



OREGON
Cascades West
Council of Governments

Board of Directors Meeting Packet

March 19, 2025
2:00 pm - 4:00 pm

Attend In Person at

Albany Cascades West Center
203 N Main St, Toledo, OR 97391

Or Attend Virtually:

[Click to Join Teams Meeting](#)

OCWCOG strives to host inclusive, accessible events that enable all individuals, including individuals with disabilities, to engage fully. To request an accommodation or for inquiries about accessibility please contact Oregon Cascades West Council of Governments at 541-936-9006 or adminGA@ocwcog.org, forty-eight (48) hours prior to the meeting.



MISSION To promote a thriving region through service, connectivity, and innovation.

VISION We are a regional leader and partner providing inclusive services to meet individual and community needs.

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

BOARD OF DIRECTORS' AGENDA

March 19, 2026

2:00 – 4:00 pm

203 North Main Street Toledo, OR 97391

[Join Teams Meeting](#)

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

NOTE: Please contact Angelykah Light at 541.405.8420 or alight@ocwcog.org no later than noon on Wednesday, March 18, 2026, to confirm your attendance.

1. **Welcome and Introductions** (Chair Pat Malone)
(2:00 pm – 2:05 pm)

2. **Public Comment** (Chair Pat Malone)
(2:05 pm – 2:10 pm)

The floor will be open to the public for comment.

3. **Consent Calendar** (Chair Pat Malone)
(2:10 pm - 2:15 pm)

Approve meeting minutes from January 15, 2026 ([Page 4](#))
Financial Report YTD ([Page 2](#))

ACTION: Motion to approve Consent Calendar items.

4. **Cascades West Economic Development District (CWEDD)** (Community and Economic Development (CED) Director Matt Lehman)
(2:15 pm – 2:20 pm)

2025 CWEDD Membership Appointment ([Page](#))
CWEDD EDA Match Memo ([Page 22](#))
CWEDD EDA Match Resolution ([Page 23](#))

ACTION: Motion to approve the CWEDD items.

5. **Appointment of Lincoln County At Large Member** (*Executive Director Ryan Vogt*)
(2:20 pm – 2:25 pm)

ACTION: Motion to approve the Lincoln County At Large Member.

6. **Program Highlight – Diversion/Transition (DT) and Pre-admission Screening (PAS)**
(*Program Supervisor Andrea Turner and Case Manager Kaela Robinson*)
(2:25 pm – 2:45 pm)

ACTION: Information only, no action needed.

7. **OCWCOG Strategic Planning Update** (*Agency Director Paul Egbert*)
(2:45 pm – 3:05 pm)

ACTION: Information only, no action needed.

8. **Agency Director Update** (*Agency Director Paul Egbert*)
(3:05 pm – 3:15 pm)

COG Blog ([Page 24](#))

ACTION: Information only, no action needed.

9. **Executive Director Update** (*Executive Director Ryan Vogt*)
(3:15 pm – 3:25 pm)

ACTION: Information only, no action needed.

10. **Other Business**
(3:25 pm – 3:30 pm)

11. **Adjournment**
(3:30 pm)



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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' MEETING MINUTES**

**January 15, 2026
2:00 – 4:00 pm**

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

Attendees: **Chair** Commissioner Pat Malone, Benton County; **Treasurer** Commissioner Sherrie Sprenger, Linn County; Commissioner Walter Chuck, Lincoln County; Mayor Alex Johnson II, Albany; Mayor Scott Cowan, Millersburg; Mayor Jan Kaplan, Newport; Mayor Rod Cross, Toledo; Mayor Christopher McMorrin, Philomath; Councilor Jim Moorefield, Corvallis; Councilor Debbie Poland, Depoe Bay; Councilor Mike Caughey, Harrisburg; Councilor Ken Bronson, Sweet Home; Councilor Rick Booth, Waldport; Commissioner Gil Sylvia, Port of Newport, and Member Ian Keene Confederated Tribe of Siletz Indians.

Absent: Mayor Loel Trulove, Tangent; Councilor Kevin Hohnbaum, Lincoln City; Councilor Jeanni Cuthbertson, Monroe; and Councilor Joseph Parsons, Sodaville.

Staff: Executive Director Ryan Vogt, Agency Director Paul Egbert; Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; Human Resources (HR) Director Ryan Schulze; Senior and Disability Services (SDS) Director Randi Moore, Community and Economic Director (CED) Matt Lehman; Community and Services Program Manager Alicia Lucke; Organizational Development and Training Specialist Vanessa Rusch; Executive Assistant Celina Franklin and Executive Assistant Angelykah Light.

Public: Andrew Keating, Councilor, City of Toledo

Welcome and Introductions

The Oregon Cascades West Council of Governments (OCWCOG) Board of Directors Meeting was called to order by Chair Malone on January 15, 2025, at 2:01 pm Via Teams Video and Audio Conferencing, and in-person attendees. Introductions were completed by the attendees.

Public Comment

No comments from the Public.

Consent Calendar

Mayor Kaplin moved to approve the Consent Calendar including the Board of Directors October 23, 2025, and December 4, 2025, meeting minutes, financial report memo, Accounts Receivable Aging FY December 2025 report, and the Year-to-date 2026 December 2025 report. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplan, Mayor Cross, Mayor McMorrان, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Tribal Member Keene and Mayor Cowan abstained. With no opposition, the motion was approved.

2026 Meeting Calendar

Executive Director Vogt shared the results of a meeting participation survey sent out prior to the meeting. The responses to the survey prompted discussion and consideration of alternative meeting times and ideas to increase meeting attendance and participation.

Chair Malone and Mayor Kaplan encouraged the use of alternatives for those who are unable to attend the meetings.

Mayor McMorrان advocated changing meeting times, noting that holding meetings within regular business hours may conflict with attendees' work schedules. Scheduling meetings outside of standard work hours could increase participation.

Mayor Johnson suggested concluding meetings in 90 minutes and shortening agendas when Board business allows.

Councilor Bronson encouraged OCWCOG staff to connect with Board members who have historically had limited participation in meetings.

Treasurer Sprenger moved to approve the proposed 2026 meeting schedule. Councilor Caughey seconded the motion. Chair Malone, Treasurer Sprenger, Commissioner Chuck, Mayor Kaplan, Mayor Cross, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Mayor Johnson and Mayor McMorrان voted opposed. The motion carried ten to two.

Acknowledgement of Commissioner Claire Hall

Executive Director Vogt shared sentiments and acknowledgement of Commissioner Hall's service to the Region including roughly 22 years of involvement on the OCWCOG Board of Directors and Community Services Consortium Governing Board.

Board Members including Mayor Kaplan, Mayor Cross, Councilor Booth, and Chair Malone, reflected on Commissioner Hall's extensive service, impact, and shared personal tributes.

Councilor Booth nominated Mayor Cross as the Lincoln County Representative of the Board in the vice chair role. Mayor Cross accepted the nomination. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Tribal Member Keene and Mayor Cowan abstained. With no opposition, the motion was approved.

Appointment of Benton County At Large Member

Executive Director Vogt reminded the Board of Directors that at-large positions do not require a full Board vote; the appointment is agreed upon only by the members of the county that the position represents.

Mayor McMorrان shared that after some discussion with Chair Malone and Executive Director Vogt to understand the role, he would be willing to fill the position of Benton County at-large member.

New Member Appointment Loan Program Advisory Committee

CED Director Lehman requested the Board approve Sarah Buddingh as the new member of the Loan Program Advisory Committee (LPAC) to fill the recent vacancy.

Mayor Cross moved to appoint Sarah Buddingh to the Loan Program Advisory Committee. Mayor McMorrان seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Tribal Member Keene and Mayor Cowan abstained. With no opposition, the motion was approved.

Cascades West Economic Development District (CWEDD) Updated Bylaws and Articles of Agreement

CED Director Lehman requested the OCWCOG Board of Directors approve the proposed changes to the CWEDD bylaws as outlined in the documents provided. The change would reduce OCWCOG’s membership on the CWEDD Board from six positions to three, using the remaining three seats for economic interest groups in the region.

Mayor Kaplin moved to approve the changes to the CWEDD documents. Mayor Cross seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplan, Mayor Cross, Mayor McMorrان, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Tribal Member Keene and Mayor Cowan abstained. With no opposition, the motion was approved.

SSAC & DSAC Bylaws Updates

SDS Director Moore requested the OCWCOG Board of Directors approve the proposed changes to the Senior Services Advisory Council (SSAC) and Disability Services Advisory Council (DSAC) Bylaws to reflect updated advisory council representation on the Meals on Wheels Advisory Committee. Changes also include newly developed program ambassadors. The representatives from the advisory councils and the program ambassadors will collaborate to develop Meals on Wheels in efforts to become more robust.

Mayor Cross moved to approve the changes to the SSAC and DSAC Bylaws. Mayor Kaplan seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplan, Mayor Cross, Mayor McMorrin, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, Councilor Bronson, Commissioner Sylvia all voted in favor. Tribal Member Keene and Mayor Cowan abstained. With no opposition, the motion was approved.

Newport & Regional Implications

Mayor Kaplan shared with the Board of Directors the City of Newport's urgent need for a mechanism to collect and manage donations for emergencies and legal expenses related to federal actions and the effect they could have on the Region. Mayor Kaplan stated he is not asking the board to take a stance on immigration policy, but rather to authorize OCWCOG to manage funds on behalf of the City of Newport as a fiscal sponsor. Mayor Kaplan's proposal is to create a regional fund where contributions could be made and dispensed in the event of emergency circumstances not covered by insurance, FEMA, or alternative preexisting supports. OCWCOG members would not be required to sustain the funds and there would be no fiscal impact on OCWCOG outside of account management.

Treasurer Sprenger and Mayor Kaplan discussed potential alternatives such as 501(c)(3), that might provide the City of Newport with greater access to available funds. Development time and lack of available bandwidth would cause additional strain.

Treasurer Sprenger requested clarity on what expenses would qualify to use the fund.

Mayor Kaplan stated in the City of Newport's current circumstances, legal costs. The fund would not be used to cover the City's administrative overhead.

Treasurer Sprenger, Mayor Kaplan, and Mayor Johnson discussed the complications of donor money for multiple causes residing in one account. Finance Director Nelson confirmed there is ability within OCWCOG's current software system to track multiple fund balances within one account. Donors would write a check to OCWCOG and indicate the cause they desire to support on the memo line and funds would be tracked

accordingly. Request to use the funds would come to the Board of Directors for approval prior to spending.

Treasurer Sprenger and Mayor Kaplan discussed the risk of false narrative that “OCWCOG is fighting ICE” and the importance of intentional messaging regarding Mayor Kaplan’s proposed agreement between the City of Newport and OCWCOG. Mayor Kaplan stressed that this is not an immigration issue, but a situation with large economic impact that affects the entire region. Federal activity in Newport would damage the local tourism industry, overextend local resources such as sewage systems and/ potable water, and as a nontax paying entity; Shelter rented by the federal government would not be subject to Transient Lodging Tax (TLT), significantly effecting the tax income of the region.

Councilor Bronson called attention to the two issues Newport is facing: the removal of the helicopter, and the inquires of infrastructure to support the development of an ICE facility in Newport; Recommending that both critical issues are distinctly outlined to better track monetary donations. Mayor Cross added that the litigation for the rescue helicopter is still on going and stressed the regional importance of its permanent return not just for coastal rescues, but the rescue of hikers, loggers and numbers of other community members who have gotten stuck in locations not accessible by ground vehicles.

City of Toledo Councilor Andrew Keating suggested establishing a regional legal fund, allocated by the Board of Directors, to support communities experiencing workforce or economic impacts with broader ripple effects such as Newport’s current circumstances and litigations.

Mayor Kaplan stated the request is to assist in being able to collect funds now and additional details would be sorted at a later time considering how funds are designated, and what is done with leftover funds including a possible return procedure.

Chair Malone added that without details, scale, and timetable, it is reasonable to expect regional economic impact. There is also a lack of clarity provided to experienced senators and representatives.

Mayor Cross moved to approve the resolution for OCWCOG’s involvement in establishing a regional response special fund, paying particular attention to flushing out this document and this funding mechanism not only in expenditure, but in reception of funds.

Mayor Johnson proposed to Chair Malone to amend the motion to reflect requesting staff bring back a recommendation based on what was discussed instead of creating the fund right away without clear understanding of what is being achieved.

Mayor Cross added there is urgency for the City of Newport to have a vehicle to collect donations right away. Mayor Johnson emphasized the need for a clearer methodology and structure to be presented to the Board of Directors for objective review before any decision is made.

Mayor McMorran suggested approval of the resolution to begin the inflow of donations then have staff come back with a detailed outline of the process of money being dispensed. Having a way for funds to be collected while details are configured is his preference.

Mayor Cross moved to adopt Resolution 2026-01-001 to create a regional response fund. Also, in that motion to have staff bring back a more robust outline of how funds go in and out of this fund. Mayor McMorran seconded the motion.

Treasurer Sprenger stated she will be a 'no' vote due amplified concerns moving forward as a result of the meeting discussion.

Mayor Johnson stated he supports Mayor Kaplan and would like to help but needs additional information before committing to an unclear outline.

Councilor Bronson and Councilor Booth posed if OCWCOG is the right entity to assist. Councilor Booth stated he could not provide a 'yes vote, unless additional information would be coming back to the Board for further consideration.

Treasurer Sprenger asked for clarification on the immediate outcome of a passing vote.

Mayor Kaplan stated a passing vote would create the fund that return to the Board with mechanism suggestions requiring approval.

Chair Malone added there are some additional mechanisms in place in attachment A provided in the packet.

City of Toledo Councilor Andrew Keating suggested that maybe Fisherman's' Wives might be able to collect money as a 501(c)(3) and are currently involved in the helicopter lawsuit. Mayor Kaplan stated Fisherman's' Wives are a nonprofit, but Newport is part of a different process even if there is overlap.

Councilor Moorfield stated he supports the fundamental idea and intent of Mayor Kaplan's proposal.

Mayor Cross thanked Councilor Moorefield for his comment and stated he agrees. This fund would support the region, when a nonprofit would have to support a specific cause.

Chair Malone called for a vote. Voice vote was unclear; Chair Malone then requested a roll call vote.

Mayor Johnson- Abstain; Treasurer Sprenger- No; Chair Malone- Yes; Mayor Kaplin- Yes; Councilor Bronson- Abstain; Councilor Caughey- Yes; Councilor Moorefield- Yes; Councilor Booth- Yes; Mayor McMorrان- Yes; Commissioner Chuck- Abstain due to separate litigation; Mayor Cross- Yes; Councilor Poland- Yes; Commissioner Sylvia- No; Mayor Cowan- Abstain; Tribal Member Keene; Abstain. Motion passes eight to two with five abstentions.

Executive Director Vogt thanked the Board of Directors for their willingness and participation in the discussion topics in the meeting and strategized response to the issues our region is grappling with. Board members can expect that OCWCOG will review possibilities for the passed Resolution while hedging the reputation on the agency in the current context. He stated he wanted to ensure that the marketing material does not indicate that if you want to fight ICE, give money to OCWCOG. OCWCOG can assist in development of a QR code or alternative option for communities to use while working behind the scenes to support.

OCWCOG Strategic Planning

Agency Director Egbert offered that Board Members may wish to review the documents provided in the packet for the sake of time. Currently the work on the strategic plan is going well and encourages Board Members to reach out if they have any questions. The three Strategic focus points are customer service, convening, and organizational excellence. Agency Director Egbert will provide an update at the March meeting.

Agency Director Update

Agency Director Egbert stated there is the latest addition of the new internal agency newsletter- the COG Blog, included in the packet. This document is proposed to replace the past provided program updates from the Program Directors. The Program Directors will still be asked to attend meetings and provide verbal updates when applicable. Agency Director Egbert encourages the Board Member to provide feedback if the new documents do not provide the agency insight they are hoping for.

Executive Director Update

Executive Director Vogt will soon be taking a trip to Washington DC to attend a conference for the National Association of Regional Councils (NARC). This will be the first opportunity to meet with elected officials as representatives of both OCWCOG and CSC. With the beginning of the new year, Annual Reports are in the process of creation. Executive Director Vogt requested Board Members soon expect meeting requests to come to present the OCWCOG reports at city council meetings.

Other Business

No other Business was discussed.

Adjournment

Chair Malone adjourned the meeting at 4:08 PM.

Meeting minutes taken by Angelykah Light.



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DATE: March 19, 2026
TO: OCWCOG Finance Committee
FROM: Marit Nelson, Finance Director
RE: **OCWCOG Financial Update**

Please find below the financial snapshot year-to-date (February) FY 2026.

	FY 2026 Budget	02/28/2026
Dues	391,816	391,816
State Contracts	23,229,240	14,947,755
Donations	150,800	504,799
Other Intergovernmental Contracts	19,097,305	11,937,084
Total Revenues	\$ 76,971,637	\$ 35,132,016
Total Payroll Expenses	\$ 32,906,557	\$ 17,939,730
Professional Services	15,721,535	11,741,623
Internal Service Charges	3,354,755	2,228,347
Maintenance & Utilities	181,792	132,018
Supplies (Meetings, Office, etc.)	180,200	697,977
Travel/Training	340,308	294,911
Total Expenses	\$ 63,408,896	\$ 35,139,742

We are completing the closing process for Fiscal Period ending February 2026 which puts us 66.67% of the way through the fiscal year. We are currently at 45.6% for revenue, without beginning balance entries and without reimbursable billings for the month. If we consider the projected beginning balance revenue, we have achieved 78.5% of our budgeted revenue for the year. Current projections, due to some unanticipated RideLine reimbursement funds received this year, show us meeting our budgeted revenue, coming in about \$30,000 under at FYE.

We are currently sitting at 55.4% of budget in our expense categories. Costs have been factored in for the All Staff meeting on March 5th and deposits on two capital projects at the Albany building. Trend in supplies is quite high due to a coding adjustment made for some costs associated with Meals on Wheels food. We shifted costs historically

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captured in Professional Services (62100) into this category to more accurately report by meal site. Additionally, we charged our Shelf Stable Meals grant expenses in that account. As we begin to build the FY 2027 budget, we will more accurately budget in the lines where these expenses will live.

Our current outstanding Accounts Receivable is ~\$277,000. 54% of that balance is made up of invoices that are current, less than 30 days old. Quarterly billings for December have been sent and payments received in the past 60 days. We will see this balance increase again in April when we close quarter three at the end of March. Our Contracts team continues to work our outstanding invoice lists consistently. We also recently enrolled with Converge virtual credit card processing. It is our hope to begin adding credit card payment options to our AR invoices as well as our website for Meals on Wheels program payments and donations. We are in the very beginning stages of this process and look forward to how access expands access to our members and consumers.

There are currently 15 open positions being recruited. Since December, we have onboarded 12 new employees with four already scheduled after March 3rd.

The FY 2027 budget process has begun with personnel projections for the coming year. Because many of these open positions and new employees were not on staff when the originating report was generated, there will be many updates to make to ensure we capture all the planned staff for the upcoming year. The planned COLA is 3%, max health insurance increase planned is 3.4% and the current PERS rate will remain in effect until 7/1/2027. We also have step increases which replace longevity steps to build into the planning as well. It will be a busy month trying to ensure we incorporate all the changes negotiated last fall.

If there are any questions or concerns, please let me know.

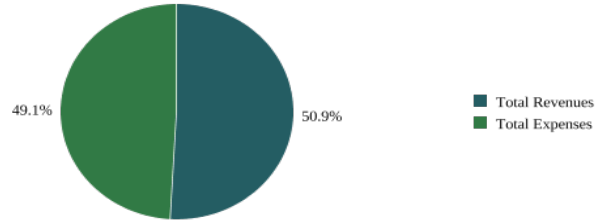


Quarterly Actuals v Annual Budget
 Total Department
 Total Fund
 Generated on: March 12, 2026 10:59 AM

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Balance	FYE Projection
	Q1	Q2	Q3	Jan	Feb	Mar	Q4	Year Total	Year Total	Year Total	Year Total		
Net Income/(Loss)	(2,048,693)	2,741,084	507,851	1,019,696	(321,491)	(190,354)	-	1,200,241	13,562,741	12,362,500	12,362,500		19,871,959
Total Revenues	10,170,360	16,240,683	8,720,972	5,966,290	2,653,206	101,477	-	35,132,016	76,971,637	41,839,621	45.6%		76,938,619
Revenues	10,170,360	16,240,683	8,720,972	5,966,290	2,653,206	101,477	-	35,132,016	76,322,737	41,190,721			
40000 - Beginning Balance	-	-	-	-	-	-	-	-	-	-	-	-	25,300,000
Total 42000 - Fees & Dues	2,298,436	1,939,078	2,815,659	2,321,196	402,371	92,092	-	7,053,173	7,476,710	423,537	94.3%		8,992,251
42000 - Fees & Dues	-	-	-	-	-	-	-	-	-	-	-	-	4,338
42100 - Dues	391,816	-	-	-	-	-	-	391,816	391,816	391,816	-	-	-
Total 42200 - Program revenue (including Fees)	829,111	861,603	2,107,063	1,962,770	52,201	92,092	-	3,797,776	2,742,765	(1,055,011)			
42200 - Program revenue (including	829,111	861,603	2,100,797	1,962,497	48,880	89,420	-	3,791,510	2,742,765	(1,048,745)			
42209 - Program revenue from vendors	-	-	6,266	273	3,321	2,672	-	6,266	-	(6,266)			
42800 - Internal service charges revenue	1,077,510	1,077,475	708,596	358,426	350,170	-	-	2,863,581	4,337,791	1,474,210			
Total 43000 - Intergovernmental	7,518,522	13,572,391	5,793,927	3,572,323	2,221,604	-	-	26,884,839	42,326,545	15,441,706	63.5%		40,327,259
43000 - Intergovernmental	-	-	-	-	-	-	-	-	-	1,779,960			1,779,960
43100 - Contracts	3,117,454	3,588,821	3,183,678	3,183,678	-	-	-	9,889,952	14,050,600	4,160,648			4,160,648
43200 - FedDir	128,280	114,670	305,278	18,750	286,528	-	-	548,228	753,970	205,742			205,742
43300 - FedInd	-	12,534	-	-	-	-	-	12,534	808,740	796,206			796,206
43400 - State	3,691,956	9,065,381	2,190,417	309,507	1,880,910	-	-	14,947,755	23,229,240	8,281,485			8,281,485
43500 - Local	580,832	790,984	114,554	60,388	54,167	-	-	1,486,370	1,704,035	217,665			217,665
44100 - Rents	32,906	28,467	19,157	4,784	14,373	-	-	80,530	114,537	34,007			34,007
Total 46000 - Interest & Misc & Donations	320,497	700,747	92,229	67,987	14,858	9,385	-	1,113,473	1,571,303	457,830	70.9%		1,670,210
46100 - Interest Revenue	213,094	196,012	76,963	76,963	-	-	-	486,069	614,659	128,590			128,590
46110 - Lending Program Interest revenue	31,114	29,856	28,211	9,855	9,821	8,535	-	89,181	122,417	33,236			33,236
46200 - Donations	-	20	863	863	-	-	-	883	300	(583)			(583)
46210 - Donations Received: Money	40,747	472,411	(14,242)	(20,102)	5,009	850	-	498,916	143,500	(355,416)			(355,416)
46240 - Donations Received: Private Grants	5,000	-	-	-	-	-	-	5,000	7,000	2,000			2,000
46700 - Matching Contributions	24,131	2,883	405	405	-	-	-	27,419	680,936	653,517			653,517
46900 - Misc Revenue	6,410	(435)	25	-	25	-	-	6,001	2,491	(3,510)			(3,510)
46910 - Over/short	-	(1)	5	3	2	-	-	5	-	(5)			(5)
Other Income	-	-	-	-	-	-	-	-	-	648,900	648,900	0.0%	648,900
Total 48000 - Transfers In	-	-	-	-	-	-	-	-	-	648,900	648,900		648,900
48000 - Transfers In	-	-	-	-	-	-	-	-	-	648,900			648,900
Total Expenses	(12,219,054)	(13,499,600)	(8,213,121)	(4,946,594)	(2,974,697)	(291,831)	-	(35,139,742)	(63,408,896)	(30,685,088)	55.4%		57,066,660
Expense	12,166,703	13,473,565	8,166,850	4,942,472	2,935,082	289,296	-	35,015,086	61,794,761	26,779,675	56.7%		26,909,595
Personnel	6,295,475	7,041,075	3,395,212	2,187,245	1,207,967	-	-	17,939,730	32,906,557	14,966,828	54.5%		26,909,595
51000 - Wages	3,750,465	4,206,420	2,851,962	1,337,666	1,514,296	-	-	10,808,847	19,407,015	8,598,168			8,598,168
52000 - Benefits	2,545,010	2,834,656	1,751,217	849,579	901,638	-	-	7,130,883	13,499,543	6,368,660			6,368,660
Supplies & Services	5,806,711	6,329,762	4,727,875	2,733,322	1,719,658	274,895	-	16,864,349	28,541,219	11,676,871	59.1%		28,910,313
Total 61100 - Supplies	46,285	287,027	364,664	194,022	168,160	2,482	-	697,977	180,200	(517,777)			
61100 - Supplies	44,464	53,868	34,714	24,603	7,630	2,482	-	133,046	135,200	2,154			2,154
61200 - Supplies: Volunteer recognition	1,768	6,326	1,023	740	283	-	-	9,117	30,000	20,883			20,883
61250 - Supplies: Food MOW	52	226,834	328,927	168,880	160,247	-	-	555,813	15,000	(540,813)			(540,813)
Total 61300 - Equipment (non-	17,169	161,316	32,725	636	32,090	-	-	211,211	175,730	(35,481)			
61300 - Equipment (non-capitalized)	17,169	161,316	32,725	636	32,090	-	-	211,211	175,730	(35,481)			(35,481)
61400 - Furniture	11,362	6,488	5,590	5,590	-	-	-	23,440	12,700	(10,740)			(10,740)
Total 62000 - Services	5,731,895	5,874,735	4,323,109	2,531,287	1,519,409	272,414	-	15,929,739	28,170,721	12,240,982			
62000 - Services	-	-	-	-	-	-	-	-	-	231,859			231,859
62100 - Professional Services	3,972,733	4,358,803	3,410,087	2,061,926	1,099,540	248,621	-	11,741,623	15,721,535	3,979,912			3,979,912
62110 - Legal services	130	1,911	2,095	-	2,095	-	-	4,136	51,450	47,314			47,314
62120 - Marketing services	9,300	23,494	5,493	3,441	2,052	-	-	38,287	35,113	(3,174)			(3,174)
62130 - Insurance services	29,379	48,283	24,142	12,071	12,071	-	-	101,804	152,200	50,396			50,396
62140 - Banking services	887	2,460	702	702	-	-	-	4,049	12,775	8,727			8,727
62150 - Grants to subrecipients	323,009	31,750	-	-	-	-	-	354,759	6,476,753	6,121,994			6,121,994
62210 - Printing/copying	25,543	19,902	17,034	9,253	7,781	-	-	62,479	109,138	46,659			46,659
62220 - Postage	14,132	16,078	9,706	6,164	3,542	-	-	39,916	45,096	5,180			5,180
62300 - Software	80,197	30,800	21,465	13,060	8,105	300	-	132,462	281,520	149,058			149,058
62400 - Telephone/internet	11,883	14,957	4,756	4,756	-	-	-	31,596	70,584	38,988			38,988
62500 - Memberships/Dues	5,248	62,166	1,834	1,834	-	-	-	69,249	78,200	8,951			8,951
62600 - Travel and training	43,016	20,808	28,193	9,539	5,845	12,810	-	92,017	118,708	26,691			26,691
62610 - Trainers	21,140	8,202	2,455	2,455	-	-	-	31,797	22,700	(9,097)			(9,097)
62621 - Employee mileage	48,866	51,553	27,774	14,654	12,730	390	-	128,192	146,400	18,208			18,208
62622 - Company automobile	542	2,305	100	-	100	-	-	2,947	6,000	3,053			3,053
62623 - Other employee travel	1,495	238	1,136	1,136	-	-	-	2,869	-	(2,869)			(2,869)
62630 - Volunteer travel	12,147	14,191	7,621	3,981	2,142	1,498	-	33,959	42,000	8,041			8,041
62640 - Employee travel meals	721	216	-	-	-	-	-	937	2,500	1,563			1,563
62650 - Employee lodging	348	1,845	-	-	-	-	-	2,193	2,000	(193)			(193)
62700 - Facility and Utilities	31,287	38,521	20,466	10,691	4,075	5,700	-	90,274	131,792	41,518			41,518
62710 - Rent expense	224,837	240,611	155,037	76,346	75,646	3,045	-	620,485	884,583	264,098			264,098
62720 - Facility maintenance svcs	3,126	5,490	6,645	3,051	3,543	50	-	15,260	50,000	34,740			34,740
62721 - Janitorial Service	24,464	30,338	18,287	7,978	10,308	-	-	73,089	93,060	19,971			19,971
62731 - Electricity	10,181	12,297	4,005	4,005	-	-	-	26,484	50,000	23,516			23,516
62741 - Facilities Permits	-	529	-	-	-	-	-	529	-	(529)			(529)
62800 - Internal service charges	837,284	836,988	554,076	284,242	269,833	-	-	2,228,347	3,354,755	1,126,408			1,126,408
62900 - Miscellaneous Expenses	-	196	1,787	1,787	-	-	-	1,983	1,869	(114)			(114)
Total 64000 - Client Assistance	35,308	90,662	31,038	21,905	7,457	1,676	-	157,008	273,984	116,976	57.3%		269,157
64000 - Client Assistance	-	-	-	-	-	-	-	-	47,000	47,000			47,000
64300 - Client Assist: Program wages	12,620	65,652	17,731	12,295	3,760	1,676	-						



Year to Date Total Actuals



Year to Date Actuals to Total Budget



March 19, 2026

Community and Economic Development Staff recommends the following individuals be appointed to the Cascades West Economic Development District (CWEDD) Board for one-year terms. The CWEDD Bylaws were updated to add three additional economic development practitioners and remove 3 OCWCOG Board Members.

Benton County:

- ◆ **Chris Workman**, City of Philomath, City Manager
- ◆ **Christopher Jacobs**, City of Corvallis, Economic Development Manager

Lincoln County:

- ◆ **Paul Schuytema**, Economic Development Alliance of Lincoln County, Executive Director
- ◆ **Pam Barlow-Lind**, Confederated Tribes of Siletz Indians, Tribal Planner

Linn County:

- ◆ **Ron Whitlatch**, City of Lebanon, City Manager
- ◆ **John Pascone**, Albany Millersburg Economic Development Corporation, President

Economic Development Partners:

- ◆ **Heather DeSart**, NW Oregon Works, Executive Director
- ◆ **Greg Price**, Oregon Coast Community College, Small Business Development Center (SBDC), Director
- ◆ **Christie Dudenhoefer**, Oregon State University, Executive Director of Semiconductor Economic Development and CorMic Regional Innovation Officer

The CWEDD Board has twenty members. The requested appointments will join the OCWCOG Board Executive Committee, LCOG Executive Committee, and two-Lane Economic Committee members appointed by LCOG to comprise the CWEDD Board. See attached for full 2025 membership.

The primary responsibility of the CWEDD Board is the review and approval of the CWEDD Comprehensive Economic Development Strategy every five years as required by our planning grant from the federal Economic Development Administration. The CWEDD Board also provides input on an annual Update Report required under this planning grant.

ACTION: Appointment of Benton, Lincoln, and Linn County members to the Cascades West Economic Development District Board.

CWEDD Membership 2025

OCWCOG Members	Title	Agency	Email	Notes
Nancy Wyse	Commissioner	Benton County	nancy.wyse@bentoncountyor.gov	COG Exec Committee
Claire Hall	County Commissioner	Lincoln County	cehall@co.lincoln.or.us	COG Exec Committee
Alex Johnson II	Mayor	City of Albany	alex@cityofalbany.gov	COG Exec Committee
Sherrie Sprenger	Commissioner	Linn County	ssprenger@co.linn.or.us	COG Exec Committee
Charles Maughan	Mayor	City of Corvallis	charles.maughan@corvallisoregon.gov	COG Exec Committee
Rick Booth	City Councilor	City of Waldport	Rick.Booth@waldport.org	COG Exec Committee
Paul Schuytema	Executive Director	Economic Development Alliance of Lincoln County	paul@businesslincolncounty.com	County Member
Chris Workman	City Manager	City of Philomath	chris.workman@ci.philomath.or.us	County Member
Ron Whitlatch	City Manager	City of Lebanon	ron.whitlatch@lebanonoregon.gov	County Member
John Pascone	President	Linn Economic Development Group (LEDG)	pasconj@peak.org	County Member
Pam Barlow-Lind	Tribal Planning Director	Confederated Tribes of Siletz Indians	pamela@ctsi.nsn.us	County Member
Christopher Jacobs	Economic Development Manager	Corvallis/Benton County	Christopher.Jacobs@corvallisoregon.gov	County Member
Lane Members	Title	Agency	Email	Notes
Randy Groves	City Councilor	City of Eugene	rgroves@eugene-or.gov	COG Exec Committee
Shery Durest-Higgins	Board Member	Lane ESD and South Lane School District	sherry@duerst-higgins.com	COG Exec Committee
Bryan Cutchen	Mayor	City of Oakridge	mayor@ci.oakridge.or.us	COG Exec Committee
Steve Recca	Board Member	Fern Ridge Library District Board Member	steverecca@msn.com	COG Exec Committee
Ashley Espinoza	Board Member	Bethel School District Board Member	ashley@laneworkforce.org	COG Exec Committee
Pete Knox	Board Member	Lane Transit District	pete.knox@ltd.org	COG Exec Committee
Greg Ervin	City Councilor	City of Cottage Grove	greg@ervinit.com; councilorervin@cottagegrove.org	County Member
Matt Michel	City Manager	City of Veneta	mmichel@ci.veneta.or.us	County Member
LCOG Staff			Email	Notes
Brenda Moore	Executive Director	Lane Council of Governments	bmoore@ocwcog.org	Staff
Sandra Easdale	Loan Program Manager	Lane Council of Governments	seasdale@lcog.org	Staff
OCWCOG Staff			Email	Notes
Justin Peterson	CED Supervisor	Oregon Cascades West Council of Governments	jpeterson@ocwcog.org	Staff
Ashlyn Muzechenko	Executive Assistant	Oregon Cascades West Council of Governments	amuzechenko@ocwcog.org	Staff
Matt Lehman	CED Director	Oregon Cascades West Council of Governments	mlehman@ocwcog.org	Staff

CASCADES WEST ECONOMIC DEVELOPMENT DISTRICT GOVERNING BOARD

BYLAWS

I. PURPOSE AND DUTIES

The purpose of the Cascades West Economic Development District Governing Board (District Board) is to serve as the governing body of the Cascades West Economic Development District (District), which is an Economic Development District Organization recognized by the federal U.S. Department of Commerce Economic Development Administration. Purpose and duties of the District are enumerated in its Articles of Agreement.

II. MEMBERSHIP, TERMS, VACANCIES, AND REMOVAL

- (A) The District shall be governed by a District Board of twenty (20) members, appointed as specified below.
- Oregon Cascades West Council of Governments (OCWCOG) membership shall include twelve (12) members.
 - Three (3) members shall be on the Oregon Cascades West Council of Governments Executive Board with one each from Benton, Lincoln, and Linn counties.
 - Six (6) members shall be representatives of a city, county, or tribal government with two (2) each from Benton, Lincoln, and Linn counties.
 - Three (3) members shall be representatives of an economic interest group in the OCWCOG region (e.g. University, Community College, Chamber of Commerce, Workforce Board, Small Business Development Center, Business Representative, etc.)
 - Lane Council of Governments (LCOG) membership shall include eight (8) members.
 - Six (6) members shall be members of the Lane Council of Governments Board of Directors.
 - Two (2) members shall be members of the Lane Economic Committee (LEC).
- (B) Each District Board member serving as a representative of the Lane Council of Governments (LCOG) Executive Committee or the Oregon Cascades West Council of Governments (OCWCOG) Executive Board shall serve on the Cascades West Economic Development District Governing Board as long as their Council of Governments term lasts. Each District Board member who is a representative shall be reaffirmed or reappointed, annually.
- (C) County District Board Members are subject to removal if they miss two (2) consecutive District Board meetings. In such an event, the Council of Governments which originally appointed the representative may remove that member from the District Board. The district Governing Board may request the removal, but shall not have the power of removal.
- (D) In order to be eligible for various types of federal Economic Development Administration assistance, including public works and loan guarantee programs, areas must actively participate in the Economic Development District's planning process. County government participation provides for inclusion of its incorporated area. Active

participation is defined as being a member of the Oregon Cascades West Council of Governments, Lane Council of Governments, or an Economic Development Professional in either Benton, Lane, Lincoln, or Linn Counties.

III. ORGANIZATIONAL PROCEDURES

- (A) The District Board shall meet at least once a year. At least one (1) month notice shall be given to the membership for a regular meeting. Regular meetings shall be held in Benton, Lincoln, Lane, or Linn Counties.
- (B) Additional meetings in person, or electronically, may be called by the Chair with the concurrence of two (2) additional members, or by a majority of the full membership of the District Board.
- (C) Meetings may be held by telephone or other means of electronic communication, and the District Board members may participate in any meeting by telephone or other means of electronic communication with advance notice of 48 hours given to staff. Such telephonic or electronic participation may only occur if the meeting is called to order at a location where all District Board members and any member of the general public can attend, understand, and either hear or read the comments of all members participating in the meeting.
- (D) Each member shall be entitled to one vote on matters before the District Board.
- (E) A quorum shall consist of a simple majority of the membership of the District Board.
- (F) Except as otherwise provided in these Bylaws, a simple majority of the members present and voting shall be sufficient to decide a question before the District Board.
- (G) Unless otherwise specified, Roberts Rules of Order Revised shall govern the proceedings of the meetings of the Board.

IV. OFFICERS

- (A) The officers of the District Board shall consist of a Chair and Vice-Chair elected from among the representatives and by the duly appointed representatives on the District Board for one-year terms after March 1st. Officers may be re-elected for up to three consecutive terms.
- (B) A vacancy in the office of Chair of the District shall be filled by the Vice-Chair for the unexpired term. In such an event, a new Vice-Chair shall be elected, at the next regular or special meeting of the District Board and they shall serve the balance of their term of that office.
- (C) Duties of the Chair: The Chair shall have general supervisory and direction powers of the District, shall preside at all District meetings, and shall be a non-voting ex-officio member of all committees of the District. The Chair is the sole official spokesperson of the governing body on all matters of policy and position, unless this responsibility is delegated in writing or electronically, to another member of the governing body, or a member of a board or committee appointed by the governing body.
- (D) Duties of the Vice-Chair: In the absence of the Chair, the Vice-Chair shall execute all the powers of the Chair.

The Chair and Vice-Chair shall not be residents of the same Council of Governments' Region.

V. ELECTION OF OFFICERS

- (A) An annual organizational meeting shall be held by the District Board no later than June 30th of each year during which officers for the coming year will be elected at that meeting
- (B) Nominations may be made from the floor and candidates receiving a simple majority vote of those members present at the annual organizational meeting shall be declared elected.

VI. COMMITTEES OF THE DISTRICT BOARD

- (A) A Comprehensive Economic Development Strategy Committee for the District will be appointed by the Boards of the Councils of Governments. Federal requirements and balancing membership between the two Council of Governments areas will be considered in appointing the Strategy Committee.
- (8) Executive Committee
 1. Composition: An executive committee shall consist of one representative from each County, and one at large member for a total of five. The board chair, and board vice chair, shall serve as the chair and vice chair respectively, of the executive committee. The representatives of each County shall be selected annually by the CWEDD board.
 2. Duties: The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD board between meetings. Taking action in situations determined by the Chair to be urgent. Be responsible for routine housekeeping duties, such as determining the content of agendas. Taking needed timely action on issues within the context of decisions or positions previously taken by the CWEDD board. However, the executive committee shall refrain from action on items that can wait for a regular CWEDD board meeting, and refrain from making decisions regarding project priorities.
 3. Chair and Vice-Chair: The chair and vice-chair of the board shall serve as the chair and vice chair of the executive committee and will have similar roles and authority as the chair and vice-chair of the board.
 4. Meeting and Quorum: A quorum shall be three of five members present. Alternates may serve on the executive committee if the representative is not able to attend a meeting and if the representative so decides. The Executive Committee shall meet as called by the Chair or CWEDD Staff. Meetings of the Executive Committee shall be conducted in compliance with the Oregon Public Meetings Law as described in ORS 192.610 through ORS 192.690.
 5. Decisions and Recommendations: Decisions and recommendations of the Executive Committee will be communicated to the CWEDD board. When possible that communication shall be in writing via a memorandum.
- (C) In order to carry out work of the District Board, committees may be created by a majority vote of the District Board. The purpose and scope of activity of each committee shall be outlined in writing.
- (D) The Chair may appoint committee chairs and members.

VII. STAFF AND FINANCES

- (A) The OCWCOG shall provide staff and administrative services for the Cascades West Economic Development District. The Executive Director of OCWCOG shall be the Executive Director of the Cascades West Economic Development District.
- (B) At the direction of the District Board, the Executive Director is empowered to pursue and enter into such contracts, grants, and agreements as to carry out the planning functions of the district consistent with the adopted Comprehensive Economic Development Strategy (CEDS).
- (C) The District shall be funded by grants, gifts, contracts, and contributions. All revenue shall be deposited with the OCWCOG for use in conducting the Cascades West Economic Development District work program. Cascades West Economic Development District funds so deposited shall be accounted for in a manner that maintains this identity separate from other revenues of OCWCOG; however, they shall be integrated into the OCWCOG normal accounting system and audited as a part of the OCWCOG's annual audit. OCWCOG will provide an annual account summary at the same meeting in which the Chair and Vice Chair will be elected.
- (D) Expenditures shall be authorized, approved and completed as if they were OCWCOG expenditures. The Cascades West Economic Development District shall be assessed its share of OCWCOG indirect costs in the same manner as other programs of OCWCOG.

VIII. AMENDMENTS

Amendments to these Bylaws shall be adopted by the Councils of Governments which are parties to the Articles of Agreement establishing the Cascades West Economic Development District. The District Board shall not amend its own bylaws, but may propose amendments for the consideration of the Councils of Governments.

IN WITNESS WHEREOF, the parties hereto have caused these Bylaws to be adopted by motion of their respective governing bodies, signed by the Chief Executive Officer and duly attested to by the respective clerk, recorder, or secretary.

OREGON CASCADES WEST
COUNCIL OF GOVERNMENTS

LANE COUNCIL OF COUNCIL OF
GOVERNMENTS

Paul Egbert
Paul Egbert (Mar 3, 2026 08:35:07 PST)

Brendalee Moore
Brendalee Moore (Mar 2, 2026 13:28:28 PST)

03/03/2026
Date

03/02/2026
Date

ATTEST:

March 19, 2026

Resolution #2026-03-01: Authorizing Economic Development Administration Planning Grant Submittal

Federal Fiscal Year (FFY) 2026 is the first year in the three-year planning grant cycle for the Economic Development Administration's (EDA) Partnership Planning Program. OCWCOG submitted a proposed Budget to the EDA for the entire three-year project period in January 2026. The EDA awards funds annually, with the future allocation of funding contingent upon the availability of funds as determined by Congress; satisfactory performance of the program; and the continued relevance of program objectives. All funding allocations are at the sole discretion of the EDA. Resolutions are brought to the OCWCOG Board of Directors for approval on a yearly basis for submission to EDA with the application.

Attached is Resolution #2026-03-01: Authorizing Economic Development Administration Planning Grant Submittal. If approved by the OCWCOG Board of Directors, this Resolution would authorize a funding match for the FFY2026 EDA planning grant. This grant award is for the period of April 1, 2026 – March 31, 2027. The grant is for \$75,000, and requires \$50,000 of match from OCWCOG. The Cascades West Economic Development District funded by this grant covers the four-County Region encompassing Linn, Benton, Lincoln, and Lane Counties, OCWCOG is applying for this grant in coordination with Lane Council of Governments (LCOG). LCOG provides a proportional share of match funding.

ACTION: Approval of the required Resolution #2026-03-01: Authorizing Economic Development Administration Planning Grant Submittal.

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

RESOLUTION #2026-03-01

Authorizing Economic Development Administration Planning Grant Submittal

WHEREAS, the U.S. Department of Commerce's Economic Development Administration (EDA) has invited a planning grant application for the period of April 1, 2026 through March 31, 2027; and

WHEREAS, the Board finds that past planning grants have supported a sound and effective program for community and economic development in Linn, Benton, Lincoln, and Lane Counties; and

WHEREAS, the Board finds that local funds available to match the requested grant are severely constrained;

NOW THEREFORE, Oregon Cascades West Council of Governments resolves that:

1. Application for an EDA planning grant is hereby authorized.
2. The amount of the grant request shall be \$75,000 in Federal funds.
3. \$50,000 is committed as a combination of in-kind and cash-match for this project. Funds will be made available as needed for the project. These funds are not, and will not be, conditioned or encumbered in any way that would preclude their use, consistent with EDA investment assistance requirements.
4. The Chairperson and/or the Executive Director are authorized and empowered to execute any and all grant documents for application, acceptance, or amendment of this grant.

ADOPTED this 19th day of March 2026, at Albany, Oregon.

Pat Malone
OCWCOG Board Chair

Ryan Vogt
OCWCOG Executive Director



THE COG BLOG

CONNECT



INFORM



INSPIRE



ENGAGE

LEVEL UP

YOUR DEVELOPMENT QUEST



MARCH 5, 2026

BOULDER FALLS EVENT CENTER
LEBANON, OR

Message from the Director – Paul Egbert



We will soon gather for our annual **All Staff meeting** in Lebanon. **Gather** is an interesting word with a wide range of meanings: to collect, harvest, bring together, congregate, or even summon up courage. Its root meaning is to unite.



What if we approached our March 5 All Staff day at Boulder Falls as dedicated time to come together with intention and unite? **And what, exactly, might we unite around?** It's an intriguing question—one I hope you'll carry into the day.

The All Staff workgroup has planned this event with great care and purpose. Our goal is to create a meaningful, memorable experience that strengthens connection and supports growth across teams, programs, and departments. Coming together in person allows us to build relationships, deepen understanding, and experience our shared culture in ways that simply aren't possible in our day-to-day work.

During our time together, I will introduce the **Arbinger Institute's Outward Mindset content**. This material is seismic and impactful, offering practical tools you can use both at work and in life.

We will celebrate and acknowledge your peers. We will enjoy good food, laugh, and spend time with one another. Yes—there will even be newly logoed T-shirts that actually fit. But more importantly, you'll have the opportunity to "level up" in a way that is personal, individual, and meaningful to you. Growth is never one-size-fits-most.

Here are a few breadcrumbs to help you set your mindset for the Arbinger material we'll explore:

- *Mindset shapes the way we see choices, challenges, opportunities, people, and ourselves.*
- *Behaviors drive results, and mindset drives behaviors.*
- *We will learn tools to recognize our mindset in real time and shift toward a more productive, collaborative way of working.*

How you can prepare:

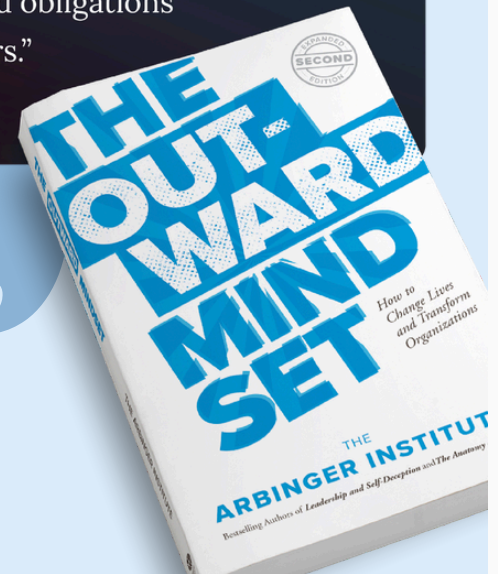
- Take time to reflect on your mindset—the deeper system that drives your behaviors. Every behavior is connected to a mindset. Notice how this plays out as we approach the All Staff.
- Consider these questions: How alive and awake am I to the objectives, challenges, and needs of others? What are others trying to achieve? How well do I understand their goals?
- Show up with curiosity and with a willingness to engage according to our values of compassion, respect, integrity, collaboration, and belonging. These values will guide us toward a day that is successful both individually and collectively.

What if we not only gathered on March 5, but also united in a shared commitment to see each other more fully? ***To be more alive and awake to one another as people?*** I invite you to bring openness, authenticity, and trust in the process.

The day is designed with intention: to celebrate who we are and to support who we are becoming.

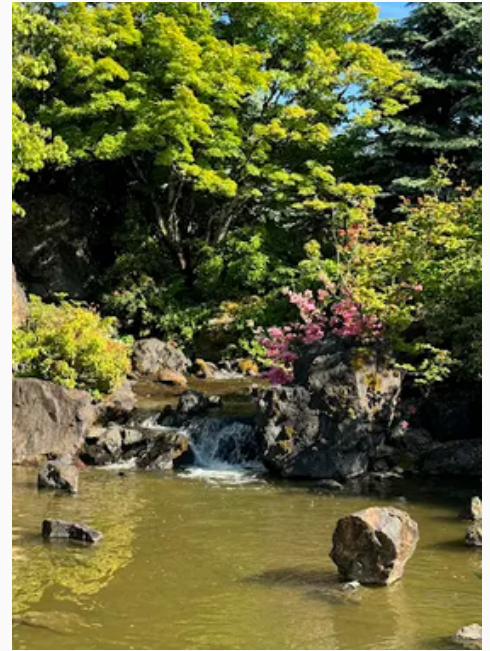
I look forward to experiencing it **with you.**

“The biggest lever for change is not a change in self-belief but a fundamental change in the way we see and regard our connections with and obligations to others.”



2026 All Staff Meeting

Boulder Falls Inn Event Center



WHEN: March 5, 2026 | 9 am - 4 pm

WHERE: 605 Mullins Dr, Lebanon, OR 97355

The Boulder Falls Inn Event Center is a 12,000-square-foot conference space located next to the Best Western. The surrounding grounds feature a serene Japanese garden with a beautiful koi pond, creating a peaceful setting for our day together.

This year's **All Staff Meeting** will include a full schedule of celebratory and development-focused activities. *All employees will participate in the same sessions to encourage connection across teams, and there will be no breakout groups.*

Want to know what to expect on March 5?

Visit the **All Staff intranet page** for the full agenda, transportation details, a helpful FAQs section, and *everything you need to plan your day.*



Plan Your Ride to All Staff and **Get Premier Parking!**



To help reduce parking congestion and support our sustainability goals, we encourage all staff to plan ahead and carpool to the March 5 All Staff Meeting.

Cascades West employees can use Get There Oregon to connect with a driver or find riders. Once you're registered, you can post your ride, connect with coworkers safely through the platform, and enjoy some great perks:

- **Premier Parking at Boulder Falls Inn for carpools**
- **Free gift (Beanie, Baseball Cap, or Umbrella) for all new Get There Oregon registrants**
- **Ongoing rewards and achievement badges as part of the Cascades West Transit & Ride Options network**

Even if you live in Lebanon, it's a great chance to share a ride, reduce congestion, and get to know a coworker.

Want to carpool but don't want to join Get There Oregon?

If you plan to share a ride without using the Get There platform, email **Ana Duffy** for a Premier Parking dashboard sign.



All staff members will be offered:

- 1 complimentary t-shirt featuring the new Cascades West logo
- 1 custom event sticker in either holographic or matte finish
- 1 Cascades West logo sticker
- 2 unique fidget toys
- 1 custom notebook and pen



²⁷
*You are not required to take any of these items—these are for you, but completely optional!

ALL STAFF MENU

B R E A K F A S T

Fresh Fruit
Assorted Pastries (*V, GF*)
Yogurt with Toppings (*Craisins, Granola, and Nuts*)

L U N C H

House Salad
Huli Huli Chicken (*GF*)
Macaroni Salad (*V*)
Jasmine Rice (*V, GF*)
Vegetable Stir Fry (*V*)
Kings Hawaiian Rolls
Coconut Cream Pudding w/ Pineapple and Mint (*VG, GF*)

B E V E R A G E S

Coffee
Hot Tea
Lemonade (*lunch only*)
Iced Tea (*lunch only*)

MENU KEY: *V—VEGETARIAN, VG—VEGAN, GF—GLUTEN FREE*

Vegan and gluten free plates available by request based on who responded to the request for dietary needs



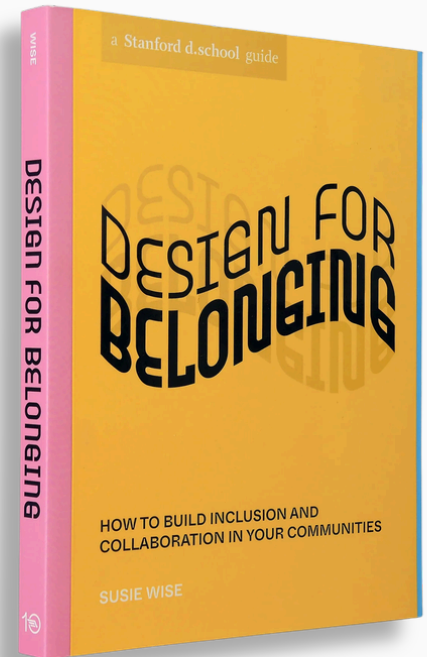
OREGON
Cascades West
Council of Governments



Value of the month: Belonging

Last month, we explored the important role that belonging plays within Diversity, Equity, and Inclusion and **how DEI becomes meaningful** when people feel welcomed, seen, and able to participate without barriers. This month, we're taking a deeper dive into belonging itself: what it feels like, how we recognize when it's missing, and how we can actively facilitate belonging in our everyday work.

Drawing from *Design for Belonging* by Susie Wise of the Stanford d.school, we will look at belonging as something we experience in our bodies, notice in our interactions, and shape through intentional practices. This exploration is designed to support our culture, our values, and the way we show up for one another — not just during the All Staff Meeting, but in the everyday moments that make Cascades West what it is.



What does **belonging** feel like?

Belonging is a **felt** experience — that sense of ease and recognition that lets you bring your full self into a space.

When belonging is present, people feel:

Seen: Others acknowledge their presence, name, and voice.

Safe: They can ask questions, try, and learn without fear.

Connected: They have access to people, information, and support.

Able to contribute: Their ideas matter and have a place.

When people feel this way at work, they participate more fully, collaborate more openly, and navigate challenges with greater confidence.



What does othering feel like?

Othering is the **opposite of belonging** — the feeling of being pushed to the margins, intentionally or unintentionally.

It often shows up in small, everyday moments:

- Being talked over or not acknowledged
- Not seeing your identity or role reflected in decisions and leadership
- Needing to work harder to access information or space
- Subtle cues that leave you wondering where you fit

Individually, these moments can seem small. But over time, they accumulate and affect how someone shows up, speaks up, and participates.



How can we design belonging at Cascades West?

Belonging grows from the choices we make every day. How we set up a room, how we open a meeting, how we share information, and how we handle conflict — these small decisions shape whether people feel invited in or pushed to the margins.

Here are a few elements we can intentionally shape:

- **Environment:** *Is the space (in person or virtual) set up in a way that welcomes everyone?*
- **Roles and expectations:** *Do people know what to expect and how to participate?*
- **Shared practices:** *Do we have rhythms or rituals that help people feel included?*
- **How we communicate:** *Is information accessible, clear, and repeated when needed?*
- **How we group and engage:** *Are we giving people multiple ways to contribute?*

Even **small** shifts can change how people experience us and how we show up together.

Designing Belonging



I am committing to supporting belonging for _____ by
[individual or group]

being mindful of how _____ affects their experience at
[moment or event]

Cascades West, and by practicing _____ to support their
[specific action]

30 full participation.

Team Tidbits

NEW FACES

Welcome to the Cascades West team, we're so excited you're here!



Amanda Blevins, Case Manager - Albany

Stephanie Machado, Case Manager - Albany

Bianca McNeil, Meal Site Manager - Corvallis

Kimberly Maloney, Workstation Support Specialist - Albany

Travis Stewart, Workstation Support Specialist - Albany

FAREWELLS

Thank you for your time and service, we wish you all the best.



Yesenia Espilliat, Eligibility Specialist

Latera Nemera, Case Manager

Heather Rangel, Accounting Specialist

Jesus Jara, Brokerage Program Manager

Kari Startin, Veteran Services Officer

Calle Berglund, APS Specialist

FEBRUARY MILESTONES

Your hard work and dedication make Cascades West who we are!

Thank you for all your time, we look forward to more years together!



Heather Schemerhorn - 12 years

Colton Martin - 3 years

Tara Bateman - 11 years

Bonnie Chasteen - 3 years

Sara Foster - 9 years

Susan Patterson - 2 years

Ryan Schulze - 7 years

Janet Tucker - 2 years

Mary Bach-Jackson - 4 years

Jessica Dawson - 1 year

Valerie Smith King - 4 years

Committee Connections

We are committed to continual growth and development. Part of that commitment includes making sure our internal communication is clear, accessible, and easy for everyone to navigate. To support this, we're streamlining how updates from our employee committees are shared across the agency.


Going forward, the COG Blog will feature this Committee Connections section featuring updates from all committees – human-interest stories, event highlights, resource roundups, calls to action, and more. A “one stop shop” for staff to stay informed from our committees. And don't forget about the committee page under People & Culture on the intranet to keep the connection going!



Community Events from the CARE Committee

Sensory-Friendly Mornings at the Albany Carousel

 Ongoing – Wednesdays | 11:00 AM – 1:30 PM

 Albany Carousel, Albany, OR

Sensory-friendly hours featuring quieter music and slower ride speeds.

Queer Peers – LGBTQ+ Social & Support Group (Ages 14–24)


 Every Thursday | 5:30 – 7:00 PM

 960 Queen Ave SW, Albany, OR

A welcoming space to connect with community, learn about resources, and enjoy a free meal.

541-745-4590 | queer.peers@jackstonstreet.org

36th Annual Cascade Festival of African Films


 Friday, February 6 – Saturday, March 7

 Virtual: [African Film Festival Website](#)

A curated selection of twenty films spanning genres, countries, and eras, exploring personal, communal, and national stories across the African diaspora.

Project 562: Changing the Way We See Native America

 Wednesdays, March 4, March 11, and March 18 | 12:00 PM


 Benton County Museums

Using curriculum from photographer and educator Matika Wilbur, this series explores ways to transform, indigenize, and decolonize our lives and communities in Benton County.

Registration limited to 20 participants | Register via Events at Benton County Museums website

Upcoming Events

February 27 | Build Your COG Toolkit

 **March 5 | Annual All Staff Meeting** 