,537	Beg Bal-Restricted for Other		20,000	0	0	20,000	0
0	0	0	0	Beg Bal-Unrestricted		40,414	0	0	0	40,414
37,408	112,066	127,123	112,836	Contract Revenue		90,400	0	10,000	80,400	0
1,236,725	1,141,310	1,559,836	1,559,836	Indirect Income		1,688,547	692,470	401,363	594,714	0
110,097	176,005	99,000	108,000	Interest Revenue		100,000	10,000	0	90,000	0
16,146	8,849	0	0	Miscellaneous Revenue		0	0	0	0	0
11,427	14,110	14,877	14,877	Special Dues Project		15,313	0	0	0	15,313
0	22,221	0	17,970	Special Event Revenue		15,000	15,000	0	0	0
<b>1,427,529</b>	<b>1,535,987</b>	<b>1,851,373</b>	<b>1,898,656</b>	<b>REVENUE</b>		<b>1,969,674</b>	<b>717,470</b>	<b>411,363</b>	<b>785,114</b>	<b>55,727</b>
39,472	38,943	44,484	43,600	Leave Benefits		47,178	12,402	11,243	23,533	0
60,080	78,909	79,544	84,909	Fringe Benefits		87,527	36,935	19,017	31,575	0
185,665	134,991	182,756	171,330	Insurance Benefits		198,732	52,839	50,723	95,170	0
132,294	128,744	202,012	170,578	PERS Benefits		224,171	70,372	56,844	96,955	0
5,769	5,754	7,785	6,216	PERS Reserve		16,883	5,739	4,189	6,955	0
130,888	144,637	139,646	125,000	Executive Director	1.00	164,175	164,175	0	0	0
74,187	73,444	74,695	74,695	Deputy Director	0.73	79,227	79,227	0	0	0
22,973	32,581	34,297	31,934	Accounting Clerk II	0.75	36,945	0	0	36,945	0
48,496	52,630	97,800	103,233	Accounting Specialist	2.00	105,303	0	0	105,303	0
35,965	7,630	40,288	0	Administrative Assistant	0.00	0	0	0	0	0
0	0	0	0	Business Officerkmm	1.00	58,720	0	58,720	0	0
39,176	0	0	0	Conf. Administrative Assistant	0.00	0	0	0	0	0
48,727	97,428	106,692	129,126	Conf. Executive Assistant	1.50	105,232	44,637	60,595	0	0
0	11,985	17,139	13,363	Contract Coordinator	0.30	18,547	0	0	18,547	0
20,000	1,731	3,741	3,000	Extra Hire	0.00	0	0	0	0	0
86,784	80,889	85,130	91,168	Personnel Manager	1.00	90,128	0	90,128	0	0

# Oregon Cascades West Council of Governments

## General Administration

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	GA	HR	Finance	Special Dues
98,288	105,324	112,262	109,238	Program Director	1.00	116,989	0	0	116,989	0
64,783	57,856	70,699	55,000	Program Manager	1.00	69,956	0	0	69,956	0
<b>1,093,546</b>	<b>1,053,475</b>	<b>1,298,970</b>	<b>1,212,390</b>	<b>PERSONNEL</b>	<b>10.28</b>	<b>1,419,713</b>	<b>466,326</b>	<b>351,459</b>	<b>601,928</b>	<b>0</b>
3,768	4,534	1,100	3,300	Advertising		4,000	2,000	1,500	500	0
10,385	8,689	10,500	11,213	Bank Charges		12,500	0	0	12,500	0
8,569	8,595	26,000	17,310	Board/Comm/Meeting Expense		26,000	25,000	200	800	0
43,720	45,574	51,200	46,200	Computer Maintenance/Equipment		51,700	1,500	1,200	49,000	0
78,268	152,869	205,220	243,582	Contract Expense		179,000	120,000	15,000	44,000	0
10,267	9,459	8,000	7,011	Copying		8,500	3,500	2,000	3,000	0
11,989	11,005	19,500	10,685	Dues and Memberships		15,000	12,500	500	2,000	0
0	228	7,000	4,046	Furniture & Fixtures		3,700	1,000	1,000	1,700	0
3,575	12,728	14,000	6,325	Legal Expenses		5,000	0	5,000	0	0
11,895	13,183	20,500	14,297	Licenses and Fees		23,300	12,500	8,800	2,000	0
42	635	0	0	Maintenance and Repair		0	0	0	0	0
893	863	775	662	Postage		1,050	400	400	250	0
611	603	1,800	1,350	Printing		1,500	1,000	0	500	0
49,943	58,699	47,694	53,177	Rent		58,284	21,044	15,304	21,936	0
0	20,751	14,000	14,241	Special Event Expense		15,000	15,000	0	0	0
5,085	8,878	5,500	5,054	Supplies		5,500	1,000	1,000	3,500	0
5,479	4,380	5,300	4,596	Telephone		5,400	2,200	1,200	2,000	0
17,673	23,627	42,800	40,500	Training		47,000	30,000	5,000	12,000	0
10,395	6,320	11,100	12,100	Travel		11,800	2,500	1,800	7,500	0
26,427	51,292	40,414	170,617	Operating Contingency		55,727	0	0	0	55,727
35,000	39,600	20,000	20,000	Unappropriated EFB for future		20,000	0	0	20,000	0
<b>333,983</b>	<b>482,512</b>	<b>552,403</b>	<b>686,266</b>	<b>MATERIALS AND SUPPLIES</b>		<b>549,961</b>	<b>251,144</b>	<b>59,904</b>	<b>183,186</b>	<b>55,727</b>
<b>1,427,529</b>	<b>1,535,987</b>	<b>1,851,373</b>	<b>1,898,656</b>	<b>TOTAL EXPENSES</b>		<b>1,969,674</b>	<b>717,470</b>	<b>411,363</b>	<b>785,114</b>	<b>55,727</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Community and Economic Development

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
807,960	1,147,697	1,105,643	1,105,644	Beg Bal-Restrict for Contracts		1,111,970	0	24,947	0	64,933	832,223	189,867
168,711	224,294	0	0	Beg Bal-Unrestricted		0	0	0	0	0	0	0
720,472	602,200	335,878	110,092	Contract Revenue		291,800	271,800	0	0	0	0	20,000
7,744,088	8,288,512	8,241,572	7,426	Coordinated Care		9,621,390	0	0	9,620,190	0	1,200	0
100,084	104,412	110,092	3,334	Dues		100,000	100,000	0	0	0	0	0
93,750	75,000	75,000	497,568	Economic Development Admin		75,000	75,000	0	0	0	0	0
0	81,983	200,000	24,400	Environmental Protection Agency		162,000	150,000	0	0	0	12,000	0
0	0	55,000	695,173	Federal Contracts		0	0	0	0	0	0	0
67,830	10,608	5,000	9,161,540	Fees For Service		5,800	0	0	4,800	0	0	1,000
27,211	1,171	0	75,000	Miscellaneous Revenue		1,900	0	0	1,900	0	0	0
528,801	486,722	675,273	454,900	ODOT		837,109	457,731	193,730	0	185,648	0	0
41,990	13,166	25,000	165,000	Sponsorship		0	0	0	0	0	0	0
496,944	301,538	454,900	0	Title XIX		468,547	0	0	468,547	0	0	0
<b>10,797,841</b>	<b>11,337,302</b>	<b>11,283,358</b>	<b>12,300,077</b>	<b>REVENUE</b>		<b>12,675,516</b>	<b>1,054,531</b>	<b>218,677</b>	<b>10,095,437</b>	<b>250,581</b>	<b>845,423</b>	<b>210,867</b>
53,756	54,593	61,001	62,441	Leave Benefits		70,004	20,477	3,902	32,667	5,922	7,036	
74,401	102,071	107,612	103,157	Fringe Benefits		114,341	28,546	8,522	51,641	13,994	11,638	0
329,183	268,383	404,024	314,628	Insurance Benefits		386,334	72,257	10,095	204,417	34,052	65,513	0
175,987	174,154	297,412	264,543	PERS Benefits		315,416	84,307	23,307	146,025	30,166	31,611	0
8,265	8,122	10,901	9,929	PERS Reserve		24,916	6,288	1,877	11,751	2,437	2,563	0
84,218	88,736	102,084	88,963	Program Director	0.90	92,797	48,091	4,809	32,061	4,809	3,027	0
0	0	81,834	51,604	Transportation Manager	1.00	73,682	14,785	22,178	10,845	14,785	11,089	0
63,349	12,232	0	0	Program Manager	0.00	0	0	0	0	0	0	0
0	30,193	0	0	Administrative Assistant	0.00	0	0	0	0	0	0	0
0	64,182	95,844	181,116	Assistant Planner	1.45	76,696	32,450	7,373	10,727	7,373	18,773	0
0	0	0	4,063	Business Officer	0.00	0	0	0	0	0	0	0
122,374	194,472	290,198	210,066	CED Planner	4.25	274,550	149,564	55,508	0	51,136	18,342	0
55,604	26,707	0	994	CED Planner II	0.00	0	0	0	0	0	0	0

# Oregon Cascades West Council of Governments

## Community and Economic Development

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
47,331	52,841	55,712	55,494	Clerical Supervisor	1.00	59,213	0	0	59,213	0	0	0
20,991	21,471	25,763	24,728	Contract Coordinator	0.50	28,017	22,483	0	0	0	5,534	0
38,266	49,224	51,324	52,838	Executive Assistant	1.00	52,761	27,681	3,992	14,434	3,992	2,662	0
0	17,218	0	42,459	Information and Referral Spec	0.00	0	0	0	0	0	0	0
42,080	41,588	45,558	43,848	Lead Trans Brokerage Spec.	1.00	47,326	0	0	47,326	0	0	0
0	16,080	0	9,791	Medical Resource Worker	0.00	0	0	0	0	0	0	0
79,215	2,427	0	0	MPO Director	0.00	0	0	0	0	0	0	0
356,795	295,827	426,599	307,590	Transportation Brokerage Spec.	13.20	481,709	0	0	412,966	0	68,743	0
35,433	21,026	0	0	Extra Hire	0.50	19,332	19,332	0	0	0	0	0
<b>1,587,249</b>	<b>1,541,548</b>	<b>2,055,866</b>	<b>1,828,252</b>	<b>PERSONNEL</b>	<b>24.80</b>	<b>2,117,094</b>	<b>526,261</b>	<b>141,563</b>	<b>1,034,073</b>	<b>168,666</b>	<b>246,531</b>	<b>0</b>
1,665	3,170	4,150	1,344	Advertising		3,000	1,600	250	150	1,000	0	0
302	831	500	300	Auto Expense		5,000	0	0	0	0	0	5,000
1,338	1,392	1,500	1,549	Bank Charges		1,650	0	0	1,650	0	0	0
2,751	3,818	4,850	4,467	Board/Comm/Meeting Expense		5,300	1,950	1,500	600	750	500	0
2,042	8,144	15,300	20,761	Computer Maintenance/Equipment		15,795	1,395	0	6,400	0	0	8,000
2,488	1,588	2,500	2,181	Contract Administration		2,500	0	0	2,500	0	0	0
7,315,806	7,911,340	7,793,306	8,771,172	Contract Expense		9,225,181	332,936	41,500	8,740,746	35,000	75,000	0
7,875	8,235	9,000	9,302	Copying		8,000	1,750	500	5,500	0	250	0
2,900	2,478	8,150	4,966	Dues and Memberships		6,250	3,500	1,000	250	500	1,000	0
3,789	0	1,500	0	Equipment Expense		1,000	0	0	1,000	0	0	0
84,621	47,933	82,150	82,150	Finance Indirect		89,755	29,708	3,160	47,406	3,160	6,321	0
138,541	127,953	168,067	168,067	Indirect Expense		165,086	54,641	5,813	87,193	5,813	11,626	0
389	7,710	80,000	0	Furniture & Fixtures		110,000	0	0	30,000	0	0	80,000
168	56	3,000	420	Legal Expenses		3,000	1,250	250	500	500	500	0
4,269	10,995	12,230	10,248	Licenses and Fees		9,750	4,500	1,000	2,500	500	1,250	0
1,225	8,491	2,000	1,228	Maintenance and Repair		2,000	0	500	0	0	0	1,500

# Oregon Cascades West Council of Governments

## Community and Economic Development

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Planning	CAMPO	Rideline	AAMPO	Equip	Contracts
8,693	1,593	2,950	5,460	Marketing Expense		7,700	5,200	0	1,000	0	1,500	0
4,373	5,295	5,550	5,160	Postage		5,550	150	150	5,000	0	250	0
120	1,372	3,550	1,562	Printing		4,200	1,950	750	1,000	0	500	0
76,778	74,420	74,195	74,195	Rent		84,366	27,744	9,526	39,247	2,616	5,233	0
16,632	18,392	9,950	13,603	Supplies		11,300	2,400	300	7,500	350	750	0
102,755	94,572	109,692	109,692	Technology Indirect		111,181	36,799	3,915	58,722	3,915	7,830	0
22,449	18,402	19,468	18,468	Telephone		17,798	1,848	1,000	13,000	700	1,250	0
21,448	19,554	24,000	31,481	Training		30,500	10,500	4,000	7,500	3,500	5,000	0
10,099	10,770	9,250	21,649	Travel		16,450	8,450	2,000	2,000	2,000	2,000	0
5,087	-8,824	735,684	832,223	Operating Contingency		571,110	0	0	0	21,611	478,132	71,367
281,961	312,553	0	280,178	Unappropriated EFB for future		0	0	0	0	0	0	0
1,090,030	1,103,521	0	0	Capital Purchase		0	0	0	0	0	0	0
0	0	45,000	0	Leasehold Improvements		45,000	0	0	0	0	0	45,000
<b>9,210,594</b>	<b>9,804,578</b>	<b>9,227,492</b>	<b>10,471,825</b>	<b>MATERIALS AND SUPPLIES</b>		<b>10,558,422</b>	<b>528,271</b>	<b>77,114</b>	<b>9,061,364</b>	<b>81,915</b>	<b>598,892</b>	<b>210,867</b>
<b>10,797,841</b>	<b>11,337,302</b>	<b>11,283,358</b>	<b>12,300,077</b>	<b>TOTAL EXPENSES</b>		<b>12,675,516</b>	<b>1,054,532</b>	<b>218,677</b>	<b>10,095,437</b>	<b>250,581</b>	<b>845,423</b>	<b>210,867</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Business Lending

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Loan Fund
388,076	437,228	501,889	475,000	Beg Bal-Restricted for Other		475,000	0	475,000
0	0	0	0	Beg Bal-Unrestricted		0	0	0
10,157	1,563	2,000	1,500	Borrowers Fees		1,500	0	1,500
39,243	53,132	55,000	54,916	Contract Revenue		60,000	60,000	0
0	0	0	0	Fees for Service		0	0	0
179,750	163,653	165,000	180,000	Interest Revenue		180,000	0	180,000
10,907	9,360	0	0	Loan Fees		3,000	0	3,000
128,710	303	0	0	Loan Processing Revenue		0	0	0
350	2,913	0	0	Miscellaneous Revenue		0	0	0
0	118,973	120,000	118,904	Program Administration		120,000	120,000	0
0	0	0	0	Recovery of Bad Debt		0	0	0
5,915	6,442	6,500	6,596	Service Fees		6,500	1,500	5,000
0	0	10,000	4,544	Transfers In		10,000	10,000	0
<b>763,107</b>	<b>793,566</b>	<b>860,389</b>	<b>841,460</b>	<b>REVENUE</b>		<b>856,000</b>	<b>191,500</b>	<b>664,500</b>
7,386	7,448	7,952	7,998	Leave Benefits		6,495	6,495	0
4,565	8,239	7,981	7,790	Fringe Benefits		8,344	8,344	0
27,325	24,967	25,656	24,757	Insurance Benefits		25,802	25,802	0
16,933	18,204	23,069	22,137	PERS Benefits		24,083	24,083	0
817	875	0	83	PERS Reserve		1,901	1,901	0
0	0	0	0	Administrative Assistant		0	0	0
0	0	0	0	Assist. Loan Officer		0	0	0
68,337	69,821	0	0	Loan Officer		0	0	0
8,222	9,348	12,827	9,885	Program Director	0.10	12,803	12,803	0
0	0	0	0	Program Manager	0.00	0	0	0
0	0	78,069	78,069	Senior Loan Officer	1.00	82,233	82,233	0
<b>133,585</b>	<b>138,902</b>	<b>155,554</b>	<b>150,719</b>	<b>PERSONNEL</b>	<b>1.10</b>	<b>161,661</b>	<b>161,661</b>	<b>0</b>



# Oregon Cascades West Council of Governments

## Business Lending

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Loan Fund
0	0	0	0	Advertising		84	84	0
0	0	0	0	Bad Debt Expense		0	0	0
620	628	7,000	650	Bank Charges		650	0	650
65	0	0	0	Board/Comm/Meeting Expense		0	0	0
10,408	2,301	1,350	750	Borrowers Fees		850	350	500
0	0	0	0	CED Administration		0	0	0
113	462	200	5,332	Contract Expense		5,000	5,000	0
508	467	450	435	Copying		450	450	0
40	0	0	90	Dues and Memberships		100	100	0
6,411	3,929	3,100	3,100	Finance Indirect		3,160	3,160	0
9,359	10,488	6,342	6,342	Indirect Expense		5,813	5,813	0
19,521	8,732	17,500	17,500	Interest Expense		18,000	0	18,000
0	0	0	0	Loan Legal Expense		0	0	0
0	0	0	0	Legal Expenses		0	0	0
2,227	2,157	2,200	2,200	Licenses and Fees		2,500	2,500	0
125,623	116,041	120,000	116,000	Loan Admin Expense		120,000	0	120,000
0	0	0	0	Loan Fees		0	0	0
507	1,154	300	350	Marketing Expense		350	350	0
309	338	250	443	Postage		450	450	0
0	121	150	0	Printing		0	0	0
5,381	5,429	2,545	2,545	Rent		2,617	2,617	0
466	537	400	315	Supplies		350	350	0
7,785	7,751	4,139	4,139	Technology Indirect		3,915	3,915	0
1,139	780	950	650	Telephone		700	700	0
1,156	77	1,000	500	Training		1,000	1,000	0

# Oregon Cascades West Council of Governments

## Business Lending

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Loan Fund
656	1,355	1,000	2,550	Travel		3,000	3,000	0
0	-300	0	51,850	Operating Contingency		50,350	0	50,350
437,228	492,219	499,789	475,000	Unappropriated EFB for future		475,000	0	475,000
<b>629,522</b>	<b>654,665</b>	<b>704,835</b>	<b>690,741</b>	<b>MATERIALS AND SUPPLIES</b>		<b>694,339</b>	<b>29,839</b>	<b>664,500</b>
<b>763,107</b>	<b>793,566</b>	<b>860,389</b>	<b>841,460</b>	<b>TOTAL EXPENSES</b>		<b>856,000</b>	<b>191,500</b>	<b>664,500</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>

# Oregon Cascades West Council of Governments

## Senior and Disability Services

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
791,924	345,832	533,490	533,490	Beg Bal-Restrict for Contracts		408,980	0	0	0	250,079	0	134,837	24,064
2,041,269	1,562,985	1,532,985	1,337,886	Beg Bal-Restricted Reconcile		1,337,886	608,365	443,343	286,178	0	0	0	0
1,530,000	1,530,000	1,637,700	1,637,700	Beg Bal-Restricted Reserve		1,637,700	1,637,700	0	0	0	0	0	0
1,255,647	2,397,492	2,703,688	2,734,363	Beg Bal-Unrestricted		4,117,006	893,492	1,368,293	1,109,246	652,787	93,188	0	0
931,161	511,936	500,000	557,000	Contract Revenue		560,000	0	0	0	0	0	460,000	100,000
167,693	177,781	187,455	187,455	Dues		187,455	0	121,995	65,460	0	0	0	0
191,997	106,857	377,781	112,800	Federal Match		112,800	30,000	30,000	0	0	0	52,800	0
15,751	12,997	15,000	16,000	Fee for Service		16,000	0	0	0	16,000	0	0	0
943	2,511	0	0	Miscellaneous Revenue		0	0	0	0	0	0	0	0
315,086	608,778	450,000	600,000	Older American Act		600,000	0	0	0	600,000	0	0	0
463,997	755,730	886,000	860,000	Oregon Project Independence		800,000	0	0	0	800,000	0	0	0
9,828,085	9,870,586	10,323,834	12,608,284	Title XIX		12,598,284	439,524	9,572,844	2,549,472	0	36,444	0	0
10,000	10,000	10,000	10,000	Transfer In		10,000	0	0	0	0	0	0	10,000
<b>17,543,553</b>	<b>17,893,486</b>	<b>19,157,933</b>	<b>21,194,978</b>	<b>REVENUE</b>		<b>22,386,111</b>	<b>3,609,081</b>	<b>11,536,475</b>	<b>4,010,356</b>	<b>2,318,866</b>	<b>129,632</b>	<b>647,637</b>	<b>134,064</b>
358,061	336,945	367,610	355,364	Leave Expense		446,988	6,476	314,761	87,872	22,974	0	14,905	0
405,332	522,900	561,446	561,537	Fringe Benefits		696,198	10,002	491,976	139,170	31,701	0	23,349	0
1,468,746	1,467,691	1,983,021	1,891,171	Insurance Benefits		2,202,190	32,264	1,609,918	380,969	118,887	0	60,152	0
944,586	1,018,253	1,529,789	1,410,744	PERS Benefits		1,911,794	29,936	1,341,696	391,705	93,347	0	55,110	0
45,028	49,545	58,858	72,524	PERS Reserve		153,348	2,203	108,365	30,654	6,983	0	5,143	0
67,161	95,223	99,803	97,216	Program Director	1.00	105,505	21,288	37,253	15,966	25,676	0	5,322	0
0	15,088	15,961	16,166	Services Director	0.10	8,585	8,585	0	0	0	0	0	0
45,261	0	75,755	0	Program Manager	1.00	75,939	18,985	30,375	15,188	11,391	0	0	0
168,774	171,131	216,825	174,760	Administrative Assistant	4.50	204,960	0	156,846	48,114	0	0	0	0
181,075	205,376	238,247	154,790	ADRC Specialist	5.00	236,917	0	120,712	36,146	80,059	0	0	0
311,626	392,305	424,240	487,213	Adult Protective Services Spec	10.00	648,119	0	592,217	55,902	0	0	0	0
62,595	94,679	108,256	100,172	AFH Licensing Worker	2.00	113,907	0	113,907	0	0	0	0	0
0	0	0	0	Case Aide	9.00	330,820	0	256,630	74,190	0	0	0	0
1,684,972	1,794,779	2,215,083	2,316,348	Case Manager	47.65	2,753,296	0	1,854,926	547,429	157,219	0	193,722	0

# Oregon Cascades West Council of Governments

## Senior and Disability Services

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
7,114	0	0	0	Clerical Assistant	0.00	0	0	0	0	0	0	0	0
251,425	178,360	272,606	208,523	Clerical Specialist	9.50	350,635	0	274,841	75,794	0	0	0	0
31,483	28,410	31,151	32,288	Contracts Coordinator	0.60	32,008	17,287	0	0	9,822	0	4,899	0
174,881	175,996	197,131	188,837	Diversion & Transition Coord	3.00	207,251	0	140,877	66,374	0	0	0	0
841,035	912,013	1,015,280	1,028,517	Eligibility Specialist	24.00	1,200,140	0	952,512	247,628	0	0	0	0
0	0	0	51,659	Executive Assistant	0.50	24,851	24,851	0	0	0	0	0	0
81,295	183,850	312,468	312,719	In Home Assistant	3.00	132,967	0	48,596	84,371	0	0	0	0
191,811	189,879	300,959	97,155	Lead Case Manager	4.50	273,793	0	188,037	60,905	24,851	0	0	0
21,904	45,088	49,572	51,662	Lead Eligibility Specialist	1.00	53,209	0	0	0	0	0	53,209	0
446,657	513,564	565,949	625,259	Program Supervisor	10.00	731,706	19,155	541,742	152,094	18,715	0	0	0
7,625	25,117	0	0	Senior Meals Coordinator	0.00	0	0	0	0	0	0	0	0
0	0	0	21,395	Technology Support Spec.	1.00	42,791	0	21,395	0	21,396	0	0	0
0	0	0	18,086	Workstation Support Specialist	0.00	14,469	0	14,469	0	0	0	0	0
66,637	54,614	74,231	42,398	Extra Hire	3.00	139,978	0	87,369	52,609	0	0	0	0
<b>7,865,082</b>	<b>8,416,192</b>	<b>10,714,241</b>	<b>10,316,503</b>	<b>PERSONNEL</b>	<b>140.35</b>	<b>13,092,364</b>	<b>191,032</b>	<b>9,299,420</b>	<b>2,563,080</b>	<b>623,021</b>	<b>0</b>	<b>415,811</b>	<b>0</b>
3,754	425	1,600	7,100	Advertising		7,100	0	600	500	6,000	0	0	0
5,131	4,557	5,750	5,600	Board/Comm/Meeting Expense		9,100	5,000	500	100	1,200	0	0	2,300
452,347	456,658	325,000	470,000	CEP Contract		500,000	0	0	0	500,000	0	0	0
13,501	61,769	35,000	70,500	Computer Maint./Equipment		40,500	0	0	0	0	40,000	500	0
579,915	510,072	283,249	380,874	Contract Expense		298,492	5,000	10,000	0	150,000	0	18,000	115,492
31,309	37,723	37,000	38,000	Copying		41,000	0	30,000	9,000	2,000	0	0	0
33,748	29,198	47,000	47,000	Dues and Memberships		47,000	35,000	0	0	12,000	0	0	0
578	27	0	0	Equipment Expense		0	0	0	0	0	0	0	0
332,076	342,677	355,259	355,259	Finance Indirect		432,031	11,694	303,401	94,813	12,642	0	9,481	0
663,873	678,892	726,807	726,807	Indirect Expense		794,617	21,508	558,034	174,385	23,251	0	17,439	0
4,488	16,286	9,500	6,500	Furniture & Fixtures		11,500	4,000	5,000	2,500	0	0	0	0

# Oregon Cascades West Council of Governments

## Senior and Disability Services

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Admin	Albany XIX	Toledo XIS	OPI/OAA	Equip	Special Contracts & Grants	Contracts
17,399	18,299	10,000	20,000	Legal Expenses		20,000	20,000	0	0	0	0	0	0
13,530	1,686	23,000	9,700	Licenses and Fees		24,000	2,000	15,000	6,000	1,000	0	0	0
3,043	3,808	2,100	2,100	Maintenance and Repair		2,000	0	0	2,000	0	0	0	0
4,523	0	0	0	Marketing Expense		0	0	0	0	0	0	0	0
46,919	58,483	50,600	42,400	Postage		53,700	200	40,000	13,000	500	0	0	0
1,822	8,915	5,000	16,700	Printing		8,300	300	7,000	0	500	0	500	0
422,107	425,021	420,564	420,564	Rent		452,507	11,084	296,387	124,066	11,983	0	8,987	0
110,448	54,792	327,781	60,000	Resource Reserve		60,000	30,000	30,000	0	0	0	0	0
2,680	1,520	1,700	1,500	Stipend		3,000	0	0	0	0	0	0	3,000
44,421	85,972	54,250	50,900	Supplies		71,000	500	50,000	12,000	8,000	0	0	500
403,239	435,927	474,373	374,373	Technology Indirect		535,156	14,485	375,823	117,445	15,659	0	11,744	0
77,809	81,471	75,200	75,400	Telephone		84,200	1,500	60,000	16,000	4,000	0	2,700	0
15,625	32,185	32,000	35,200	Training		63,000	12,000	24,000	20,000	5,000	0	2,000	0
109,163	122,881	95,000	126,000	Travel		105,000	3,000	70,000	25,000	7,000	0	0	0
84,834	10,000	35,000	35,000	Transfers Out		35,000	35,000	0	0	0	0	0	0
418,857	192,657	1,086,343	366,678	Operating Contingency		352,404	0	0	0	200,000	89,632	50,000	12,772
5,781,330	2,496,910	3,724,616	7,134,320	Unappropriated EFB for future		5,043,140	3,005,778	361,310	830,467	735,110	0	110,475	0
0	3,233,871	0	0	Capital Purchase		0	0	0	0	0	0	0	0
0	20,000	200,000	0	Leasehold Improvements		200,000	200,000	0	0	0	0	0	0
<b>9,678,470</b>	<b>9,422,680</b>	<b>8,443,692</b>	<b>10,878,475</b>	<b>MATERIALS AND SUPPLIES</b>		<b>9,293,747</b>	<b>3,418,049</b>	<b>2,237,055</b>	<b>1,447,276</b>	<b>1,695,845</b>	<b>129,632</b>	<b>231,826</b>	<b>134,064</b>
<b>17,543,552</b>	<b>17,893,485</b>	<b>19,157,933</b>	<b>21,194,978</b>	<b>TOTAL EXPENSES</b>		<b>22,386,111</b>	<b>3,609,081</b>	<b>11,536,475</b>	<b>4,010,356</b>	<b>2,318,866</b>	<b>129,632</b>	<b>647,637</b>	<b>134,064</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Community Service Programs

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	RSVP	Veterans	Meals on Wheels	Stand By Me	Special Contracts & Grants	Meals Reserve
25,776	789	0	8,494	Beg Bal-Restricted for Grants		10,208	10,208	0	0	0	0	0
16,610	286,869	155,609	98,619	Beg Bal-Restrict for Contracts		52,995	0	3,052	0	0	49,943	0
195,320	88,891	55,027	85,221	Beg Bal-Restricted for Other		222,687	0	0	156,418	0	0	66,269
430,640	907,348	1,079,143	1,158,538	Contract Revenue		1,111,655	514,185	190,000	14,000	15,000	378,470	0
195,738	157,914	275,075	220,200	Donations		220,500	500	0	220,000	0	0	0
28,900	3,333	15,000	2,500	Federal Match		7,500	0	7,500	0	0	0	0
13,121	11,550	12,550	21,444	Fee for Service		15,500	2,500	0	0	0	0	13,000
165,934	140,602	269,000	206,565	Grant Revenue		177,500	36,000	7,500	125,000	0	9,000	0
8	19	0	0	Interest Revenue		0	0	0	0	0	0	0
3,919	3,416	5,000	5,100	Internal Transfer		5,000	0	0	0	0	0	5,000
86,797	67,433	83,500	46,330	Match Revenue		50,500	50,500	0	0	0	0	0
1,514	3,667	0	0	Miscellaneous Revenue		0	0	0	0	0	0	0
579,842	707,964	632,538	867,217	Older American Act		653,855	0	0	653,855	0	0	0
84,839	99,797	100,000	125,000	Oregon Project Independence		134,000	0	0	134,000	0	0	0
0	0	0	0	Program Income		6,500	0	0	0	6,500	0	0
150,288	174,645	156,000	183,204	Program Meals Revenue		180,000	0	0	180,000	0	0	0
386,611	383,031	370,500	641,381	Senior Meals XIX		1,085,054	0	0	1,085,054	0	0	0
10,350	11,271	12,500	12,000	Siletz Revenue		8,000	0	0	8,000	0	0	0
19,596	0	3,000	3,000	Special Event Revenue		0	0	0	0	0	0	0
111,526	119,604	94,000	115,500	Title XIX		120,000	0	0	120,000	0	0	0
74,834	25,000	25,000	25,000	Transfer In		25,000	25,000	0	0	0	0	0
111,083	102,257	111,280	107,066	USDA		107,064	0	0	107,064	0	0	0
105,166	105,166	106,476	109,687	Veterans		109,687	0	109,687	0	0	0	0
<b>2,798,411</b>	<b>3,400,567</b>	<b>3,561,198</b>	<b>4,042,066</b>	<b>REVENUE</b>		<b>4,303,205</b>	<b>638,893</b>	<b>317,739</b>	<b>2,803,391</b>	<b>21,500</b>	<b>437,413</b>	<b>84,269</b>
35,084	34,283	38,426	39,343	Leave Expense		38,152	8,332	7,199	18,797	115	3,709	0
56,942	63,051	89,592	75,178	Fringe Benefits		91,072	15,140	12,916	55,167	242	7,607	0
186,578	188,000	214,354	184,369	Insurance Benefits		208,792	51,578	33,222	95,941	310	27,741	0
97,803	120,376	186,441	152,912	PERS Benefits		190,830	40,884	34,887	89,876	652	24,531	0
4,597	5,227	7,484	5,717	PERS Reserve		14,925	3,335	2,741	7,450	0	1,399	0
0	60,352	63,845	64,841	Services Director	0.80	66,058	8,453	25,359	12,680	2,660	16,906	0
43,632	0	0	0	Program Manager	0.00	0	0	0	0	0	0	0
121,305	111,689	109,919	93,435	Administrative Assistant	3.25	109,423	80,927	18,239	10,257	0	0	0

# Oregon Cascades West Council of Governments

## Community Service Programs

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	RSVP	Veterans	Meals on Wheels	Stand By Me	Special Contracts & Grants	Meals Reserve
0	0	16,672	0	Clerical Assistant	0.00	0	0	0	0	0	0	0
0	20,464	18,195	53,094	Clerical Specialist	0.50	26,690	0	0	8,345	0	18,345	0
0	3,799	4,900	4,849	Contracts Coordinator	0.10	5,505	1,384	1,384	1,353	0	1,384	0
63,254	74,460	56,974	89,864	Eligibility Specialist	1.81	46,546	0	46,546	0	0	0	0
184,279	177,725	192,164	194,667	Meal Site Manager 3	5.10	201,954	0	0	201,954	0	0	0
0	11,497	43,287	24,054	Money Management Coordinator	1.00	47,146	0	0	0	0	47,146	0
28,077	0	132,109	58,836	Program Supervisor	1.00	60,933	0	0	60,933	0	0	0
20,837	22,556	25,000	16,414	Relief Site Manager	0.00	25,000	0	0	25,000	0	0	0
65,055	67,171	0	76,360	RSVP Supervisor	1.00	75,975	75,975	0	0	0	0	0
37,448	36,188	38,148	37,439	Senior Meals Coordinator	1.00	47,916	0	0	47,916	0	0	0
21,611	47,951	0	0	Senior Meals Supervisor	0.00	0	0	0	0	0	0	0
31,684	18,766	47,419	31,656	Veterans Service Officer	1.00	50,716	0	50,716	0	0	0	0
0	9,140	0	8,277	Extra Hire	0.75	25,000	0	0	25,000	0	0	0
<b>998,185</b>	<b>1,072,695</b>	<b>1,284,929</b>	<b>1,211,303</b>	<b>PERSONNEL</b>	<b>16.56</b>	<b>1,332,633</b>	<b>286,008</b>	<b>233,209</b>	<b>660,669</b>	<b>3,980</b>	<b>148,768</b>	<b>-</b>
2,658	2,560	5,900	1,455	Advertising		6,100	5,000	750	250	0	100	0
14,111	10,921	12,000	15,000	Auto Expense		12,000	0	0	12,000	0	0	0
576	614	645	450	Bank Charges.		500	0	0	500	0	0	0
3,074	1,378	1,550	820	Board/Comm/Meeting Expense		1,564	1,000	364	200	0	0	0
5,635	16,187	5,646	4,900	Computer Maint./Equipment		5,500	1,000	1,750	2,000	0	750	0
995,758	1,292,461	1,244,390	1,638,601	Contract Expense		1,651,074	500	1,500	1,400,000	5,193	243,881	0
6,575	7,831	8,750	7,709	Copying		8,340	3,600	1,440	2,700	0	600	0
1,897	1,350	2,350	1,830	Dues and Memberships		2,225	1,000	1,000	225	0	0	0
64,109	50,560	71,608	71,608	Finance Indirect		69,766	10,350	10,350	41,876	0	7,190	0
128,162	132,754	146,503	153,486	Indirect Expense		130,646	19,037	19,037	77,020	2,328	13,224	0
5,344	3,060	2,500	1,640	Furniture & Fixtures		2,250	0	750	1,000	0	500	0
2,554	3,085	3,750	2,535	Insurance		3,050	2,000	0	1,000	0	50	0
300	140	0	2,000	Legal Expenses		2,000	0	0	0	2,000	0	0
5,884	12,510	15,159	10,159	Licenses and Fees		14,304	1,500	3,496	7,500	0	1,808	0
20,595	21,984	23,500	28,650	Maintenance and Repair		24,750	1,000	750	5,500	0	0	17,500
0	35	0	0	Marketing Expense		0	0	0	0	0	0	0
2,014	2,090	3,525	3,850	Postage		4,375	1,000	475	2,750	0	150	0
4,975	5,517	5,100	11,850	Printing		10,250	1,000	750	6,500	1,000	1,000	0

# Oregon Cascades West Council of Governments

## Community Service Programs

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	RSVP	Veterans	Meals on Wheels	Stand By Me	Special Contracts & Grants	Meals Reserve
55,949	74,668	78,429	74,857	Rent		78,651	14,957	11,639	47,522	0	4,533	0
18,302	40,219	27,000	43,000	Supplies		37,116	25,000	2,500	7,500	616	1,500	0
88,200	104,525	143,884	122,316	Stipend		156,620	156,620	0	0	0	0	0
77,845	97,503	95,620	95,620	Technology Indirect		86,419	12,821	12,821	51,871	0	8,906	0
25,129	24,304	29,897	24,193	Telephone		23,997	2,500	3,044	17,500	0	953	0
20,949	-93	0	0	Special Event		0	0	0	0	0	0	0
9,920	19,238	16,750	18,500	Training		25,500	15,000	7,500	2,500	0	500	0
15,992	19,572	16,500	17,500	Volunteer Recognition		20,500	18,000	0	2,500	0	0	0
18,143	17,676	17,750	17,750	Meal Delivery Travel		17,750	0	0	17,750	0	0	0
42,533	47,306	50,000	49,044	Volunteer Travel		55,000	55,000	0	0	0	0	0
16,248	16,860	21,750	35,816	Travel		31,384	5,000	2,000	15,000	6,384	3,000	0
0	102,330	222,613	360,792	Operating Contingency		339,327	0	0	272,558	0	0	66,769
2,291	2,408	3,200	3,200	Janitorial Expense		2,614	0	2,614	0	0	0	0
144,504	196,319	0	11,631	Unappropriated EFB for future		0	0	0	0	0	0	0
0	0	0	0	Capital Purchase		147,000	0	0	147,000	0	0	0
<b>1,800,227</b>	<b>2,327,873</b>	<b>2,276,269</b>	<b>2,550,090</b>	<b>MATERIALS AND SUPPLIES</b>		<b>2,970,572</b>	<b>352,885</b>	<b>84,530</b>	<b>2,142,722</b>	<b>17,521</b>	<b>288,645</b>	<b>84,269</b>
<b>2,798,412</b>	<b>3,391,427</b>	<b>3,561,198</b>	<b>3,761,393</b>	<b>TOTAL EXPENSES</b>		<b>4,303,205</b>	<b>638,893</b>	<b>317,739</b>	<b>2,803,391</b>	<b>21,500</b>	<b>437,413</b>	<b>84,269</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN / (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Oregon Cascades West Council of Governments

## Technology Services

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Technology Services	Contracts	Communications
0	2,502	0	9,000	Beg Bal-Unrestricted		0	0	0	0
82,523	88,948	32,000	37,000	Contract Revenue		40,025	5000	35,025	0
553,415	612,612	683,825	718,825	Indirect Income		773,672	736672	0	37000
181	0	0	0	Miscellaneous		0	0	0	0
35,000	21,239	35,000	45,780	Transfers In		0	0	0	0
<b>671,119</b>	<b>725,301</b>	<b>750,825</b>	<b>810,605</b>	<b>REVENUE</b>		<b>813,697</b>	<b>741,672</b>	<b>35,025</b>	<b>37,000</b>
18,656	18,492	20,277	17,113	Leave Expense		16,487	16,487	0	0
25,320	29,203	29,119	29,119	Fringe Benefits		28,410	28,410	0	0
86,658	81,705	92,298	88,030	Insurance Benefits		90,463	90,463	0	0
60,974	62,497	77,576	68,878	PERS Benefits		76,719	76,719	0	0
2,784	2,795	3,206	3,206	PERS Reserve		6,258	6,258	0	0
3,130	5,213	5,452	5,452	Accounting Clerk II	0.12	5,868	5,868	0	0
8,765	19,506	0	35,000	Extra Hire	0.50	15,951	15,951	0	0
62,634	66,486	66,606	66,606	Information Support Specialist	1.00	72,251	72,251	0	0
73,936	76,789	79,206	102,157	Network Supp Specialist	1.00	72,518	72,518	0	0
79,782	84,578	87,556	87,556	Technology Services Manager	1.00	96,306	96,306	0	0
0	3,539	0	13,400	Technology Support Specialist	0.00	0	0	0	0
49,426	34,176	81,875	32,848	Workstation Support Specialist	1.00	49,990	49,990	0	0
<b>472,064</b>	<b>484,978</b>	<b>543,171</b>	<b>549,365</b>	<b>PERSONNEL</b>	<b>4.62</b>	<b>531,221</b>	<b>531,221</b>	<b>0</b>	<b>0</b>
0	0	0	84	Advertising		0	0	0	0
29	0	0	0	Board/Comm/Meeting Expense		250	250	0	0
27,162	58,299	20,000	20,000	Computer Maintenance/Equipment		31,780	31,780	0	0
63,327	68,699	52,800	79,975	Contract Expense		85,500	50,500	35,000	0
162	686	500	700	Copying		500	500	0	0
0	575	500	500	Dues and Memberships		500	500	0	0
0	1,257	4,000	0	Furniture & Fixtures		4,000	4,000	0	0

# Oregon Cascades West Council of Governments

## Technology Services

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Technology Services	Contracts	Communications
0	4413	2000	2519	Legal Expenses		3,000	3,000	0	0
26,397	31,442	47,180	47,180	Licenses and Fees		68,365	68,365	0	0
566	1,986	1,500	500	Maintenance and Repair		1,500	1,500	0	0
114	61	200	225	Postage		125	100	25	0
0	0	150	25	Printing		200	200	0	0
30,828	29,214	28,824	28,824	Rent		31,756	31,756	0	0
3,594	2,369	3,000	3,000	Supplies		3,000	3,000	0	0
21,867	22,968	38,000	37,200	Telephone		39,500	2,500	0	37,000
7,510	4,325	6,000	6,000	Training		7,500	7,500	0	0
398	1,230	3,000	3,000	Travel		5,000	5,000	0	0
2,500	0	0	0	Transfers Out		0	0	0	0
0	12,800	0	31,508	Unappropriated EFB for future		0	0	0	0
14,600	0	0	0	Capital Purchase		0	0	0	0
<b>199,055</b>	<b>240,324</b>	<b>207,654</b>	<b>261,240</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>282,476</b>	<b>210,451</b>	<b>35,025</b>	<b>37,000</b>
<b>671,119</b>	<b>725,301</b>	<b>750,825</b>	<b>810,605</b>	<b>TOTAL EXPENSES</b>		<b>813,697</b>	<b>741,672</b>	<b>35,025</b>	<b>37,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN/ (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Oregon Cascades West Council of Governments

## Non-Departmental

### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Albany	Toledo	Copier
1,706,631	1,875,834	1,919,436	2,014,948	Beg Bal-Restricted for Other		1,736,401	1,641,401	0	95,000
700,000	700,000	705,000	705,000	Beg Bal-Restrict Reserve		705,000	555,000	150,000	0
0	0	0	0	Beg Bal-Unrestricted		143,232	0	60,232	83,000
57,181	64,590	60,000	60,000	Fee for Services		65,000	0	0	65,000
0	0	10,000	0	Grant Revenue		10,000	10,000	0	0
791	8,416	0	0	Miscellaneous		0	0	0	0
638,154	649,480	637,922	637,922	Rent Income		682,049	562,074	119,975	0
<b>3,102,758</b>	<b>3,298,320</b>	<b>3,332,358</b>	<b>3,417,870</b>	<b>REVENUE</b>		<b>3,341,682</b>	<b>2,768,475</b>	<b>330,207</b>	<b>243,000</b>
5,995	4,193	5,408	4,203	Leave Expense		3,640	2,737	903	0
6,467	8,213	24,560	8,546	Fringe Benefits		19,574	13,286	6,288	0
12,939	16,039	51,159	9,672	Insurance Benefits		11,413	8,948	2,465	0
6,190	10,377	32,840	23,700	PERS Benefits		20,471	15,487	4,984	0
295	549	1,138	424	PERS Reserve		1,670	1,263	407	0
3,391	5,647	5,275	5,535	Accounting Clerk II	0.13	6,357	6,357	0	0
0	0	41,363	0	Administrative Assistant	0.00	0	0	0	0
27,439	27,163	27,094	35,591	Deputy Director	0.27	28,771	18,115	10,656	0
0	15,248	0	0	Extra Hire	0.00	0	0	0	0
48,993	39,126	60,201	59,274	Facility Maint. Coordinator	1.00	48,362	38,690	9,672	0
<b>111,709</b>	<b>126,554</b>	<b>249,038</b>	<b>146,945</b>	<b>PERSONNEL</b>	<b>1.40</b>	<b>140,258</b>	<b>104,883</b>	<b>35,375</b>	<b>0</b>
50	65	0	0	Advertising		0	0	0	0
69,947	96,600	89,971	93,558	Contract Expense		120,199	48,699	11,500	60,000
13,455	11,081	12,300	12,155	Copying		16,200	200	0	16,000
5,138	448	12,000	2,000	Furniture & Fixtures		4,500	2,500	2,000	0
60,641	55,519	62,500	62,500	Insurance		67,000	50,000	17,000	0
51,020	72,902	74,367	74,367	Janitorial		77,000	65,000	12,000	0
224	322	0	0	Legal Expenses		0	0	0	0

# Oregon Cascades West Council of Governments

## Non-Departmental

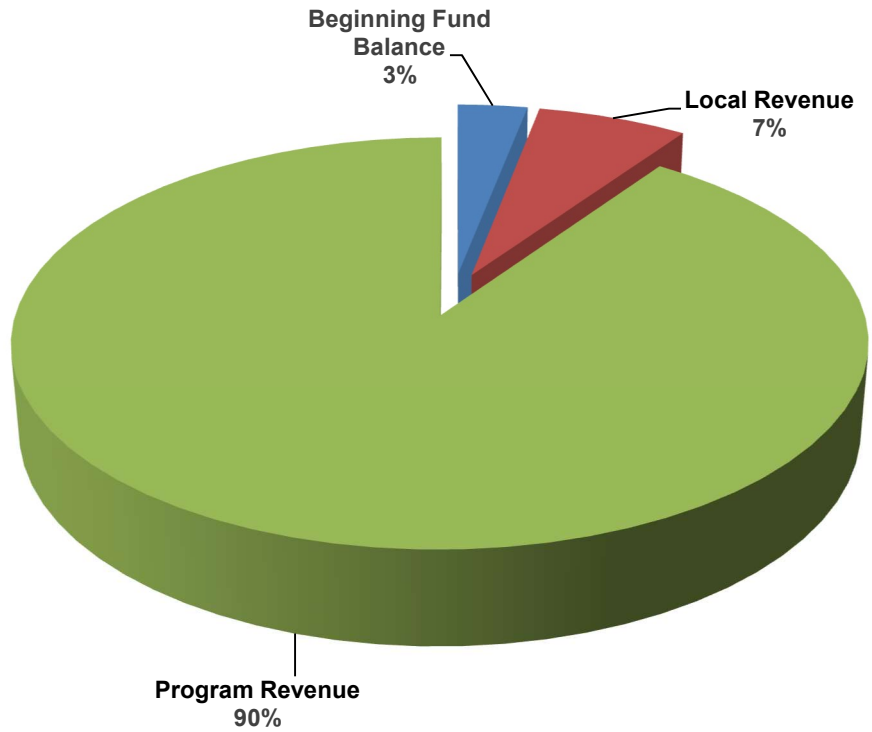
### Consolidated Budget FY2020-2021

2017-2018 Actuals	2018-2019 Actuals	2019-2020 Adopted	Estimated Actuals	Description	FTE	2020-2021 Proposed	Albany	Toledo	Copier
312	515	400	400	Licenses and Fees		500	500	0	0
72,256	33,448	54,220	54,620	Maintenance and Repair		21,000	15,000	6,000	0
54	70	50	50	Postage		0	0	0	0
11	12	25	25	Printing		150	150	0	0
16,328	20,514	19,300	19,300	Supplies		20,000	15,500	3,500	1,000
3,447	0	3,500	3,500	Taxes		3,500	3,500	0	0
595	446	800	800	Telephone		800	800	0	0
0	359	1,000	500	Training		1,000	1,000	0	0
1,371	2,372	1,900	2,600	Travel		3,100	1,500	1,600	0
64,143	64,702	66,000	66,000	Utilities		68,000	57,000	11,000	0
0	0	1,628,649	1,822,596	Operating Contingency		1,576,985	1,516,753	60,232	0
2,575,834	2,709,916	765,505	800,000	Unappropriated EFB for future		881,000	565,000	150,000	166,000
0	48,829	55,000	30,000	Capital Purchase		77,000	57,000	20,000	0
0	0	174,500	177,621	Leasehold Improvement		215,000	215,000	0	0
43,333	43,333	43,333	43,333	Principal Payment		43,333	43,333	0	0
12,892	10,313	18,000	5,000	Interest Payment		5,157	5,157	0	0
<b>2,991,049</b>	<b>3,171,766</b>	<b>3,083,320</b>	<b>3,270,925</b>	<b>MATERIAL &amp; SUPPLIES</b>		<b>3,201,424</b>	<b>2,663,592</b>	<b>294,832</b>	<b>243,000</b>
<b>3,102,758</b>	<b>3,298,320</b>	<b>3,332,358</b>	<b>3,417,870</b>	<b>TOTAL EXPENSES</b>		<b>3,341,682</b>	<b>2,768,475</b>	<b>330,207</b>	<b>243,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>GAIN/ (LOSS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# General Administration

<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	60,414
State Revenue	-
Federal Revenue	-
Local Revenue	130,313
Program Revenue	1,778,947
<b>TOTAL REVENUE</b>	<b>1,969,674</b>
Personnel	845,222
Fringe Benefits	87,527
Insurance Benefits	198,732
Leave Benefits	47,178
PERS Benefits	241,054
<b>TOTAL PERSONNEL</b>	<b>1,419,713</b>
Materials & Supplies	549,961
Principal Expense	-
Interest Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>549,961</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

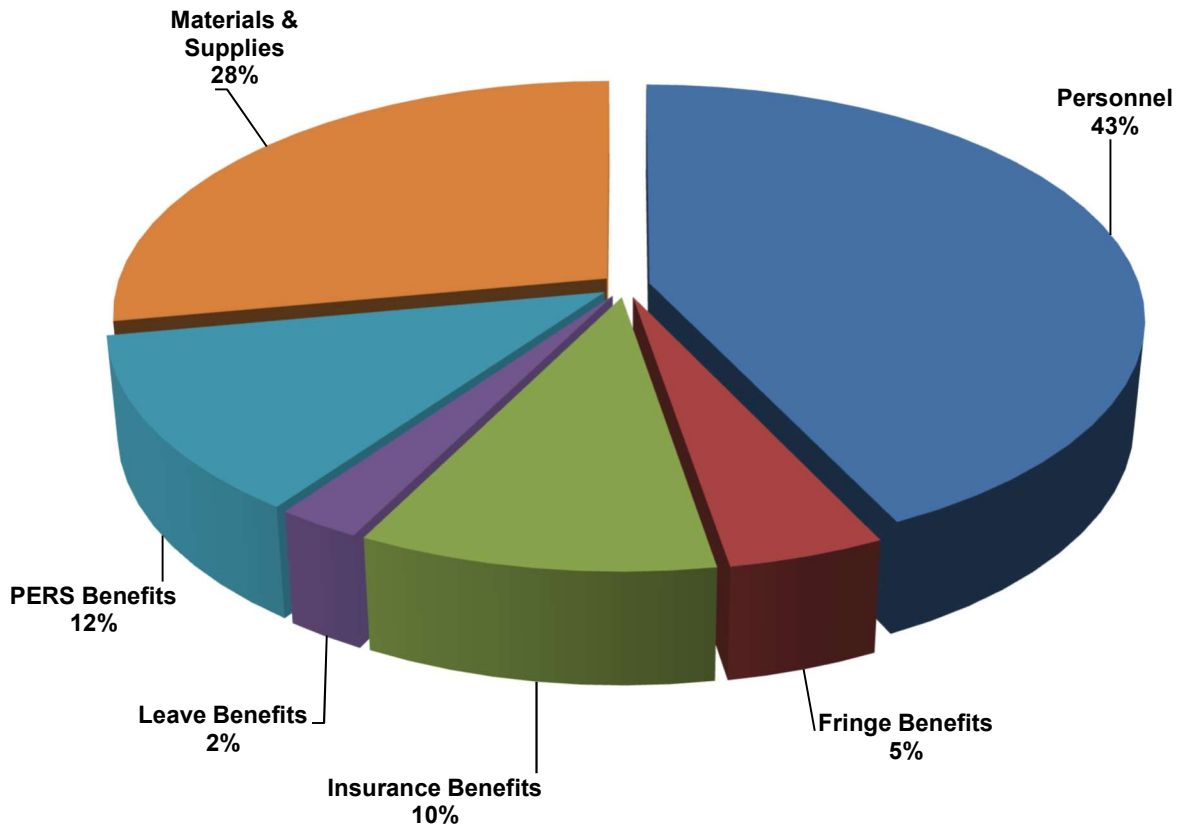
# General Administration Revenue Chart FY2020-2021



\* Federal contracts including funds passed through the State Government

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

# General Administration Expense Chart FY2020-2021



# General Administration Work Program

General Administration provides overall management of the agency's programs, technology and facilities, and includes functions shared by all departments for the efficiency. The Department also provides services and support to OCWCOG's Board of Directors and member jurisdictions.

General Administration consists of five primary functions: General Management; Financial Management; Human Resources Management; Technology Management; and Facilities Management (referred to as Non-Departmental in this document's Consolidated Budget).

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

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



# General Management

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

## **Funding:**

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

## **Goals:**

Goals will be updated pending the decision(s) of the new Executive Director.

# Financial Management

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

## **Funding:**

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

## **Goals:**

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

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

- OCWCOG's Finance Committee
- OCWCOG's Budget Committee

# Human Resources Management

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

## **Funding:**

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

## **Goals:**

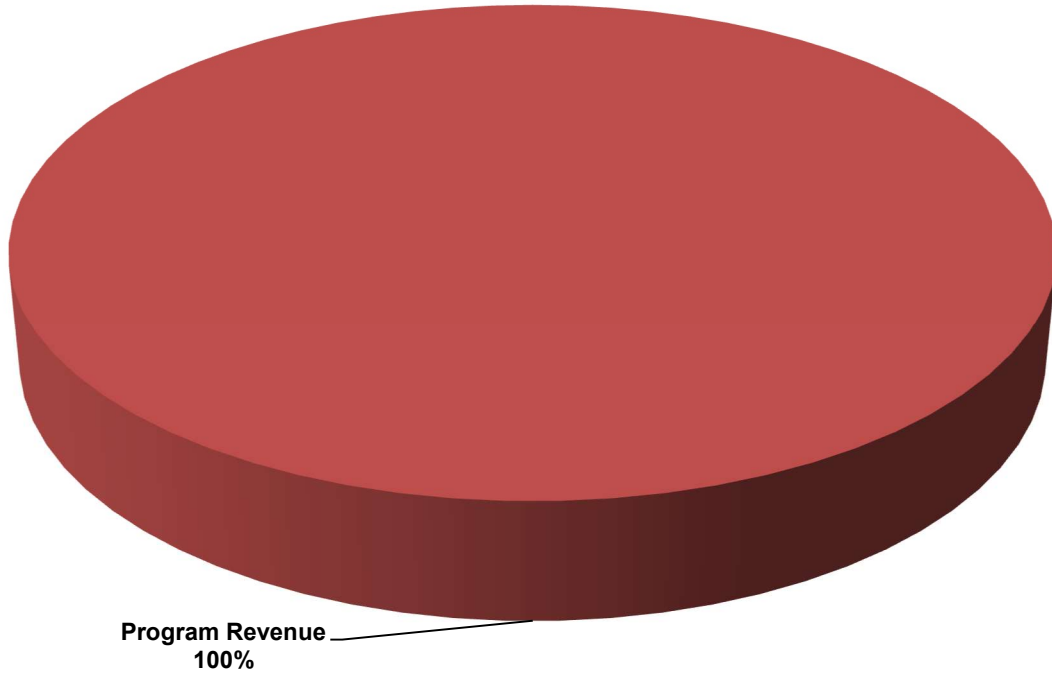
- Develop and implement an all-inclusive new employee onboarding and orientation program.
- Develop an in-house new manager training program, to better assist managers in becoming successful leaders.
- Implementation and manager training on new Human Resource Information System, SutiHR®. Research potential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

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# Technology Services

<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	-
State Revenue	-
Federal Revenue	-
Local Revenue	-
Program Revenue	813,697
<b>TOTAL REVENUE</b>	<b>813,697</b>
Personnel	312,884
Fringe Benefits	28,410
Insurance Benefits	90,463
Leave Benefits	16,487
PERS Benefits	82,977
<b>TOTAL PERSONNEL</b>	<b>531,221</b>
Materials & Supplies	282,476
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>282,476</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

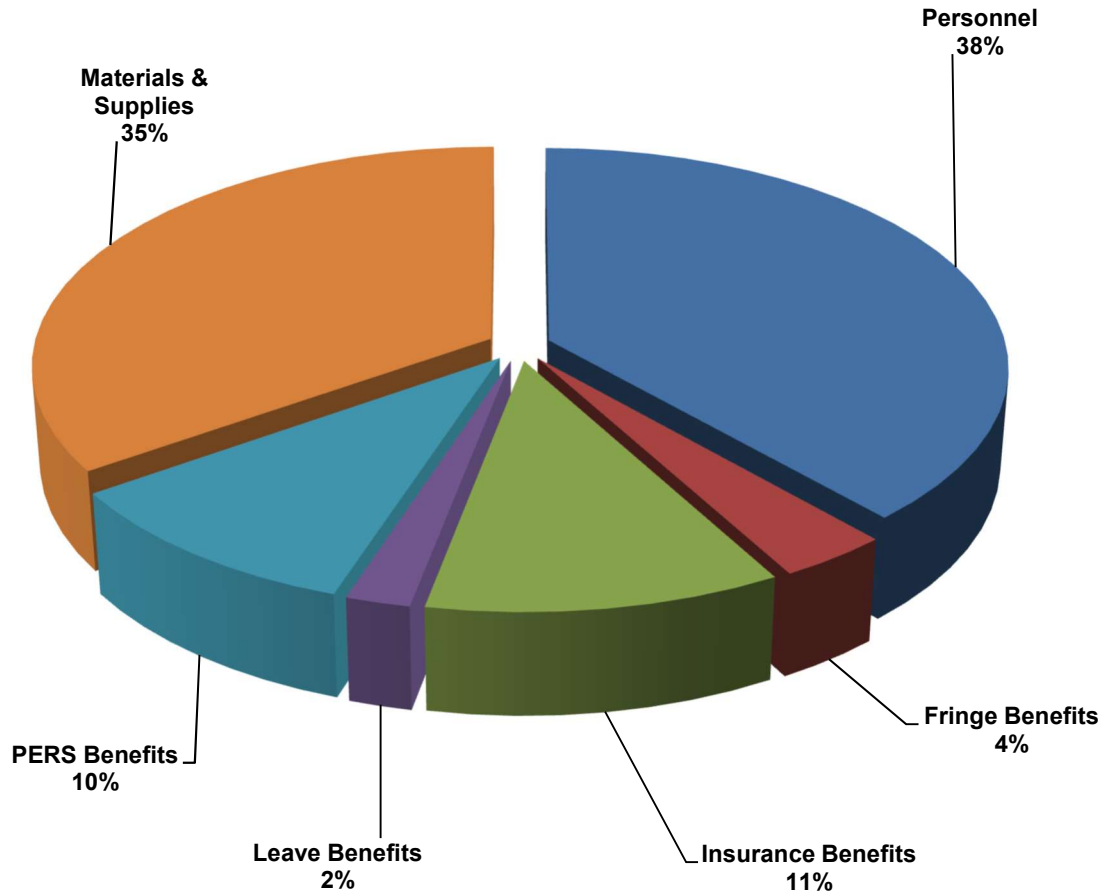
# Technology Services Revenue Chart FY2020-2021



\* Federal contracts including funds passed through the State Government

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

# Technology Services Expense Chart FY2020-2021



# Technology Services Work Program

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

## **Funding:**

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

## **Goals:**

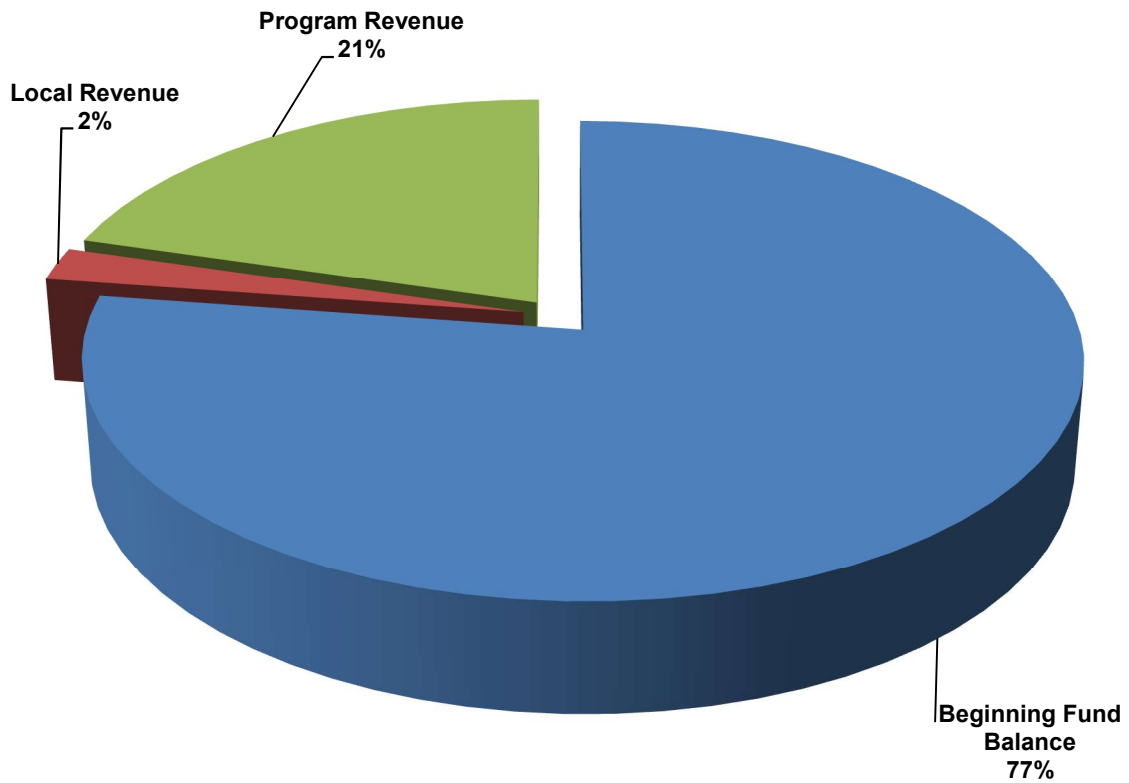
- Continue database project in order to automate internal reporting and enable staff to derive insights and intelligence from OCWCOG and partner data.
- Upgrade network and documentation with the goal of increasing speed, stability, and security.
- Align Technology Services with Information Technology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



# Non-Departmental Budget Summary

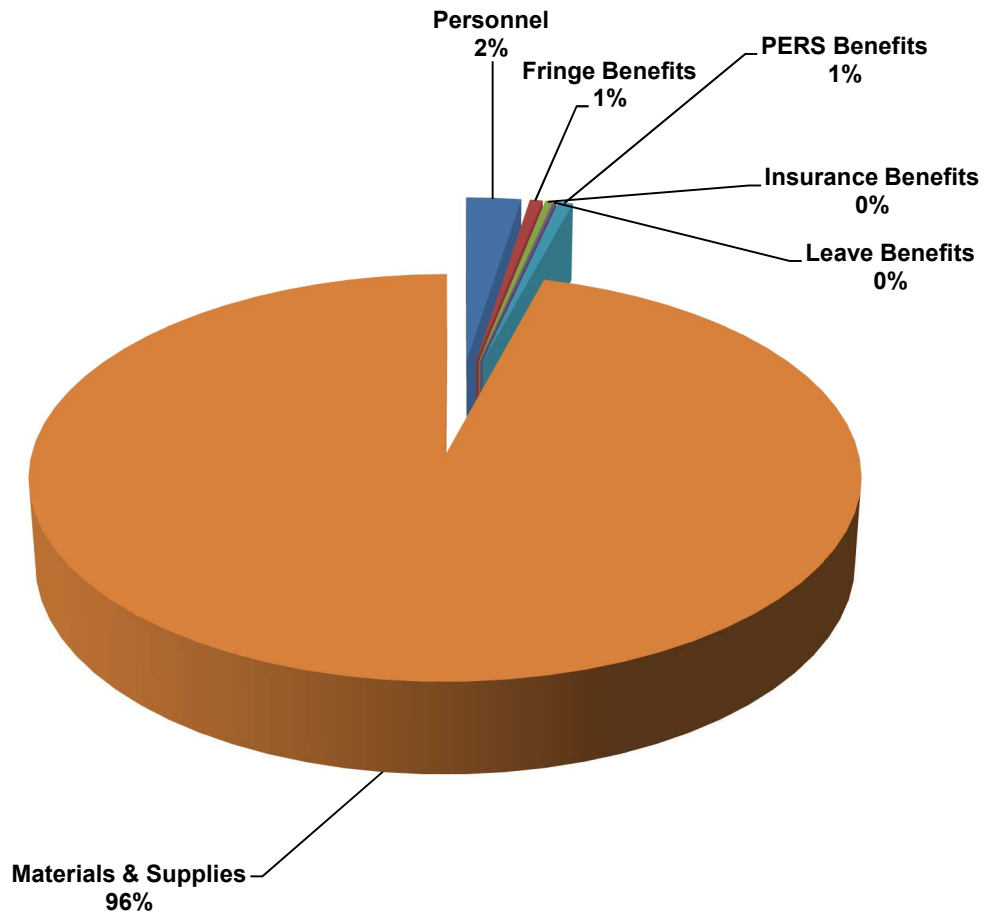
<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	2,584,633
State Revenue	-
Federal Revenue	-
Local Revenue	75,000
Program Revenue	682,049
<b>TOTAL REVENUE</b>	<b>3,341,682</b>
Personnel	83,490
Fringe Benefits	19,574
Insurance Benefits	11,413
Leave Benefits	3,640
PERS Benefits	22,141
<b>TOTAL PERSONNEL</b>	<b>140,258</b>
Materials & Supplies	3,152,934
Interest Expense	5,157
Principal Expense	43,333
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>3,201,424</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Non-Departmental Revenue Chart FY2020-2021



Local Revenue	Program Revenue
Fee for Service	Rent Income
Grant Revenue	

# Non-Departmental Expense Chart FY2020-2021



# Non-Departmental Work Program

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

## **Funding:**

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

## **Goals:**

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

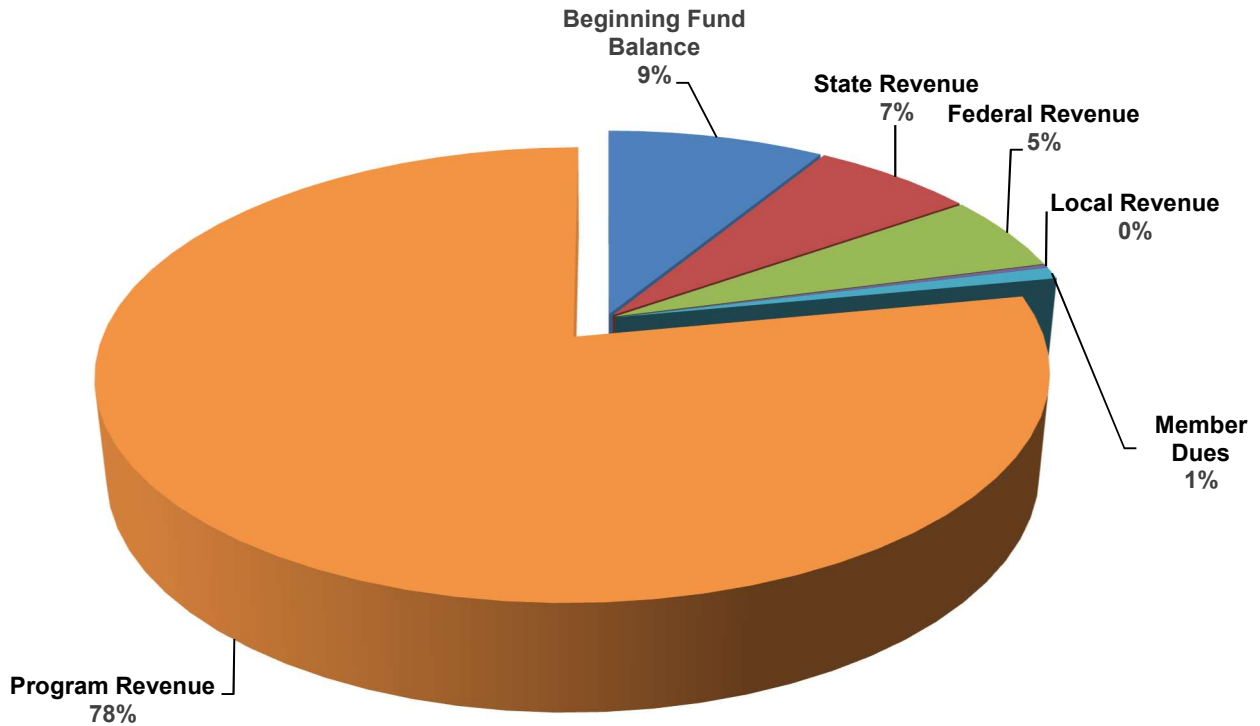
# Community and Economic Development

<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	1,111,970
State Revenue	837,109
Federal Revenue	705,547
Local Revenue	107,700
Program Revenue	9,913,190
<b>TOTAL REVENUE</b>	<b>12,675,516</b>
Personnel	1,206,083
Fringe Benefits	114,341
Insurance Benefits	386,334
Leave Benefits	70,004
PERS Benefits	340,332
<b>TOTAL PERSONNEL</b>	<b>2,117,094</b>
Materials & Supplies	10,558,422
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>10,558,422</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Community and Economic Development Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
<b>Planning</b>	<i>Contract Revenue</i> <ul style="list-style-type: none"> <li>• Geographic information systems (GIS) services</li> <li>• Planning services</li> <li>• CAMPO</li> <li>• AAMPO</li> <li>• Project</li> <li>• Federal Emergency Management Association (FEMA)</li> </ul>	Program/Federal	\$271,800.00
	<i>Dues</i>	Local	\$100,000.00
	<i>Economic Development Administration</i>	Federal	\$75,000.00
	<i>Environmental Protection Agency (EPA) – Brownfield</i>	Federal	\$150,000.00
	<i>Oregon Department of Transportation (ODOT)</i> <ul style="list-style-type: none"> <li>• CWACT</li> <li>• Transportation Demand Management</li> <li>• Regional Park and Ride</li> <li>• Safe Routes to School</li> </ul>	Federal/State	\$457,731.00
<b>CAMPO</b>	<i>ODOT</i>		\$193,730.00
<b>Cascades West RideLine</b>	<i>Coordinated Care Organization</i>		\$9,620,190.00
	<i>Title XIX (Oregon Health Plan)</i>		\$468,547.00
<b>AAMPO</b>	<i>Contract Revenue</i>		
	<i>ODOT</i>		\$185,648.00
<b>Contract Care Pilots</b>	<i>Sponsorships</i>		\$20,000.00

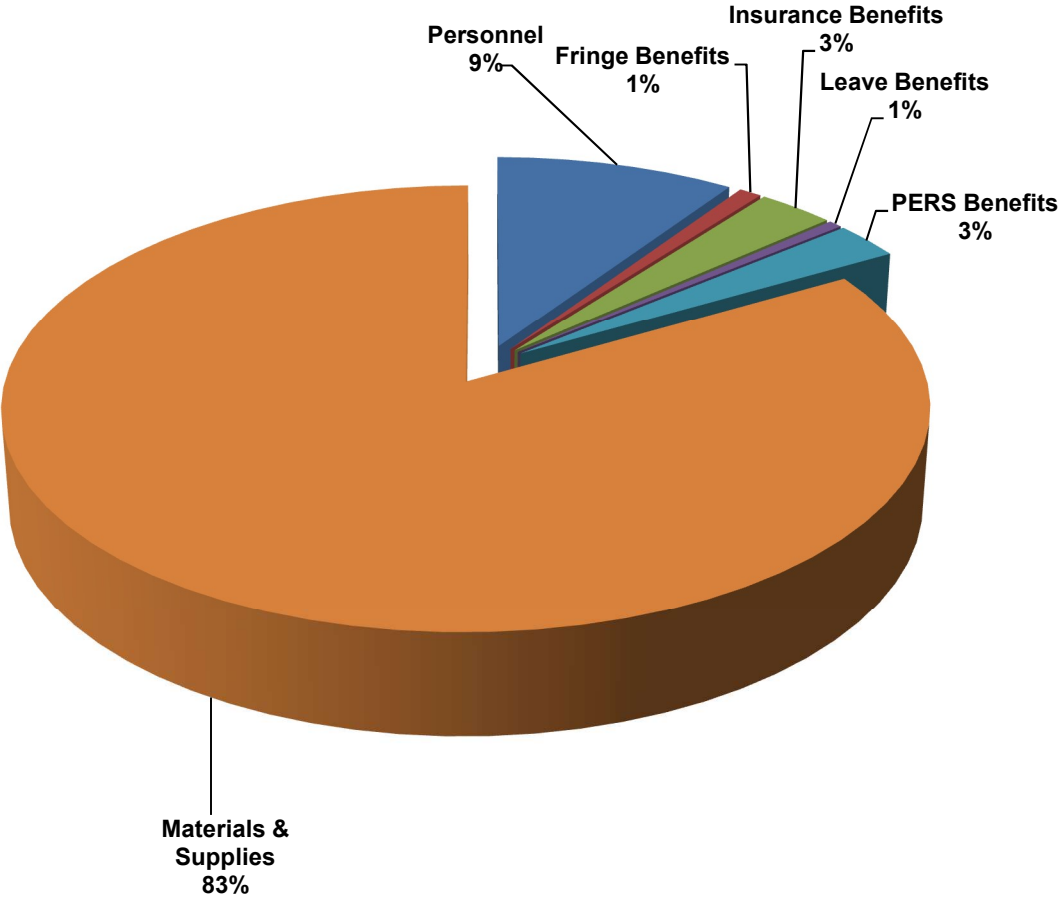
# Community and Economic Development Revenue FY2020-2021



\* Federal contracts including funds passed through the State Government

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

# Community and Economic Development Expense FY2020-2021





# Community and Economic Development Work Program

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

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

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

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

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

**Program Area Oversight Committees or Commissions:**

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

**Program Contact:**

Phil Warnock

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541.924.8474

# Planning: Community Development

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

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

## **Funding:**

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

## **Goals:**

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

# Planning: Economic Development

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

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

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

## **Funding:**

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

## **Goals:**

- Develop and begin implementation of the 2020-2025 CEDS; leverage the Region's efforts on economic development.
- Provide increased CWEDD value added data sets and member engagement opportunities.
- Implement Federal Emergency Management Agency (FEMA) Hazard Mitigation Planning grant for regional Economic Resiliency and Continuity of Governance readiness.
- Increase marketing and services of CWBL, in coordination with the CWEDD's activities.

# Transportation Programs

## CASCADES WEST AREA COMMISSION ON TRANSPORTATION

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

## CASCADES WEST TRANSPORTATION OPTIONS

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

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

## CASCADES WEST RIDE LINE

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

### **Funding:**

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

### **Goals:**

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

# Albany Area Metropolitan Planning Organization

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

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

## **Funding:**

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

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

## **Goals:**

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

# Corvallis Area Metropolitan Planning Organization

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

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

## **Funding:**

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

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

## **Goals:**

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

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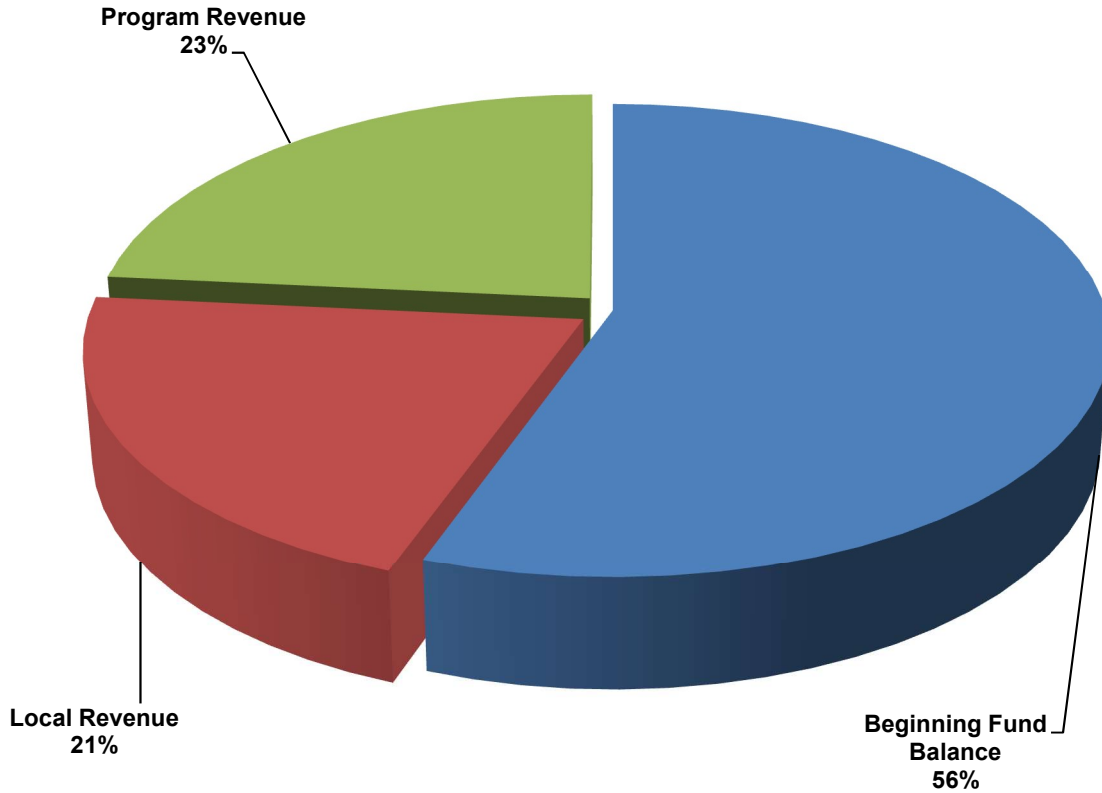
# Business Lending

<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	475,000
State Revenue	-
Federal Revenue	-
Local Revenue	180,000
Program Revenue	201,000
<b>TOTAL REVENUE</b>	<b>856,000</b>
Personnel	95,036
Fringe Benefits	8,344
Insurance Benefits	25,802
Leave Benefits	6,495
PERS Benefits	25,984
<b>TOTAL PERSONNEL</b>	<b>161,661</b>
Materials & Supplies	676,339
Interest Expense	18,000
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>694,339</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

## Business Lending Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
<b>Business Lending</b>	<i>Borrower Fees</i>	Program	\$1,500.00
	<i>Contract Revenue</i>	Program	\$60,000.00
	<ul style="list-style-type: none"> <li>• CCD Business Development Corporation</li> <li>• Oregon Business Development Corporation</li> </ul>		
	<i>Interest Revenue</i>	Local	\$180,000.00
	<i>Loan Processing Fees (Program Administration)</i>	Program	\$120,000.00
	<i>Transfer In</i>	Program	\$10,000.00

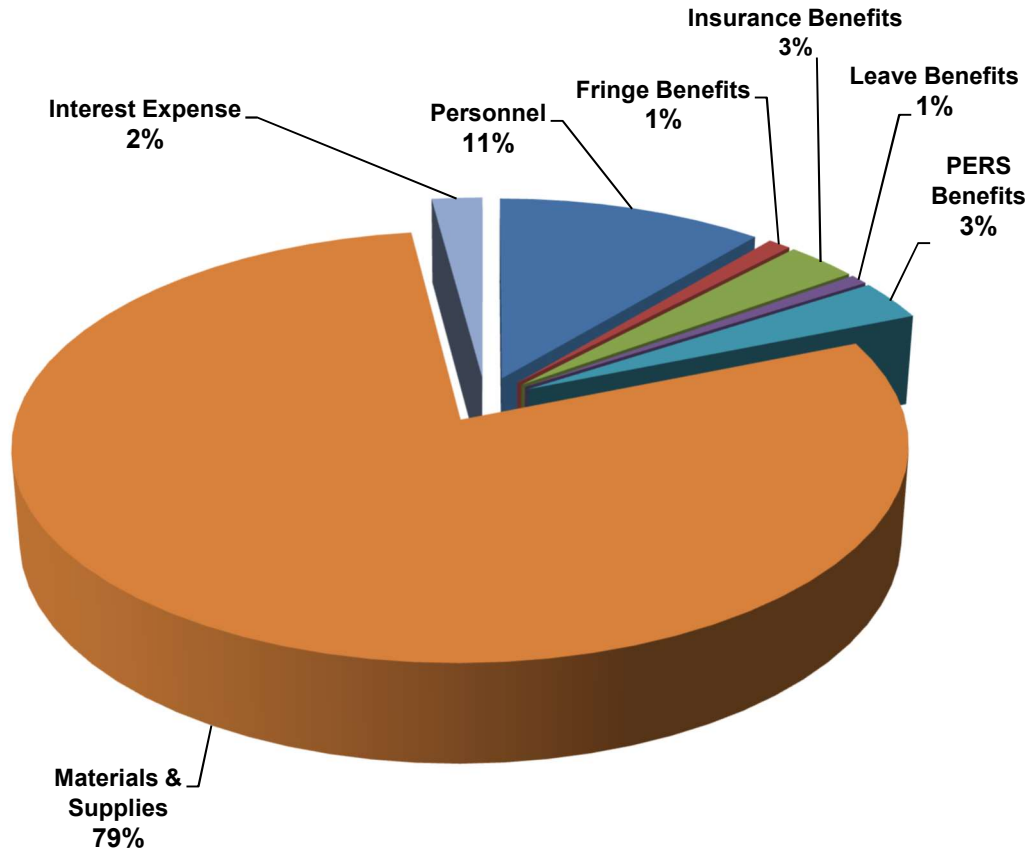
# Business Lending Revenue Chart FY2020-2021



\* Federal contracts including funds passed through the State Government

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

# Business Lending Expense Chart FY2020-2021



# Business Lending Work Program

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

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

## **Funding:**

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

## **Goals:**

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

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

- Loan Program Advisory Committee

## **Program Contact:**

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# Senior and Disability Services

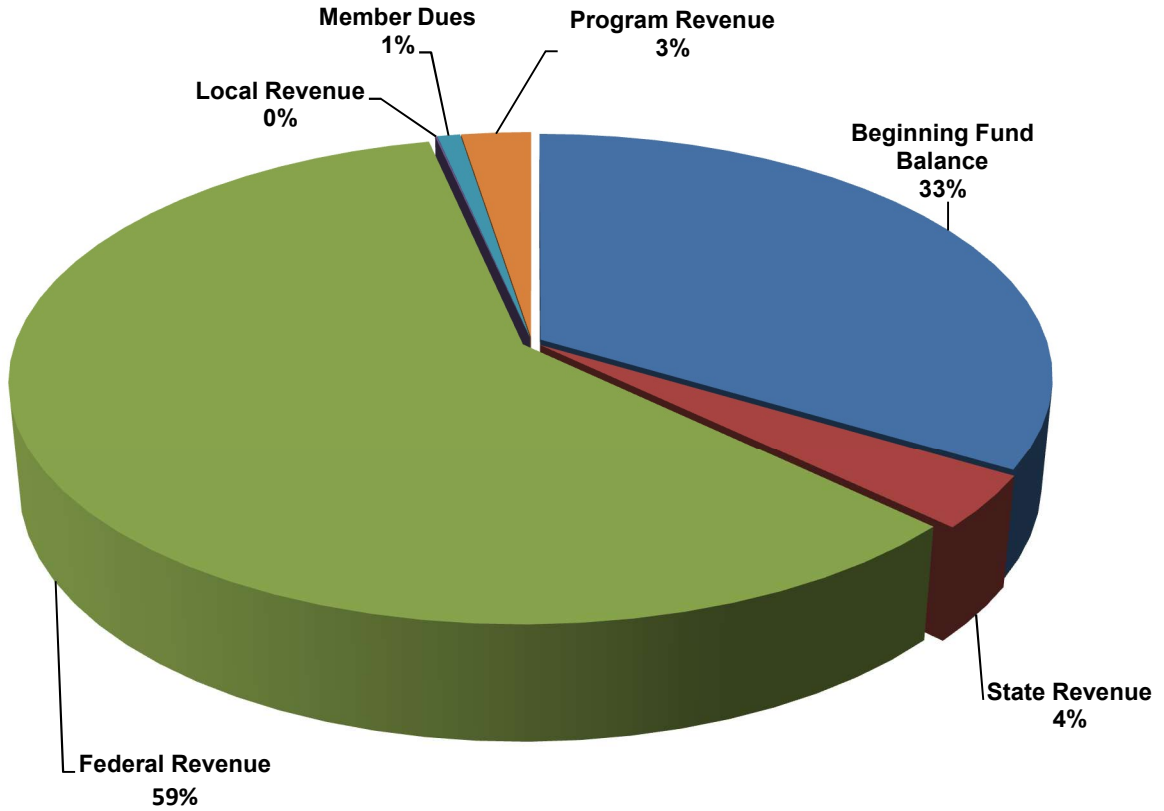
<b>FY2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	7,501,572
State Revenue	800,000
Federal Revenue	13,311,084
Local Revenue	203,455
Program Revenue	570,000
<b>TOTAL REVENUE</b>	<b>22,386,111</b>
Personnel	7,681,846
Fringe Benefits	696,198
Insurance Benefits	2,202,190
Leave Benefits	446,988
PERS Benefits	2,065,142
<b>TOTAL PERSONNEL</b>	<b>13,092,364</b>
Materials & Supplies	9,293,747
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>9,293,747</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

# Senior and Disability Services Revenue Legend

<b>PROGRAM</b>	<b>BUDGET LINE</b>	<b>FUNDING SOURCE</b>	<b>AMOUNT</b>
<b>Administration</b>	<i>Title XIX</i>	Federal	\$439,524.00
	<i>Federal Match</i>	Federal	\$30,000.00
<b>Albany Title XIX</b>	<i>Title XIX</i>	Federal	\$9,572,844.00
	<i>Dues</i>	Local	\$121,995.00
	<i>Federal Match</i>	Federal	\$30,000.00
<b>Toledo Title XIX</b>	<i>Title XIX</i>	Federal	\$2,549,472.00
	<i>Dues</i>	Local	\$65,460.00
<b>OPI/OAA</b>	<i>Fee for Service</i>	Local	\$16,000.00
	OPI client fees		
	OAA	Federal	\$600,000.00
	OPI	Federal	\$800,000.00
<b>Special Contracts and Grants</b>	<i>Contracts</i>	State/Local	\$460,000.00
	<ul style="list-style-type: none"> <li>• PEARLS</li> <li>• STEPS</li> <li>• Linn County Special Transportation Funds (STF)</li> <li>• Benton County Special Transportation Funds (STF)</li> <li>• In-Take CM Lincoln County Hospitals</li> <li>• Private Admission Assessments (PAA)</li> </ul>		
	Options Counseling/ No Wrong Door (NWD)		
	<i>Federal Match</i>	Federal	\$52,800.00



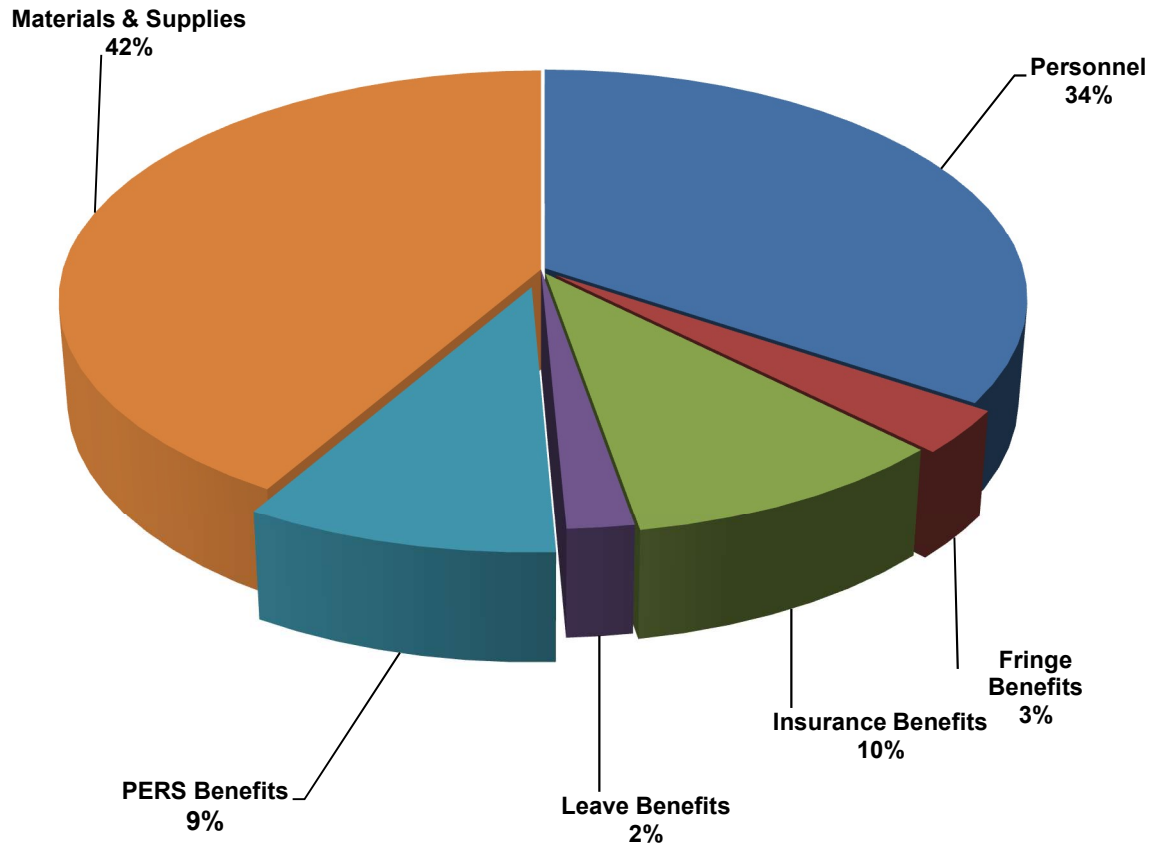
# Senior and Disability Services Revenue Chart FY2020-2021



\* Federal contracts including funds passed through the State Government

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

# Senior and Disability Services Expense Chart FY2020-2021



# Senior and Disability Services Work Program

As the designated Area Agency on Aging (AAA) serving Linn, Benton, and Lincoln Counties, OCWCOG's Senior and Disability Services (SDS) Department manages a variety of federal, State, and local programs that support advocacy, and promote dignity, independence, and choice for seniors and people with disabilities. SDS provides services that are unique and complementary to ones provided by community partners, and continues to strengthen relationships and work collaboratively with a variety of public and private entities in our service area, such as Samaritan Health Services, the regional Coordinated Care Organization (CCO), Intercommunity Health Network (IHN), and the County public health departments.

OCWCOG, through a biennial contract with Oregon's Department of Human Services, administers Medicaid, the *Supplemental Nutrition Assistance Program (SNAP)*, Temporary Assistance for Needy Families (TANF), Employment Related Day Care (ERDC), and Refugee Cash benefits. Consumers of all ages may access any of these services by coming to any OCWCOG office. Staff also collaborate with Self-Sufficiency offices to provide Temporary Assistance for Domestic Violence Survivors. Case managers coordinate the *Long-Term Services and Supports* that people over 65 and adults with physical disabilities receive in their homes or care facilities. In addition, OCWCOG *Adult Protective Services Specialists (APSS)* screen and investigate reports of abuse of people over 65 and adults with disabilities (18 to 64 years).

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

*Oregon Project Independence (OPI)* is a State-funded program directed toward keeping people in their own home for as long as possible. In OCWCOG's service area *OPI* serves people over the age of 19 who need assistance with activities of daily living. Funding for *OPI* continues at current levels through FY2021.

The Older Americans Act (OAA) is a federal initiative which provides essential funding to support a wide array of programs, services, and projects, including *Meals on Wheels (MOW)* and other nutrition programs, healthy aging, in-home services, transportation, legal services, elder abuse prevention and caregiver support. *OPI* and OAA programs can delay or prevent the use of higher cost public assistance programs, such as Medicaid.

All SDS programs aim to help seniors and people with disabilities stay as independent and safe as possible in their homes and communities while avoiding hospitalization and nursing home care, and as a result, save federal and State funds that otherwise would be spent on such care.

**Funding:**

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

**Program Area Oversight Committees or Commissions:**

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

**Program Contact:**

Randi Moore

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

541.924.8438

# Program Administration

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

The SSAC and DSAC meet jointly every other month allowing the Council members to use the alternate months to focus on Committees, such as Issues and Advocacy (IA), Contract Monitor and Review, Membership and Nominating, and the *Meals on Wheels* Advisory Committee (MOWAC). The Care Planning Committee (CPC) provides a better understanding about long-term care programs that SDS administers. This helps support advocacy and outreach in our communities.

## **Funding:**

Funding for Program Administration comes from Medicaid and OAA allocations.

## **Goals:**

- Increase the number of SSAC and DSAC members, specifically targeting growth of Lincoln County membership and members that represent our consumer demographic.
- Engage the Councils in identifying the SDS “brand” and doing outreach in their communities about SDS programs.
- Perform regular check-ins with Council members to assess department’s success in meeting goals and objectives set forth in the departmental budget and four-year *Area Plan*.
- Build SDS leadership “bench” with additional Program Manager and Supervisor in order to have better succession planning for department.

# Medicaid Program

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

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

## **Funding:**

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

## **Goals:**

- Shepherd agency through major programmatic changes related to Eligibility Transformation.
- Increase staffing to ensure drawing down all funds allocated to us in State Medicaid contract.
- Rollout and evaluate telework project as a solution for workspace issues and potential cost savings.
- Provide more training and professional development opportunities to all department staff.
- Develop and utilize data sets and tools to assess individual and team performance and make sure staff are invested where needed.
- Fund an SDS specific Technical Support Specialist to reduce staff downtime resulting from computer or technical issues.

# Adult Protective Services

*Adult Protective Services (APS)* Specialists investigate allegations of verbal, sexual, and physical abuse, as well as neglect and financial exploitation. Protective services are provided to those 65 and older, and people with physical disabilities over the age of 18. Investigators work collaboratively with other agencies, such as the State Long-Term Care Ombudsman program, County mental health programs, local law enforcement agencies, and district attorney offices. Complaints that do not meet the scope of the OCWCOG APS program are referred to other agencies and provided with other resources and supports.

## **Funding:**

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

## **Goals:**

- An additional APS worker will be hired to assist in managing a 15% increase in the number of calls reporting abuse.
- Local report completion timeframes will be decreased to provide more of a buffer against State deadlines.
- Continue to develop relationships with law enforcement and the legal system by regularly participating in the individual County Multi-Disciplinary Teams (MDT).

# Older Americans Act Program, Oregon Project Independence and Contracts

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

## **Funding:**

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

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

## **Goals:**

- Increase staffing to ensure we capture all allocated funds allowed.
- Pilot a “Sudden Service” care program using OAA case managers in order to improve customer services, provide more support in a timely way, and reduce or defer Medicaid costs.
- Create an *OPI* demonstration project for Tribal Elders that allows for more flexibility in accessing long term care services.
- Create a Tribal Navigator position that assists Tribal Elders and their families in accessing benefits



# Community Services Program

<b>FY 2020-2021 BUDGET SUMMARY</b>	
Beginning Fund Balance	285,890
State Revenue	243,687
Federal Revenue	1,981,473
Local Revenue	413,500
Program Revenue	1,378,655
<b>TOTAL REVENUE</b>	<b>4,303,205</b>
Personnel	788,862
Fringe Benefits	91,072
Insurance Benefits	208,792
Leave Benefits	38,152
PERS Benefits	205,755
<b>TOTAL PERSONNEL</b>	<b>1,332,633</b>
Materials & Supplies	2,970,572
Interest Expense	-
Principal Expense	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>2,970,572</b>
<b>GAIN / (LOSS)</b>	<b>-</b>

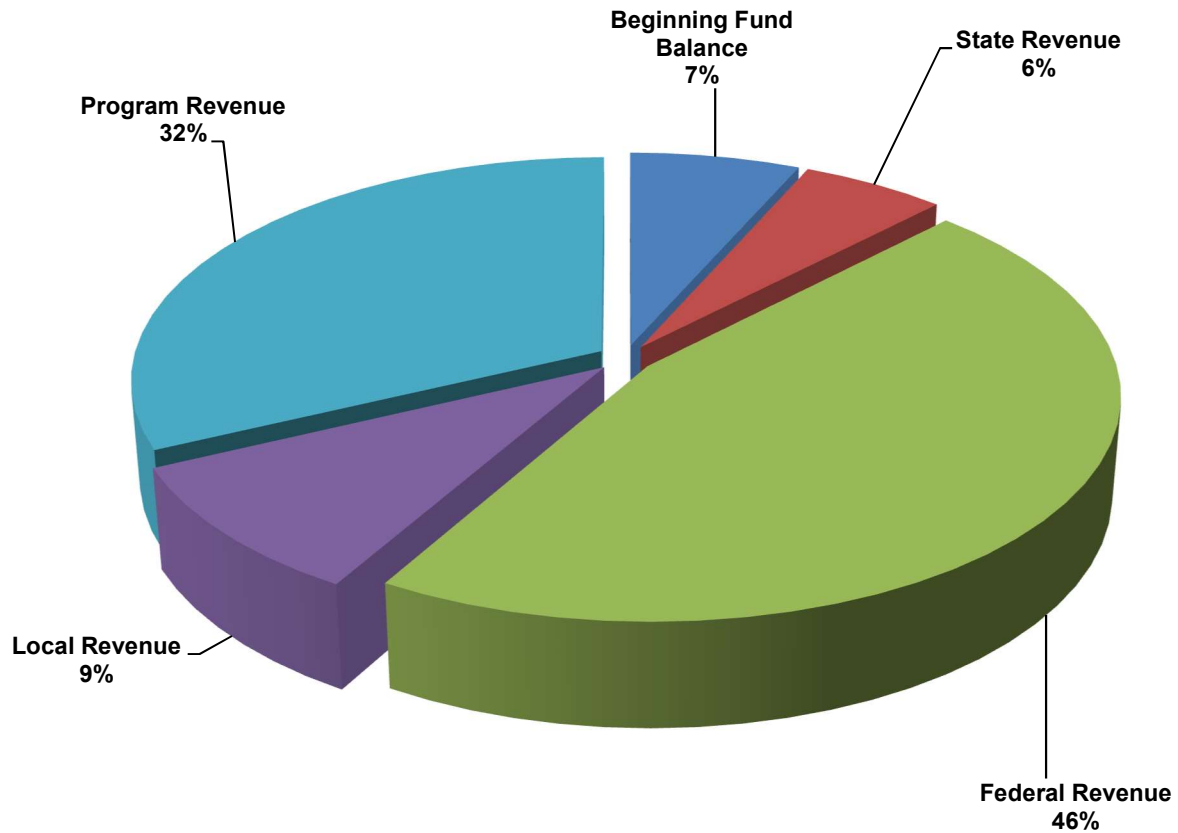
# Community Services Program Revenue Legend

PROGRAM	BUDGET LINE	FUNDING SOURCE	AMOUNT
<b>Senior Corps Program, Retired and Senior Volunteer Program (RSVP), and Foster Grandparent Program (FGP)</b>	<i>Contract Revenue</i>	Federal	\$514,185.00
	<ul style="list-style-type: none"> <li>• Corporation for National and Community Service (CNCS), RSVP</li> <li>• CNCS, FGP</li> </ul>		
	<i>Donations</i>	Local	\$500.00
	<ul style="list-style-type: none"> <li>• Voluntary Donations</li> </ul>		
	<i>SHIBA Program Revenue</i>	State/Local	\$36,000.00
	<ul style="list-style-type: none"> <li>• State of Oregon</li> <li>• Medicare Improvements for Patients and Providers Act (MIPPA)</li> <li>• Senior Medicare Patrol (SMP)</li> </ul>		
	<i>Match Grants</i>		
	<ul style="list-style-type: none"> <li>• City of Yachats</li> <li>• City of Lincoln</li> <li>• City of Toledo</li> <li>• United Way of Linn County</li> <li>• United Way of Benton and Lincoln Counties</li> <li>• Lincoln County Commissioners</li> <li>• Samaritan Social Accountability</li> <li>• Siletz Tribal Charitable Contribution Fund (FGP)</li> <li>• Siletz Tribal Charitable Contribution Fund</li> <li>• Trust Management Services</li> <li>• Early Learning Hub of Linn, Benton, and Lincoln Counties</li> </ul>	State/Local	\$50,500.00

<b>Benton County Veterans Services</b>	<i>Contract Revenue</i> • Benton County	Local	\$190,000.00
	<i>Federal Match</i> • Benton County	Federal	\$7,500.00
	<i>Veterans</i> • Oregon Department of Veterans Affairs (ODVA)	State	\$109,687.00
	• Grants	Local	\$7,500.00
<b>Meals on Wheels</b>	<i>Contract Revenue</i> • OPI Young Disabled	State	\$134,000.00
	<i>Donations</i> • Annual solicitation to member jurisdictions • Mother's Day tea solicitation mailing • Senior Services Foundation (SSF) • Voluntary donations to the meal sites	Local	\$220,000.00
	<i>Grants</i> • Samaritan • United Way of Linn County • United Way of Benton and Lincoln Counties • Kiwanis and other service organizations and local foundations • Banfield Pet Food • Lincoln County Commissioners	Local	\$125,000.00
	<i>Older American Acts (OAA)</i>	Federal	\$653,855.00
	<i>Program Meals Revenue</i> • Self-pay meals at the meal-sites	Local	\$180,000.00
	<i>Meals on Wheels</i>	Federal	\$1,085,054.00
	<i>XIX Siletz</i>	Federal	\$8,000.00
	<i>Revenue Title XIX</i>	Federal	\$120,000.00
	<i>USDA</i>	Federal	\$107,064.00

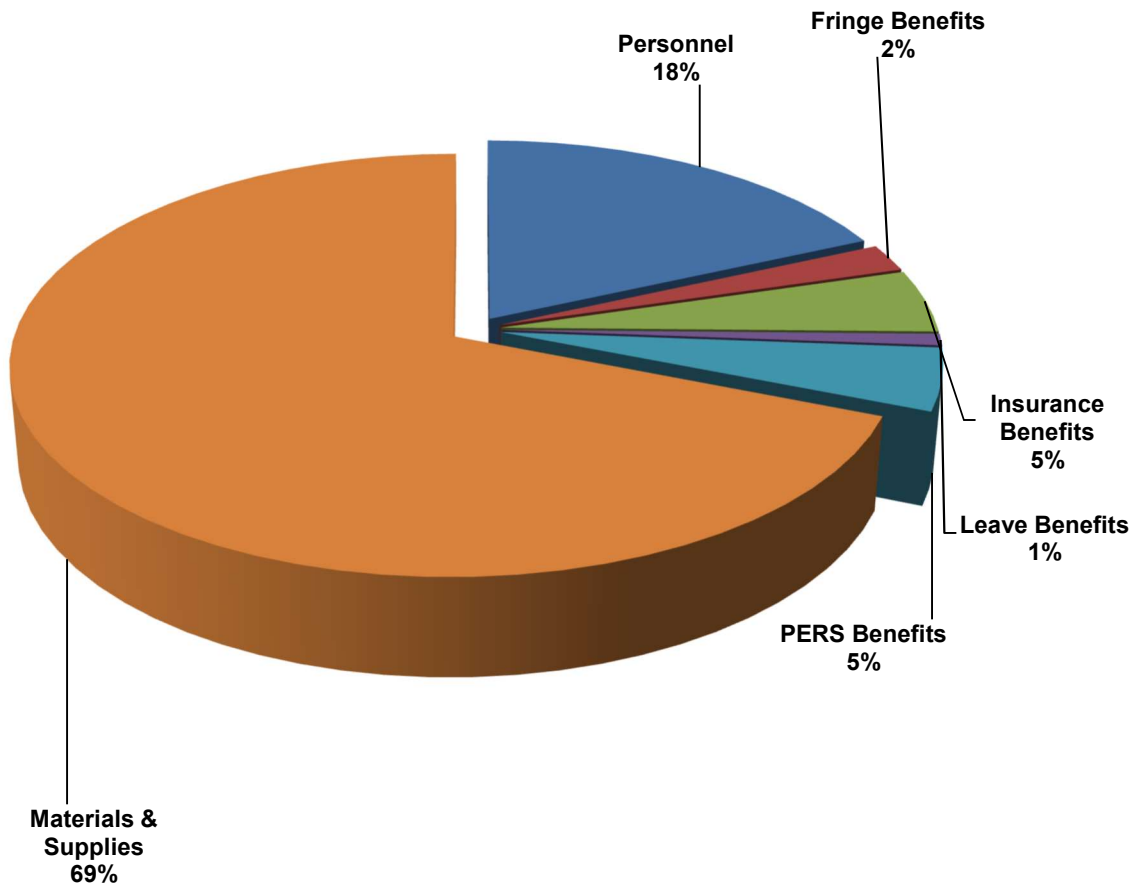


# Community Services Program Revenue Chart FY2020-2021



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

# Community Services Program Expense Chart FY2020-2021



# Community Services Program Work Program

The Community Services Program (CSP) facilitates the coordinated operation of programs serving older adults, individuals with long-term physical disabilities, and Veteran populations.

CSP works with and refers to Senior and Disability Services (SDS) under the Cascades West Area Agency on Aging (CWAAA). Services are designed to assist residents and program participants to maintain their health, wellness, independence and dignity, and reduce social isolation by maintaining connection to the community. Several CSP programs offer a variety of volunteer and advocacy opportunities and coordinate a number of community events throughout the Region.

Programs include: *Meals on Wheels (MOW)*; Senior Corps Programs, including *Foster Grandparent Program (FGP)*, *Retired and Senior Volunteer Program (RSVP)*, and *Senior Companion Program (SCP)*; and *Money Management Program (MMP)*. All of the programs listed here operate on a volunteer service-delivery model, meaning they rely on a large number of dedicated community volunteers to deliver service. Volunteers are integral to each program's success.

Under an intergovernmental agreement (IGA), OCWCOG staffs the Benton County Veteran Services Office in service to Benton County Veterans. Under a separate IGA with Linn County Mental Health, the department oversees the *Older Adult Behavioral Health Initiative (OABHI)*, which provides workforce education and promotes development of behavioral health services and supports across the region. CSP has partnered with the State of Delaware to replicate the *Stand By Me Financial Empowerment Program* locally.

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

## **Funding:**

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

## **Program Contact:**

Randi Moore  
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541.924.8438

# Benton County Veterans Services

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

## **Funding:**

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

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

## **Goals:**

- Further develop relationships with local employers and other groups employing or otherwise serving a number of Veterans; identify space suitable to conducting appointments with Veterans on location in order to more conveniently serve those Veterans.
- Continue to build relationships in local nursing homes and Assisted Living Facilities, as well as local service clubs, for the purpose of providing informational presentations about services available.
- Continue participation in the *Operation Welcome Home Campaign* with local service organization partners.
- Further build out and implement strategies around suicide awareness and prevention activities.
- Explore new funding opportunities and partnerships to provide greater benefit to Veterans beyond claims work.
- Develop partnerships supporting the removal of transportation barriers for Veteran clients accessing medical services.
- Continue support of existing programs through local partners, such as the Elks Club, Stand Down events, OSU Extension, etc.
- Partner with Oregon State University and Linn-Benton Community College to provide additional service for Veterans.
- Further develop print and radio advertising regarding services available. Continue to expand designed portfolio of outreach materials and channels.



# Meals on Wheels

Since 1980, *Meals on Wheels Linn, Benton, Lincoln (MOW)* has offered nutritious meals to homebound, aging adults, and adults with disabilities who often live alone, and have limited resources or ability to care for themselves. While providing nutritious meals is the program's top priority, *MOW* is more than a meal: its health, safety, and socialization for many of the Region's communities' most vulnerable. A volunteer corps of approximately 270 serve in meal site kitchens and as delivery drivers throughout OCWCOG's tri-County Region. These volunteers provide a daily well-check for homebound clients, intervene in potentially critical medical events, and provide socialization to keep isolation at bay. *MOW* serves clients through two programs:

**Home Delivery:** Volunteers deliver nutritious meals, specifically formulated for the needs of the elderly, five days per week directly to the client's front door. For 1,973 homebound clients, this volunteer may be the only person they see that day.

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

## **Funding:**

*MOW* funding is comprised of local, State, and federal government funding (Medicaid, OAA, OPI, and U.S. Department of Agriculture [USDA]), client donation, private and corporate fundraising, grant funding, and in-kind donations. Long-term program sustainability depends on developing a more diverse funding plan that is better balanced between revenue sources, and increased allocations from third-party payers.

## **Goals:**

- Grow current individual and corporate donor base; cultivate new individual and corporate donations; manage donor stewardship program.
- Identify new grant funding opportunities.
- Conduct regular site visits with meal site facility supervisors to build relationships, enhance partnerships, and identify opportunities for further collaboration.
- Identify and implement an alternative cloud-based meal reservation and routing software.
- Refine site evaluation form; utilize annual site reviews as means to further develop operational efficiencies across meal sites.
- Work with CSP colleagues to draft a more formal volunteer recruiting, training, and retention program.
- Work with Statewide Nutrition Programs and Area Agencies on Aging to evaluate third-party reimbursement schedules.

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

In partnership with CNCS, Senior Corps programs have been connecting local seniors, aged 55 and over, with the people and organizations that need them most in the region since 1973. Volunteers serve as tutors, mentors, counselors, and/or companions to people in need, or contribute their job skills and expertise to community projects and organizations. Volunteers receive guidance and training, so they can make a contribution that suits their talents, interests, and availability. Volunteers are offered volunteer insurance, mileage and meal reimbursements and recognition for their Service. Income-eligible volunteers are offered a tax-exempt stipend for their service.

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

*RSVP* also operates the Department of Consumer and Business Services' *Senior Health Insurance Benefits Assistance (SHIBA)* program through an intergovernmental agreement with the State of Oregon. *SHIBA* provides training and certification of volunteers who help residents navigate the complexities of Medicare.

***Foster Grandparent Program (FGP):*** *FGP* recruits and matches volunteers to children aged five to 18 in Linn, Benton and Lincoln Counties. The *FGP* is inter-generational, providing volunteers the opportunity to mentor, nurture, and support children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. OCWCOG currently contracts with the local Early Learning Hub for priority placement of volunteers with young English Language Learners (ELLs).

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

## **Funding:**

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

**Goals:**

- Train and maintain *FGP* volunteers, including those within evidence-based programs; ensure data fidelity.
- Recruit, train and maintain *SCP* volunteers; ensure data fidelity.
- Grow transportation budget for *SCP* to meet critical community needs.
- Collaborate with SDS internal partners through the *PEARLS* and *OPI* programs, and CSP internal partners through *MOW*, *Money Management Program*, and *Older Adult Behavioral Health Initiative*, to identify and provide warm referrals, thereby increasing wrap-around supports for the most vulnerable clients.
- Explore future partnerships between evidence-based programs and Senior Corps to maximize community impact and infuse new dollars into existing programs.
- Increase number of *RSVP*-led counselling session to residents (free of charge) on Medicare coverage and election options.
- Maintain the number of *RSVP* volunteer-led tax returns (free of charge) to 1,800, an estimated \$490,000 cost savings to local low-income seniors.
- Increase number of new-to-Medicare community-based seminars across the region.
- Maintain friendly visiting programs, to increase social ties and reduce social isolation.
- Work with CSP colleagues to draft a more formal volunteer recruitment and retention program.

# ***Stand By Me***

## **Financial Empowerment Program**

CSP is working with *Stand By Me Delaware* (*\$BM DE*) to replicate its highly successful financial empowerment program in the Region. Over the past eight years, *\$BM DE* has increased Delaware's economic vibrancy by providing financial empowerment coaching and toolkits to help individuals, families, and businesses achieve and maintain [personal] financial security.

Service access points are created by embedding financial coaches with community partners including Veteran Service Offices, Head Start, high schools and senior centers. Coaching is tailored for the demographic the coach serves, enabling culturally appropriate access for specific target markets. Populations include low-wage workers, college and high school students, Head Start families, childcare workers, seniors and retirees, and English as Second Language (ESL) families. Coaches work to build relationships and trust through flexible meetings and remaining non-judgmental.

*Stand By Me Oregon* (*\$BM OR*) will launch first in Benton County, in the Childcare Partnership space, working closely with the Early Learning Hub of Linn, Benton, and Lincoln Counties as a lead partner.

### **Funding:**

Program funding is comprised of local and State-level contributions as well as private and corporate fundraising, grant funding, participant contribution, and in-kind donations.

### **Goals:**

- Coordinate *\$BM DE* peer visit.
- Coordinate national and statewide funder visits/meetings.
- Conduct *\$BM DE* technology transfer to CSP of database and reporting systems.
- Continue to develop key stakeholder relationships.
- Implement memorandum of understanding (MOU) and requests for proposals (RFPs) for program partnerships and delivery.
- Formally launch program in Benton County.
- Identify individual and corporate donor base; cultivate new individual and corporate donations; manage donor stewardship program. Manage foundation and grant-maker relationships.

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

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

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

**Representative Payee:** Volunteers provide one-on-one assistance to individuals who do not have the capacity to manage their federal benefits, such as Social Security, Social Security Disability Insurance, Veteran's, and Railroad Retirement. Volunteers work as the liaison between the program office and the client to assist the program office in the management of these federal benefits on behalf of the individual, ensuring that basic needs are met, and funds are protected.

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

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

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

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

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

**Funding:**

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

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

**Goals:**

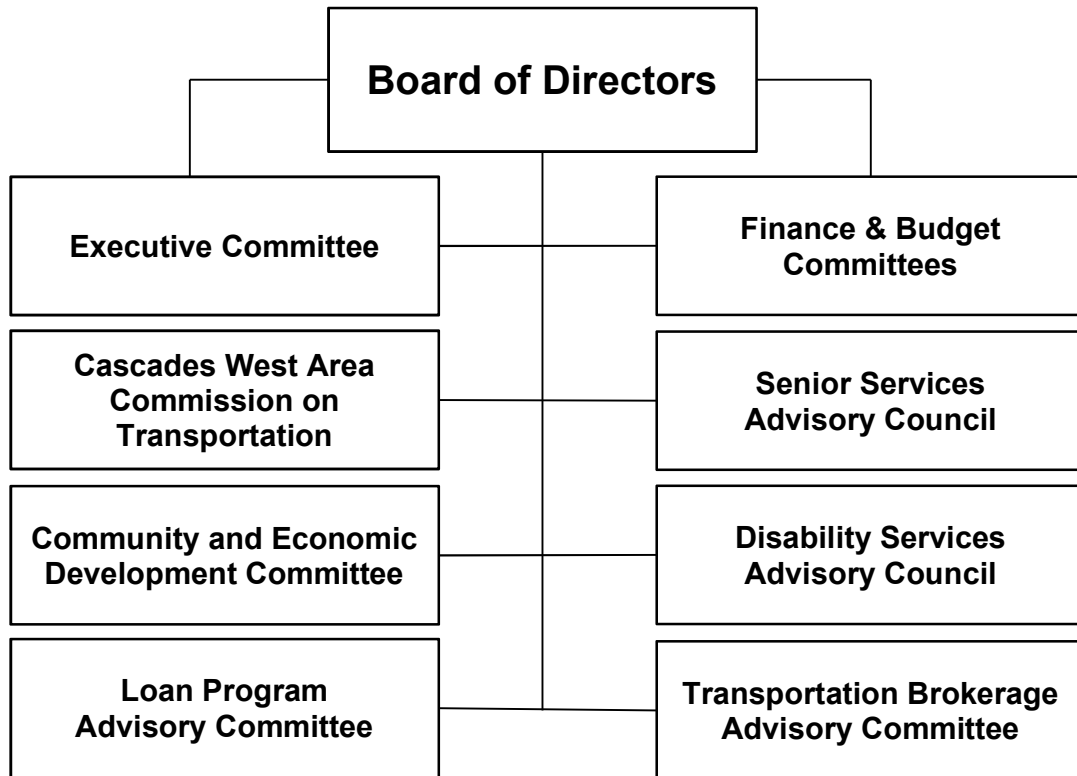
- Leverage existing media / outreach channels to increase awareness of *MMP* as a volunteer opportunity.
- Develop additional funding streams for *MMP*.
- Continue to grow *MMP* client base, effectively reducing wait list and referral turn-around timelines.
- Work with CSP colleagues to draft a more formal volunteer recruitment and retention program.
- Formalize *OABHI* training program relevant to OCWCOG staff.
- Develop proactive coordination between OCWCOG and local mental health to serve shared clients.
- Share best practices with fellow programs across the State.
- Promote program visibility and support efforts to improve community resources in serving older adults.

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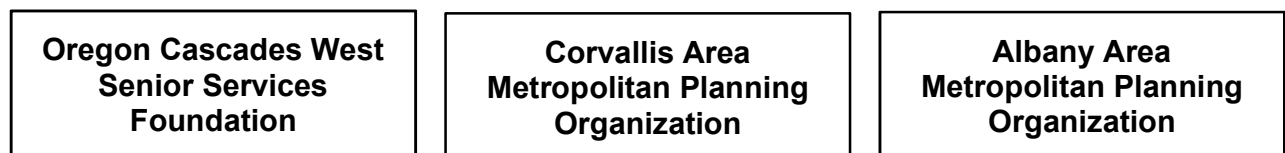
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# OCWCOG Board and Committees



## Independent Bodies Staffed by OCWCOG



# Acronym List

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

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



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**Oregon Cascades West Council of Governments**