

Oregon Cascades West Council of Governments

Fiscal Year 2026-27



OREGON
Cascades West
Council of Governments

**Proposed
Budget**

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Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2026-27

Role of the Oregon Cascades West Council of Governments:

Oregon Cascades West Council of Governments (OCWCOG) is a volunteer, member organization created by local governments and districts within Linn, Benton, and Lincoln Counties, the Confederated Tribes of Siletz Indians, and the Port of Newport. Oregon law (ORS190.010) authorizes OCWCOG to carry out, on behalf of its members, programs serving residents, businesses, institutions, and agencies individually or as part of a regional solution. Only the authority of the member local governments, and their willingness to delegate their authority to OCWCOG, limits the range of services that OCWCOG can provide.

Program Areas:

General Administration

- Purpose and Intent
 - Oversee the administrative, human resources, physical infrastructure, information technology, finances, and budget to ensure the sustainability, viability, and growth of the agency, as well as members through service requests.
 - Responsible for overall vision, strategic planning and agency direction.
 - Provide consultative and technical assistance in the areas of Leadership Development, Human Resources and Information 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 the tri- County Region of Linn, Benton, and Lincoln Counties.

Community and Economic Development

- Purpose and Intent
 - Support member jurisdictions to improve livability, transportation access, and economic development;
 - Administer and provide staffing for state and federally authorized regional economic development, planning and grant programs;
 - Implement regional priorities through a Comprehensive Economic Development Strategy;
 - Assist local governments with goal setting, project development, grant writing, and planning; and
 - Assist local governments with infrastructure improvements.

- Geographic Service Area
 - The federally designated Cascades West Economic Development District (CWEDD) serves Benton, Lane, Lincoln, and Linn Counties.

Cascades West Business Lending (CWBL)

- Purpose and Intent
 - Deliver professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs through the Cascades West Business Lending (CWBL) program;
 - Assist new and expanding small businesses in obtaining needed capital;
 - Increase economic activity and employment in our region; and
 - Stimulate private lending by partnering with local financial institutions. CWBL can act as a secondary lender for qualified projects on a subordinated basis to lower the risk for participating lenders and incentivize participation by traditional funders.
- Geographic Service Area
 - CWBL loan programs serve clients and commercial lenders primarily within Linn, Benton, and Lincoln Counties, and offers SBA 504 loans Statewide.

Transportation

- Purpose and Intent
 - Administer state and federally authorized region-wide and sub-regional transportation planning programs.
 - Administer the Non-Emergent Medical Transportation (NEMT) brokerage, Cascades West Ride Line, arranging transportation for Oregon Health Plan (OHP) members, Medicaid recipients, select Medicare clients, and other eligible clients through pilot programs.
 - Participate in Statewide and multi-jurisdiction efforts with area elected officials to gain resources and advocate for policy changes to improve the region's transportation system.
 - Provide funding support, project management, and grant administration for transportation improvement projects in response to capacity constraints at a local level.
- Geographic Service Area
 - 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 Ride Line services Linn, Benton, and Lincoln County residents, and healthcare 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 and Oregon Project Independence Medicaid) by assisting qualified consumers in finding and maintaining care to meet their individual and specific needs across a variety of care settings. Provide access to benefits through the Oregon Eligibility Project including Supplemental Nutrition Assistance (SNAP), Temporary Assistance to Needy Families (TANF), cash assistance, Employment-Related Day Care (ERDC) and refugee services.
 - 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, Meals on Wheels, and family Caregiver supports.
- Geographic Service Area
 - All services are provided in OCWCOG's tri-County Region. Principle offices are in Albany, Corvallis, and Toledo. [OCWCOG](#)

Community Services Program

- Purpose and Intent
 - Assist seniors and retired persons to serve their communities through volunteering with OCWCOG's AmeriCorps Seniors' Programs including Foster Grandparent Program (FGP), Retired Senior and Volunteer Program (RSVP), and Senior Companion Program (SCP).
 - Assist veterans in Benton County by obtaining all benefits they are entitled to receive.
 - Provide financial literacy coaching to residents 18+, set goals around budgeting, credit, debt and savings, through \$tand By Me-Oregon.
- Geographic Service Area
 - AmeriCorps Seniors opportunities are available 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) in its Corvallis office. Lincoln and Linn Counties provide their own Veterans Services staff.
 - \$tand By Me-OR currently is funding to serve Linn, Benton and Marion counties, thanks to a generous grant from the JTMF Foundation.

Governance, Administration, and Programs of OCWCOG:

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

The Board hires an Executive Director who is delegated all operational and contracting authority. However, the Board retains budget approval authority, including the setting of

pay levels, benefits amounts, and approves the labor contract with the Service Employees International Union (SEIU), which represents the majority of OCWCOG's employees. The Executive Director makes recommendations to the Board regarding these matters prior to Board action.

The Board has an Executive Committee and a Finance Committee. The Executive Committee meets bi-monthly with OCWCOG management to discuss and advise on administrative and operational issues, and off cycle to the full Board meeting. The Finance Committee consists of the full Executive Committee and OCWCOG standing sub-committee chairs. The Finance Committee meets bi-monthly to review financial statements and budget to actual figures. Historically, the Finance Committee has also served as the Budget Committee, which is a committee required of Oregon Budget law. OCWCOG follows 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. Although the Board primarily focuses on the overall structure and finances of OCWCOG, it remains 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 that 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, if the general area of assistance is described herein. Given that general authority, OCWCOG staff may occasionally 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 authorizing 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 and are equal to less than 1% of the total agency revenue. By law, ORS 190.010 entities may not establish a tax base as a source of revenue. Consequently, the General dues are the only general-purpose funding of the agency and, therefore, the only funds that the Board can redirect to different programs. Dues are used to provide required matching funds to gain State and federal program funding.

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



Oregon Cascades West Council of Governments

Agency

Consolidated Budget FY 2026-27

FY24 Actual Final	FY25 Actual Final	Description	FY26 Budget Adopted	FY27 Budget Proposed
22,611,024	22,856,863	Beginning Balance	24,833,642	26,363,037
348,929	380,714	Dues	396,154	400,212
4,232,458	4,319,457	Internal Service Fees	4,337,791	4,941,500
42,690,353	45,175,357	Contracts & Grants	45,183,847	48,396,061
1,462,527	1,506,589	Interest, Misc, Other Revenue	1,571,303	3,696,631
1,931,183	496,892	Internal Transfer Revenue	648,900	1,065,800
73,276,475	74,735,871	REVENUE	76,971,637	84,863,241
12,775,268	14,490,166	Wages	19,407,015	19,846,518
9,113,661	9,756,123	Benefits	13,499,543	12,683,359
21,888,929	24,246,289	Total Personal Services	32,906,557	32,529,877
20,728,326	20,904,074	Materials & Services	25,508,448	26,046,336
3,302,594	3,386,488	Internal Services Expenses	3,354,755	3,905,172
2,501,513	622,300	Capital Expenses	437,248	553,048
1,938,976	503,932	Transfers & Contingency	1,201,887	1,587,292
50,360,338	49,663,083	TOTAL EXPENSES	63,408,896	64,621,725
22,916,137	25,072,787	Unappropriated Ending Fund Balance	13,562,741	20,241,516



Oregon Cascades West Council of Governments
Total Department
Consolidated Budget FY 2026-27

FY25 Actual	FY26 Budget		FY27 Budget	FY27 Budget	FY27 Budget	FY27 Budget	FY27 Budget	FY27 Budget	FY27 Budget
Total Fund	Total Fund		Total Fund	General Administration	Senior & Disability Services	Community Services Programs	Community & Economic Development	Business Lending	Reserve Funds
Final	Adopted	Description	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
22,856,863	24,833,642	40000 - Beginning Balance	26,363,037	2,605,700	8,542,000	33,256	7,428,428	3,754,753	3,998,900
-	4,338	42000 - Fees & Dues	500	-	-	-	-	500	-
380,714	391,816	42100 - Dues	399,712	18,923	222,564	39,725	118,500	-	-
5,102,840	2,742,765	42200 - Program revenue (including Fees)	3,285,420	44,000	1,505,000	-	1,704,000	32,420	-
4,319,457	4,337,791	42800 - Internal service charges revenue	4,941,500	4,748,000	-	-	-	193,500	-
-	1,779,960	43000 - Intergovernmental	2,380,564	2,153,500	-	227,064	-	-	-
13,763,696	14,050,600	43100 - Contracts	14,215,800	-	213,000	-	14,002,800	-	-
449,593	753,970	43200 - FedDir	787,794	-	-	470,294	317,500	-	-
27,997	808,740	43300 - FedInd	107,870	-	-	107,870	-	-	-
24,086,060	23,229,240	43400 - State	26,465,025	-	24,528,000	145,880	1,791,145	-	-
1,639,146	1,704,035	43500 - Local	1,023,860	280,700	91,000	52,000	600,160	-	-
106,026	114,537	44100 - Rents	129,728	129,728	-	-	-	-	-
993,212	614,659	46100 - Interest Revenue	756,810	675,000	-	-	-	81,810	-
123,721	122,417	46110 - Lending Program Interest revenue	114,000	-	-	-	-	114,000	-
0	300	46200 - Donations	500	-	-	500	-	-	-
234,971	143,500	46210 - Donations Received: Money	352,300	-	350,000	2,300	-	-	-
-	7,000	46240 - Donations Received: Private Grants	-	-	-	-	-	-	-
120,664	680,936	46700 - Matching Contributions	2,473,021	-	128,000	3,600	2,341,421	-	-
35,206	2,491	46900 - Misc Revenue	-	-	-	-	-	-	-
-1,186	-	46910 - Over/short	-	-	-	-	-	-	-
-	648,900	48000 - Transfers In	1,065,800	-	350,000	-	365,000	800	350,000
100,000	-	48113 - Transfer from fund 1013	-	-	-	-	-	-	-
65,000	-	48114 - Transfer from fund 1014	-	-	-	-	-	-	-
32,461	-	48221 - Transfer from fund 2021	-	-	-	-	-	-	-
100,000	-	48222 - Transfer from fund 2022	-	-	-	-	-	-	-
49,431	-	48238 - Transfer from fund 2038	-	-	-	-	-	-	-
150,000	-	48282 - Transfer from fund 2082	-	-	-	-	-	-	-
74,735,871	76,971,637	Revenues	84,863,241	10,655,551	35,929,564	1,082,489	28,668,954	4,177,783	4,348,900
14,490,166	19,407,015	51000 - Wages	19,846,518	4,047,015	12,711,688	428,604	2,564,211	95,000	-
9,756,123	13,499,543	52000 - Benefits	12,683,359	2,552,042	8,134,291	272,607	1,674,419	50,000	-
24,246,289	32,906,557	Personnel	32,529,877	6,599,057	20,845,979	701,211	4,238,630	145,000	-
222,542	135,200	61100 - Supplies	232,100	63,000	154,300	2,300	12,500	-	-
22,362	30,000	61200 - Supplies: Volunteer recognition	26,428	-	5,500	20,928	-	-	-
464	15,000	61250 - Supplies: Food MOW	1,075,000	-	1,075,000	-	-	-	-
254,084	175,730	61300 - Equipment (non-capitalized)	254,730	147,000	77,500	2,000	28,230	-	-
-	-	61301 - Equipment rental	30,000	-	30,000	-	-	-	-
18,414	12,700	61400 - Furniture	67,000	34,500	27,500	-	5,000	-	-
-	231,859	62000 - Services	2,000	0	-	-	2,000	-	-
16,371,620	15,721,535	62100 - Professional Services	15,950,433	658,000	1,170,520	15,000	14,084,063	22,850	-
12,275	51,450	62110 - Legal services	49,300	23,000	20,000	500	5,500	300	-
50,097	35,113	62120 - Marketing services	69,108	22,000	25,250	7,358	9,500	5,000	-
155,839	152,200	62130 - Insurance services	153,400	152,000	1,000	400	-	-	-
10,327	12,775	62140 - Banking services	8,000	5,000	1,500	-	1,000	500	-
766,149	6,476,753	62150 - Grants to subrecipients	5,055,000	-	55,000	-	5,000,000	-	-



Oregon Cascades West Council of Governments
Total Department
Consolidated Budget FY 2026-27

FY25 Actual Total Fund Final	FY26 Budget Total Fund Adopted	Description	FY27 Budget Total Fund Proposed	FY27 Budget General Administration Proposed	FY27 Budget Senior & Disability Services Proposed	FY27 Budget Community Services Programs Proposed	FY27 Budget Community & Economic Development Proposed	FY27 Budget Business Lending Proposed	FY27 Budget Reserve Funds Proposed
112,478	109,138	62210 - Printing/copying	126,145	46,500	59,425	8,620	11,000	600	-
47,739	45,096	62220 - Postage	58,390	9,550	46,500	940	900	500	-
152,828	281,520	62300 - Software	312,128	83,708	121,305	13,950	89,000	4,165	-
80,456	70,584	62400 - Telephone/internet	21,750	4,500	17,000	150	-	100	-
76,641	78,200	62500 - Memberships/Dues	83,300	14,500	62,500	1,800	4,500	-	-
112,676	118,708	62600 - Travel and training	194,200	65,200	85,500	9,000	32,000	2,500	-
22,036	22,700	62610 - Trainers	31,750	25,500	5,000	1,250	-	-	-
207,351	146,400	62621 - Employee mileage	227,150	34,650	179,700	5,200	6,100	1,500	-
6,873	6,000	62622 - Company automobile	8,250	750	7,500	-	-	-	-
616	-	62623 - Other employee travel	2,650	2,500	-	150	-	-	-
53,128	42,000	62630 - Volunteer travel	53,000	-	17,000	36,000	-	-	-
2,620	2,500	62640 - Employee travel meals	5,800	1,800	-	2,000	1,500	500	-
6,894	2,000	62650 - Employee lodging	9,582	2,000	-	2,582	4,000	1,000	-
147,449	131,792	62700 - Facility and Utilities	174,225	113,500	48,825	1,375	10,225	300	-
925,019	884,583	62710 - Rent expense	1,044,833	131,692	719,101	25,150	164,276	4,614	-
75,753	50,000	62720 - Facility maintenance svcs	30,000	25,000	5,000	-	-	-	-
89,044	93,060	62721 - Janitorial Service	115,000	115,000	-	-	-	-	-
50,733	50,000	62731 - Electricity	50,000	50,000	-	-	-	-	-
-	-	62741 - Facilities Permits	700	-	700	-	-	-	-
3,386,488	3,354,755	62800 - Internal service charges expenditure	3,905,172	-	2,942,300	82,141	668,853	211,878	-
283	1,869	62900 - Miscellaneous Expenses	65,000	65,000	-	-	-	-	-
-	47,000	64000 - Client Assistance	45,500	-	45,000	500	-	-	-
532,679	176,984	64300 - Client Assist: Program wages	322,984	-	181,000	141,984	-	-	-
246,418	50,000	64400 - Client Assist: Support services	43,500	-	43,500	-	-	-	-
70,186	48,000	67000 - Resource Reserves	48,000	-	48,000	-	-	-	-
24,290,562	28,863,203	Materials and Services	29,951,508	1,895,850	7,277,926	381,278	20,140,147	256,307	-
122,098	25,000	70000 - Capital	20,000	20,000	-	-	-	-	-
219,970	-	71000 - Equipment	60,000	60,000	-	-	-	-	-
-	235,000	74000 - Capital Improvements	265,000	265,000	-	-	-	-	-
280,232	177,248	77000 - Software (multi-year)	208,048	188,048	20,000	-	-	-	-
-	552,987	95000 - Contingency	496,492	435,000	61,492	-	-	-	-
-	648,900	98000 - Transfers Out	1,090,800	325,000	400,000	0	365,000	800	-
100,000	-	98111 - Transfer to fund 1011	-	-	-	-	-	-	-
100,000	-	98229 - Transfer to fund 2029	-	-	-	-	-	-	-
8,644	-	98232 - Transfer to fund 2032	-	-	-	-	-	-	-
49,431	-	98233 - Transfer to fund 2033	-	-	-	-	-	-	-
11,947	-	98234 - Transfer to fund 2034	-	-	-	-	-	-	-
150,000	-	98277 - Transfer to fund 2077	-	-	-	-	-	-	-
65,000	-	98800 - Transfer to fund 8000 (COG) or 8100 (CSC)	-	-	-	-	-	-	-
11,870	-	98239 - Transfer to fund 2039	-	-	-	-	-	-	-
6,448	-	92000 - Debt Interest	-	-	-	-	-	-	-
593	-	93000 - Bad Debt Expense	-	-	-	-	-	-	-
1,126,232	1,639,135	Capital, Transfers and Other	2,140,340	1,293,048	481,492	0	365,000	800	-
49,663,083	63,408,896	Total Expenses	64,621,725	9,787,955	28,605,397	1,082,489	24,743,778	402,107	-
25,072,787	13,562,741	Unappropriated Ending Fund Balance	20,241,516	867,596	7,324,167	0	3,925,176	3,775,676	4,348,900



Oregon Cascades West Council of Governments
1011 - CWCWG GENERAL ADMINISTRATION
Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 101 Human Resources Proposed	FY27 Budget 102 Finance Proposed	FY27 Budget 110 General Admin Proposed	FY27 Budget 800 Reserves Proposed
1,424,873	1,856,600	40000 - Beginning Balance	1,640,750	135,000	900,000	485,000	120,750
18,370	18,658	42100 - Dues	18,923	-	-	-	18,923
-14,370	-	42200 - Program revenue (including Fees)	44,000	-	44,000	-	-
2,200,000	2,138,000	42800 - Internal service charges revenue	2,398,000	803,000	600,000	995,000	-
-	-	43500 - Local	3,000	-	-	-	3,000
891,023	520,000	46100 - Interest Revenue	675,000	-	675,000	-	-
255	-	46210 - Donations Received: Money	-	-	-	-	-
-	17,114	46700 - Matching Contributions	-	-	-	-	-
-7,416	-	46900 - Misc Revenue	-	-	-	-	-
-1,187	-	46910 - Over/short	-	-	-	-	-
100,000	-	48113 - Transfer from fund 1013	-	-	-	-	-
4,611,548	4,550,372	Revenue	4,779,673	938,000	2,219,000	1,480,000	142,673
1,152,516	1,627,978	51000 - Wages	1,880,158	473,860	787,278	619,020	-
641,589	1,079,441	52000 - Benefits	1,202,821	299,909	503,957	398,955	-
1,794,105	2,707,418	Personnel	3,082,979	773,769	1,291,235	1,017,975	-
23,406	35,013	61100 - Supplies	38,250	750	2,500	35,000	-
12,299	14,500	61300 - Equipment (non-capitalized)	13,750	3,750	5,000	5,000	-
-	-	61400 - Furniture	27,500	-	2,500	25,000	-
-	2,000	62000 - Services	-	-	-	-	-
247,323	332,066	62100 - Professional Services	478,000	5,000	200,000	223,000	50,000
5,704	25,000	62110 - Legal services	20,000	2,500	2,500	5,000	10,000
31,170	6,500	62120 - Marketing services	18,250	3,750	500	14,000	-
913	-	62130 - Insurance services	2,000	-	-	2,000	-
6,673	10,000	62140 - Banking services	5,000	-	5,000	-	-
766	3,000	62210 - Printing/copying	1,750	250	500	1,000	-
916	1,500	62220 - Postage	2,000	300	1,500	200	-
10,526	25,500	62300 - Software	13,325	3,500	6,500	3,325	-
4,494	4,650	62400 - Telephone/internet	3,500	-	1,500	2,000	-
7,160	11,500	62500 - Memberships/Dues	11,500	1,000	2,500	8,000	-
18,403	29,400	62600 - Travel and training	42,600	7,500	7,500	27,600	-
11,927	8,000	62610 - Trainers	12,000	10,000	-	2,000	-
4,653	8,500	62621 - Employee mileage	12,700	5,000	2,500	5,200	-
-182	-	62622 - Company automobile	-	-	-	-	-



Oregon Cascades West Council of Governments
1011 - CWCWG GENERAL ADMINISTRATION
Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 101 Human Resources Proposed	FY27 Budget 102 Finance Proposed	FY27 Budget 110 General Admin Proposed	FY27 Budget 800 Reserves Proposed
273	0	62640 - Employee travel meals	800	-	-	800	-
-	-	62700 - Facility and Utilities	1,250	750	-	500	-
58,326	41,061	62710 - Rent expense	67,370	15,000	35,000	17,370	-
133	-	62900 - Miscellaneous Expenses	65,000	15,000	-	50,000	-
444,883	558,190	Materials and Supplies	836,545	74,050	275,500	426,995	60,000
86,126	25,000	70000 - Capital	20,000	-	20,000	-	-
-	-	71000 - Equipment	30,000	30,000	-	-	-
-	-	74000 - Capital Improvements	70,000	-	-	35,000	35,000
106,090	150,000	77000 - Software (multi-year)	121,000	25,000	96,000	-	-
-	260,000	95000 - Contingency	265,000	20,000	200,000	-	45,000
-	391,000	98000 - Transfers Out	265,000	15,000	250,000	-	-
192,216	826,000	Capital, Transfers and Other	771,000	90,000	566,000	35,000	80,000
2,431,204	4,091,608	Total Expenses	4,690,524	937,819	2,132,735	1,479,970	140,000
2,180,344	458,764	Unappropriated Ending Fund Balance	89,149	181	86,265	30	2,673



Oregon Cascades West Council of Governments

1012 - TECHNOLOGY SERVICES

Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 104 Facilities Maintenance Proposed	FY27 Budget 105 IT Proposed
61,424	130,000	40000 - Beginning Balance	9,150	-850	10,000
-6,770	-	42200 - Program revenue (including Fees)	-	-	-
1,116,000	1,145,000	42800 - Internal service charges revenue	1,360,000	60,000	1,300,000
-	6,378	46700 - Matching Contributions	-	-	-
1,170,654	1,281,378	Revenue	1,369,150	59,150	1,310,000
489,026	602,374	51000 - Wages	652,591	-	652,591
288,485	390,001	52000 - Benefits	390,000	-	390,000
777,511	992,375	Personnel	1,042,591	-	1,042,591
36	500	61100 - Supplies	15,000	-	15,000
-104,571	27,000	61300 - Equipment (non-capitalized)	105,000	-	105,000
-	-	61400 - Furniture	1,000	-	1,000
-	9,788	62100 - Professional Services	10,000	-	10,000
484	500	62110 - Legal services	500	-	500
21	100	62210 - Printing/copying	100	-	100
2	200	62220 - Postage	200	-	200
6,772	86,123	62300 - Software	62,873	-	62,873
1,118	0	62400 - Telephone/internet	-	-	-
329	400	62500 - Memberships/Dues	0	-	0
175	-	62600 - Travel and training	750	-	750
514	10,000	62610 - Trainers	500	-	500
4,663	5,000	62621 - Employee mileage	2,500	-	2,500
-	-	62623 - Other employee travel	1,500	-	1,500



Oregon Cascades West Council of Governments

1012 - TECHNOLOGY SERVICES

Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 104 Facilities Maintenance Proposed	FY27 Budget 105 IT Proposed
800	1,500	62640 - Employee travel meals	500	-	500
-	-	62650 - Employee lodging	1,000	-	1,000
26,835	50,000	62700 - Facility and Utilities	58,000	56,800	1,200
19,537	25,052	62710 - Rent expense	22,161	-	22,161
-43,284	216,163	Materials and Supplies	281,584	56,800	224,784
-	40,000	74000 - Capital Improvements	-	-	-
-	27,248	77000 - Software (multi-year)	42,048	-	42,048
-	67,248	Capital, Transfers and Other	42,048	-	42,048
734,228	1,275,786	Total Expenses	1,366,223	56,800	1,309,423
436,427	5,592	Unappropriated Ending Fund Balance	2,927	2,350	577



Oregon Cascades West Council of Governments

1014 - FACILITIES SERVICES

Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 104 Facilities Maintenance Proposed	FY27 Budget 110 General Admin Proposed
730,000	751,000	40000 - Beginning Balance	795,800	600,000	195,800
895,098	934,791	42800 - Internal service charges revenue	990,000	945,000	45,000
0	114,537	44100 - Rents	129,728	129,728	-
-	1,377	46700 - Matching Contributions	-	-	-
-59	-	46900 - Misc Revenue	-	-	-
1,625,038	1,801,705	Revenue	1,915,528	1,674,728	240,800
133,682	137,034	51000 - Wages	135,000	135,000	-
103,707	98,952	52000 - Benefits	101,000	101,000	-
237,390	235,986	Personnel	236,000	236,000	-
3,764	10,000	61100 - Supplies	7,500	7,500	-
1,800	2,000	61300 - Equipment (non-capitalized)	2,500	2,500	-
12,092	700	61400 - Furniture	5,000	5,000	-
-	920	62000 - Services	-	-	-
56,588	50,000	62100 - Professional Services	150,000	150,000	-
137,673	150,000	62130 - Insurance services	150,000	150,000	-
46,336	38,650	62210 - Printing/copying	44,150	150	44,000
198	400	62220 - Postage	150	150	-
-	950	62300 - Software	1,350	1,350	-
1,045	240	62400 - Telephone/internet	0	0	-
70	-	62600 - Travel and training	-	-	-
-	500	62610 - Trainers	500	500	-
5,120	6,500	62621 - Employee mileage	8,000	8,000	-



Oregon Cascades West Council of Governments

1014 - FACILITIES SERVICES

Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 104 Facilities Maintenance Proposed	FY27 Budget 110 General Admin Proposed
1,106	1,000	62622 - Company automobile	750	750	-
44,815	65,000	62700 - Facility and Utilities	50,000	50,000	-
29,944	50,000	62720 - Facility maintenance svcs	25,000	25,000	-
71,472	93,060	62721 - Janitorial Service	115,000	115,000	-
50,733	50,000	62731 - Electricity	50,000	50,000	-
462,755	519,920	Materials and Supplies	609,900	565,900	44,000
35,973	-	70000 - Capital	-	-	-
104,445	-	71000 - Equipment	-	-	-
-	195,000	74000 - Capital Improvements	195,000	195,000	-
-	50,000	95000 - Contingency	50,000	50,000	-
-	50,000	98000 - Transfers Out	50,000	50,000	-
140,418	295,000	Capital, Transfers and Other	295,000	295,000	-
840,562	1,050,906	Total Expenses	1,140,900	1,096,900	44,000
784,477	750,799	Unappropriated Ending Fund Balance	774,628	577,828	196,800



Oregon Cascades West Council of Governments
1013 - BUSINESS SERVICES
Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 101 Human Resources Proposed	FY27 Budget 102 Finance Proposed	FY27 Budget 105 IT Proposed	FY27 Budget 110 General Admin Proposed
139,000	168,500	40000 - Beginning Balance	160,000	135,000	-	45,000	-20,000
-	1,560,000	43000 - Intergovernmental	2,153,500	803,000	-	795,000	555,500
-	97,400	43500 - Local	277,700	7,200	195,000	75,500	-
-	13,484	46700 - Matching Contributions	-	-	-	-	-
139,000	1,839,384	Revenue	2,591,200	945,200	195,000	915,500	535,500
724,937	946,852	51000 - Wages	1,379,266	473,860	138,100	492,306	275,000
495,582	603,536	52000 - Benefits	858,221	299,909	55,250	326,644	176,418
1,220,518	1,550,388	Personnel	2,237,487	773,769	193,350	818,950	451,418
469	4,987	61100 - Supplies	2,250	750	-	-	1,500
4,121	49,500	61300 - Equipment (non-capitalized)	25,750	3,750	-	22,000	-
-	-	61400 - Furniture	1,000	-	-	-	1,000
-	2,363	62000 - Services	0	-	-	0	-
2,069	5,000	62100 - Professional Services	20,000	20,000	-	-	-
54	-	62110 - Legal services	2,500	2,500	-	-	-
-	-	62120 - Marketing services	3,750	3,750	-	-	-
556	750	62210 - Printing/copying	500	250	-	-	250
3,472	750	62220 - Postage	7,200	7,200	-	-	-
-2,069	2,885	62300 - Software	6,160	3,500	-	0	2,660
1,910	-	62400 - Telephone/internet	1,000	-	-	-	1,000
-	500	62500 - Memberships/Dues	3,000	1,000	-	-	2,000
6,113	9,000	62600 - Travel and training	21,850	7,500	-	750	13,600
30	4,000	62610 - Trainers	12,500	10,000	-	500	2,000
2,555	9,500	62621 - Employee mileage	11,450	5,000	1,500	3,500	1,450
-	-	62623 - Other employee travel	1,000	-	-	1,000	-
-	-	62640 - Employee travel meals	500	-	-	500	-
-	-	62650 - Employee lodging	1,000	-	-	1,000	-
-	-	62700 - Facility and Utilities	4,250	750	-	-	3,500
24,568	12,191	62710 - Rent expense	42,161	15,000	-	22,161	5,000
43,847	101,426	Materials and Supplies	167,821	80,950	1,500	51,411	33,960
-	-	71000 - Equipment	30,000	30,000	-	-	-
-	-	77000 - Software (multi-year)	25,000	25,000	-	-	-
-	97,000	95000 - Contingency	120,000	25,000	-	45,000	50,000



Oregon Cascades West Council of Governments
1013 - BUSINESS SERVICES
Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 101 Human Resources Proposed	FY27 Budget 102 Finance Proposed	FY27 Budget 105 IT Proposed	FY27 Budget 110 General Admin Proposed
-	-	98000 - Transfers Out	10,000	10,000	-	-	-
-	97,000	Capital, Transfers and Other	185,000	90,000	-	45,000	50,000
1,264,365	1,748,814	Total Expenses	2,590,308	944,719	194,850	915,361	535,378
-1,125,365	90,570	Unappropriated Ending Fund Balance	893	481	150	140	122



Oregon Cascades West Council of Governments
Senior & Disability Services
Consolidated Budget FY 2026-27

FY25 Actual Total Final	FY26 Budget Total Adopted		FY27 Budget Total Proposed	FY27 Budget 2020 - S&DS Proposed	FY27 Budget 2021 - Title XIX Proposed	FY27 Budget 2022 - OAA Proposed	FY27 Budget 2023 - OPI Proposed	FY27 Budget 2024 - Meals on Wheels Proposed	FY27 Budget 2029 - SDS Special Contracts Proposed
6,207,777	7,694,000	40000 - Beginning Balance	8,542,000	1,600,000	6,250,000	175,000	450,000	5,000	62,000
248,282	257,998	42100 - Dues	222,564	222,564	-	-	-	-	-
1,121,554	1,000,000	42200 - Program revenue (including Fees)	1,505,000	-	-	5,000	-	1,500,000	-
452,532	85,000	43100 - Contracts	213,000	-	-	96,000	85,000	32,000	-
12,697	696,290	43300 - FedInd	-	-	-	-	-	-	-
21,378,142	20,934,779	43400 - State	24,528,000	278,000	19,444,000	600,000	2,000,000	1,528,000	678,000
42,080	144,000	43500 - Local	91,000	-	-	-	-	75,000	16,000
48,210	140,000	46210 - Donations Received: Money	350,000	-	-	-	-	350,000	-
58,184	613,677	46700 - Matching Contributions	128,000	48,000	-	-	-	80,000	-
0	2,491	46900 - Misc Revenue	-	-	-	-	-	-	-
-	-	48000 - Transfers In	350,000	-	-	-	-	350,000	-
100,000	-	48222 - Transfer from fund 2022	-	-	-	-	-	-	-
29,669,458	31,568,235	Revenues	35,929,564	2,148,564	25,694,000	876,000	2,535,000	3,920,000	756,000
8,602,636	11,691,401	51000 - Wages	12,711,688	88,805	10,800,000	94,730	709,766	675,000	343,387
5,882,515	8,157,939	52000 - Benefits	8,134,291	47,000	6,825,000	70,000	528,667	400,000	263,624
14,485,151	19,849,340	Personnel	20,845,979	135,805	17,625,000	164,730	1,238,433	1,075,000	607,011
78,229	67,900	61100 - Supplies	154,300	1,100	22,000	1,000	200	115,000	15,000
95	12,000	61200 - Supplies: Volunteer recognition	5,500	-	-	500	-	5,000	-
-	15,000	61250 - Supplies: Food MOW	1,075,000	-	-	-	-	1,075,000	-
56,695	64,000	61300 - Equipment (non-capitalized)	77,500	2,500	62,500	-	-	12,500	-
-	-	61301 - Equipment rental	30,000	-	30,000	-	-	-	-
3,285	12,000	61400 - Furniture	27,500	-	25,000	-	1,500	1,000	-
-	206,228	62000 - Services	-	-	-	-	-	-	-
57,970	1,728,631	62100 - Professional Services	1,170,520	-	155,520	-	-	1,015,000	-
376	20,000	62110 - Legal services	20,000	20,000	-	-	-	-	-
2,520	8,800	62120 - Marketing services	25,250	1,000	2,000	2,000	250	20,000	-
164	2,000	62130 - Insurance services	1,000	-	-	-	-	1,000	-
132	1,000	62140 - Banking services	1,500	-	-	-	-	1,500	-
31,851	-	62150 - Grants to subrecipients	55,000	-	-	55,000	-	-	-
40,980	49,389	62210 - Printing/copying	59,425	500	45,000	225	500	12,000	1,200
29,270	33,200	62220 - Postage	46,500	-	45,000	50	500	750	200
2,879	76,936	62300 - Software	121,305	665	96,000	665	6,650	14,000	3,325
48,997	59,500	62400 - Telephone/internet	17,000	-	-	-	-	17,000	-
64,997	61,200	62500 - Memberships/Dues	62,500	60,000	-	-	-	2,500	-
59,610	38,000	62600 - Travel and training	85,500	7,500	60,000	2,000	1,000	15,000	-
503	-	62610 - Trainers	5,000	-	-	-	-	5,000	-
142,784	106,600	62621 - Employee mileage	179,700	700	135,000	2,000	8,000	25,000	9,000
550	5,000	62622 - Company automobile	7,500	-	-	-	-	7,500	-
81	-	62623 - Other employee travel	-	-	-	-	-	-	-
-	17,000	62630 - Volunteer travel	17,000	-	-	-	-	17,000	-
39,658	6,403	62700 - Facility and Utilities	48,825	250	40,000	250	2,225	5,000	1,100
623,815	627,288	62710 - Rent expense	719,101	1,315	601,022	2,762	28,900	73,000	12,102
-	-	62720 - Facility maintenance svcs	5,000	-	-	-	-	5,000	-



Oregon Cascades West Council of Governments
Senior & Disability Services
Consolidated Budget FY 2026-27

FY25 Actual Total Final	FY26 Budget Total Adopted	Description	FY27 Budget Total Proposed	FY27 Budget 2020 - S&DS Proposed	FY27 Budget 2021 - Title XIX Proposed	FY27 Budget 2022 - OAA Proposed	FY27 Budget 2023 - OPI Proposed	FY27 Budget 2024 - Meals on Wheels Proposed	FY27 Budget 2029 - SDS Special Contracts Proposed
-	-	62741 - Facilities Permits	700	-	-	-	-	700	-
2,569,386	2,572,322	62800 - Internal service charges expenditure	2,942,300	8,214	2,341,026	17,250	155,247	344,993	75,570
-	45,000	64000 - Client Assistance	45,000	-	-	45,000	-	-	-
448,532	35,000	64300 - Client Assist: Program wages	181,000	-	-	96,000	85,000	-	-
11,573	50,000	64400 - Client Assist: Support services	43,500	-	7,500	36,000	0	-	-
70,186	48,000	67000 - Resource Reserves	48,000	48,000	-	-	-	-	-
4,385,119	5,968,397	Materials and Services	7,277,926	151,744	3,667,568	260,702	289,972	2,790,443	117,497
76,400	-	71000 - Equipment	-	-	-	-	-	-	-
1,605	-	77000 - Software (multi-year)	20,000	-	-	-	-	20,000	-
-	-	95000 - Contingency	61,492	-	-	-	-	30,000	31,492
-	-	98000 - Transfers Out	400,000	400,000	-	-	-	-	-
78,005	-	Capital, Transfers and Other	481,492	400,000	-	-	-	50,000	31,492
18,948,275	25,817,737	Total Expenses	28,605,397	687,549	21,292,568	425,432	1,528,405	3,915,443	756,000
10,721,183	5,750,498	Unappropriated Ending Fund Balance	7,324,167	1,461,015	4,401,432	450,568	1,006,595	4,557	0



Oregon Cascades West Council of Governments
Community Service Programs
Consolidated Budget FY 2026-27

FY25 Actual Total Final	FY26 Budget Total Adopted	Description	FY27 Budget Total Proposed	FY27 Budget 2032 - Foster Grandparents Proposed	FY27 Budget 2033 - RSVP Proposed	FY27 Budget 2034 - Senior Companion Program Proposed	FY27 Budget 2038 - Veterans Proposed	FY27 Budget 2039 - CSP Special Contracts Proposed
3,503	78,161	40000 - Beginning Balance	33,256	0	0	0	0	33,256
-	-	42100 - Dues	39,725	9,725	8,000	-	-	22,000
-10,721	-	42200 - Program revenue (including Fees)	-	-	-	-	-	-
-	219,960	43000 - Intergovernmental	227,064	-	-	-	227,064	-
340,870	12,000	43100 - Contracts	-	-	-	-	-	-
388,462	470,294	43200 - FedDir	470,294	166,954	164,600	138,740	-	-
15,300	112,450	43300 - FedInd	107,870	-	55,570	4,300	48,000	-
42,596	118,039	43400 - State	145,880	-	-	-	129,380	16,500
107,150	92,475	43500 - Local	52,000	2,000	10,000	25,000	5,000	10,000
224	-	46100 - Interest Revenue	-	-	-	-	-	-
0	300	46200 - Donations	500	-	-	500	-	-
6,063	3,500	46210 - Donations Received: Money	2,300	-	500	-	-	1,800
-	7,000	46240 - Donations Received: Private Grants	-	-	-	-	-	-
58,050	5,171	46700 - Matching Contributions	3,600	-	0	3,600	-	-
200	-	46900 - Misc Revenue	-	-	-	-	-	-
32,461	-	48221 - Transfer from fund 2021	-	-	-	-	-	-
49,431	-	48238 - Transfer from fund 2038	-	-	-	-	-	-
1,033,587	1,119,350	Revenues	1,082,489	178,679	238,670	172,140	409,444	83,556
370,241	426,825	51000 - Wages	428,604	39,702	92,118	54,774	204,666	37,344
281,674	289,666	52000 - Benefits	272,607	27,376	63,846	32,150	125,072	24,163
651,915	716,491	Personnel	701,211	67,078	155,964	86,924	329,738	61,507
3,530	1,150	61100 - Supplies	2,300	500	1,000	250	500	50
18,177	18,000	61200 - Supplies: Volunteer recognition	20,928	5,000	13,328	2,000	-	600
4,547	7,500	61300 - Equipment (non-capitalized)	2,000	-	2,000	-	-	-
-	3,176	62000 - Services	-	-	-	-	-	-
31,720	16,000	62100 - Professional Services	15,000	-	-	-	5,000	10,000
133	500	62110 - Legal services	500	-	-	-	500	-
10,019	11,613	62120 - Marketing services	7,358	1,082	3,000	276	3,000	-
2,089	200	62130 - Insurance services	400	200	-	200	-	-
964	-	62140 - Banking services	-	-	-	-	-	-
7,483	5,111	62210 - Printing/copying	8,620	1,000	4,000	500	3,000	120
1,374	400	62220 - Postage	940	390	300	200	50	-
15,027	17,410	62300 - Software	13,950	600	5,000	500	2,850	5,000
348	-	62400 - Telephone/internet	150	150	-	-	-	-
950	850	62500 - Memberships/Dues	1,800	200	350	250	1,000	-
549	11,300	62600 - Travel and training	9,000	1,300	4,500	1,000	2,000	200
325	200	62610 - Trainers	1,250	1,000	-	250	-	-
8,163	4,200	62621 - Employee mileage	5,200	1,000	2,000	1,000	1,000	200



Oregon Cascades West Council of Governments
Community Service Programs
Consolidated Budget FY 2026-27

FY25 Actual Total Final	FY26 Budget Total Adopted	Description	FY27 Budget Total Proposed	FY27 Budget 2032 - Foster Grandparents Proposed	FY27 Budget 2033 - RSVP Proposed	FY27 Budget 2034 - Senior Companion Program Proposed	FY27 Budget 2038 - Veterans Proposed	FY27 Budget 2039 - CSP Special Contracts Proposed
374	-	62623 - Other employee travel	150	-	-	-	150	-
37,227	25,000	62630 - Volunteer travel	36,000	6,000	15,000	15,000	-	-
1,227	-	62640 - Employee travel meals	2,000	500	-	500	1,000	0
3,575	-	62650 - Employee lodging	2,582	500	-	500	1,582	-
1,424	1,270	62700 - Facility and Utilities	1,375	-	550	150	575	100
34,825	35,486	62710 - Rent expense	25,150	-	6,728	-	18,071	351
92,987	91,360	62800 - Internal service charges expenditure	82,141	12,835	24,950	-	39,428	4,928
-	2,000	64000 - Client Assistance	500	-	-	-	-	500
84,147	141,984	64300 - Client Assist: Program wages	141,984	79,344	-	62,640	-	-
2,661	-	64400 - Client Assist: Support services	-	-	-	-	-	-
363,845	394,710	Materials and Services	381,278	111,601	82,706	85,216	79,706	22,049
-	-	Capital, Transfers and Other	-	-	-	-	-	-
1,015,759	1,111,201	Total Expenses	1,082,489	178,679	238,670	172,140	409,444	83,556
17,828	8,149	Unappropriated Ending Fund Balance	0	0	0	0	0	0



Oregon Cascades West Council of Governments
200 CED
Consolidated Budget FY 2026-27

FY25 Actual Total Fund Final	FY26 Budget Total Fund Adopted		FY27 Budget Total Fund Proposed	FY27 Budget 2071 - AAMPO Proposed	FY27 Budget 2072 - CAMPO Proposed	FY27 Budget 2077 - Transportation Planning Proposed	FY27 Budget 2081 - Ride Line Proposed	FY27 Budget 2082 - Special Projects Proposed
7,485,386	7,279,581	40000 - Beginning Balance	7,817,428	2,250,000	3,440,104	17,713	0	1,720,611
111,669	115,160	42100 - Dues	118,500	-	-	118,500	-	-
2,084,621	1,707,429	42200 - Program revenue (including Fees)	1,704,000	804,000	860,000	-	40,000	-
12,902,461	13,953,600	43100 - Contracts	14,002,800	-	-	-	14,002,800	-
57,750	283,676	43200 - FedDir	317,500	-	-	317,500	-	-
1,397,758	2,176,422	43400 - State	1,791,145	252,739	258,406	530,000	750,000	-
1,172,743	1,370,160	43500 - Local	600,160	-	-	600,160	0	-
-	22,770	46700 - Matching Contributions	2,341,421	-	-	5,000	2,336,421	-
7,500	-	46900 - Misc Revenue	-	-	-	-	-	-
-	157,900	48000 - Transfers In	365,000	-	-	215,000	-	150,000
150,000	-	48282 - Transfer from fund 2082	-	-	-	-	-	-
25,369,888	27,066,698	Revenue	29,057,954	3,306,739	4,558,510	1,803,873	17,129,221	1,870,611
1,623,202	2,265,974	51000 - Wages	2,564,211	125,779	142,217	689,075	1,607,140	-
1,093,409	1,665,006	52000 - Benefits	1,674,419	62,441	71,692	385,680	1,154,606	-
2,716,611	3,930,980	Personnel	4,238,630	188,220	213,909	1,074,755	2,761,746	-
15,695	15,500	61100 - Supplies	12,500	1,500	1,000	5,000	5,000	-
24,825	11,230	61300 - Equipment (non-capitalized)	28,230	3,230	-	-	25,000	-
3,038	-	61400 - Furniture	5,000	-	-	-	5,000	-
-	17,172	62000 - Services	2,000	1,000	1,000	-	-	-
13,587,196	13,556,600	62100 - Professional Services	14,084,063	134,063	100,000	350,000	13,500,000	-
4,626	5,150	62110 - Legal services	5,500	1,000	500	2,500	1,500	-
2,800	7,200	62120 - Marketing services	9,500	1,000	1,000	6,000	1,500	-
971	1,065	62140 - Banking services	1,000	-	-	-	1,000	-
693,649	6,476,753	62150 - Grants to subrecipients	5,000,000	2,000,000	3,000,000	-	-	-
9,525	11,500	62210 - Printing/copying	11,000	500	500	2,500	7,500	-
6,276	8,146	62220 - Postage	900	150	250	500	-	-
5,050	70,744	62300 - Software	89,000	3,500	3,500	3,000	79,000	-
3,398	6,094	62400 - Telephone/internet	-	-	-	-	-	-
1,380	3,750	62500 - Memberships/Dues	4,500	1,000	750	2,000	750	-
23,121	29,508	62600 - Travel and training	32,000	5,000	5,000	12,000	10,000	-
6,001	6,100	62621 - Employee mileage	6,100	500	1,100	4,500	-	-
157	-	62623 - Other employee travel	-	-	-	-	-	-
296	1,000	62640 - Employee travel meals	1,500	500	500	500	-	-
2,970	2,000	62650 - Employee lodging	4,000	1,000	1,000	2,000	-	-
8,518	8,859	62700 - Facility and Utilities	10,225	525	500	2,500	6,700	-
97,108	138,761	62710 - Rent expense	164,276	6,714	6,714	35,261	115,587	-
556,359	555,637	62800 - Internal service charges expenditure	668,853	26,778	26,778	156,359	458,938	-
15,052,957	20,932,769	Materials and Services	20,140,147	2,187,960	3,150,092	584,620	14,217,475	-



Oregon Cascades West Council of Governments
200 CED
Consolidated Budget FY 2026-27

FY25 Actual Total Fund Final	FY26 Budget Total Fund Adopted	Description	FY27 Budget Total Fund Proposed	FY27 Budget 2071 - AAMPO Proposed	FY27 Budget 2072 - CAMPO Proposed	FY27 Budget 2077 - Transportation Planning Proposed	FY27 Budget 2081 - Ride Line Proposed	FY27 Budget 2082 - Special Projects Proposed
-	145,987	95000 - Contingency	-	-	-	-	-	-
-	157,900	98000 - Transfers Out	365,000	-	-	-	150,000	215,000
-	303,887	Capital, Transfers and Other	365,000	-	-	-	150,000	215,000
17,769,568	25,167,636	Total Expenses	24,743,778	2,376,180	3,364,001	1,659,375	17,129,221	215,000
7,600,321	1,899,062	Unappropriated Ending Fund Balance	4,314,176	930,559	1,194,509	144,498	1	1,655,611



Oregon Cascades West Council of Governments

700 Lending

Consolidated Budget FY 2026-27

FY25 Actual Total Fund Final	FY26 Budget Total Fund Adopted	Description	FY27 Budget Total Fund Proposed	FY27 Budget 5010 - Lending Services Proposed	FY27 Budget 5020 - Reserved for rollup Proposed	FY27 Budget 8000 - COG reserves Proposed
3,724,900	3,730,800	40000 - Beginning Balance	3,782,653	2,340,075	1,414,678	27,900
-	4,338	42000 - Fees & Dues	500	-	500	-
3,799	35,336	42200 - Program revenue (including Fees)	32,420	27,000	5,420	-
108,359	120,000	42800 - Internal service charges revenue	193,500	193,500	-	-
101,501	94,659	46100 - Interest Revenue	81,810	-	81,810	-
265	122,417	46110 - Lending Program Interest revenue	114,000	-	114,000	-
-	965	46700 - Matching Contributions	-	-	-	-
1	-	46910 - Over/short	-	-	-	-
-	50,000	48000 - Transfers In	800	-	800	-
3,938,825	4,158,515	Revenue	4,205,683	2,560,575	1,617,208	27,900
45,441	96,484	51000 - Wages	95,000	95,000	-	-
28,425	53,577	52000 - Benefits	50,000	50,000	-	-
73,866	150,061	Personnel	145,000	145,000	-	-
142	150	61100 - Supplies	-	-	-	-
1,800	-	61300 - Equipment (non-capitalized)	-	-	-	-
21,646	23,450	62100 - Professional Services	22,850	22,350	500	-
215	300	62110 - Legal services	300	300	-	-
523	1,000	62120 - Marketing services	5,000	5,000	-	-
1,027	710	62140 - Banking services	500	-	500	-
294	638	62210 - Printing/copying	600	600	-	-
138	500	62220 - Postage	500	500	-	-
3,363	972	62300 - Software	4,165	4,165	-	-
41	100	62400 - Telephone/internet	100	100	-	-
152	1,500	62600 - Travel and training	2,500	2,500	-	-
502	-	62621 - Employee mileage	1,500	1,500	-	-
24	-	62640 - Employee travel meals	500	500	-	-
350	-	62650 - Employee lodging	1,000	1,000	-	-



Oregon Cascades West Council of Governments

700 Lending

Consolidated Budget FY 2026-27

FY25 Actual Total Fund Final	FY26 Budget Total Fund Adopted	Description	FY27 Budget Total Fund Proposed	FY27 Budget 5010 - Lending Services Proposed	FY27 Budget 5020 - Reserved for rollup Proposed	FY27 Budget 8000 - COG reserves Proposed
283	260	62700 - Facility and Utilities	300	300	-	-
3,044	4,744	62710 - Rent expense	4,614	4,614	-	-
138,949	135,436	62800 - Internal service charges expenditure	211,878	18,318	193,560	-
-	1,869	62900 - Miscellaneous Expenses	-	-	-	-
172,492	171,628	Materials and Services	256,307	61,747	194,560	-
-	50,000	98000 - Transfers Out	800	800	-	-
-	50,000	Capital, Transfers and Other	800	800	-	-
246,358	371,689	Total Expenses	402,107	207,547	194,560	-
3,692,467	3,786,826	Unappropriated Ending Fund Balance	3,803,576	2,353,028	1,422,648	27,900



Oregon Cascades West Council of Governments
8000 - COG reserves
Consolidated Budget FY 2026-27

FY25 Actual Total Department Final	FY26 Budget Total Department Adopted	Description	FY27 Budget Total Department Proposed	FY27 Budget 104 Facilities Maintenance Proposed	FY27 Budget 200 CED Proposed	FY27 Budget 300 SDS Proposed	FY27 Budget 700 Lending Proposed	FY27 Budget 800 Reserves Proposed
3,496,900	3,561,900	40000 - Beginning Balance	3,998,900	978,000	389,000	2,204,000	27,900	400,000
-	441,000	48000 - Transfers In	350,000	300,000	-	50,000	-	-
65,000	-	48114 - Transfer from fund 1014	-	-	-	-	-	-
3,561,900	4,002,900	Revenue	4,348,900	1,278,000	389,000	2,254,000	27,900	400,000
-	-	Materials and Supplies	-	-	-	-	-	-
-	-	Capital, Transfers and Other	-	-	-	-	-	-
-	-	Total Expenses	-	-	-	-	-	-
3,561,900	4,002,900	Unappropriated Ending Fund Balance	4,348,900	1,278,000	389,000	2,254,000	27,900	400,000

1011 - CWCOG GENERAL ADMINISTRATION - Total

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

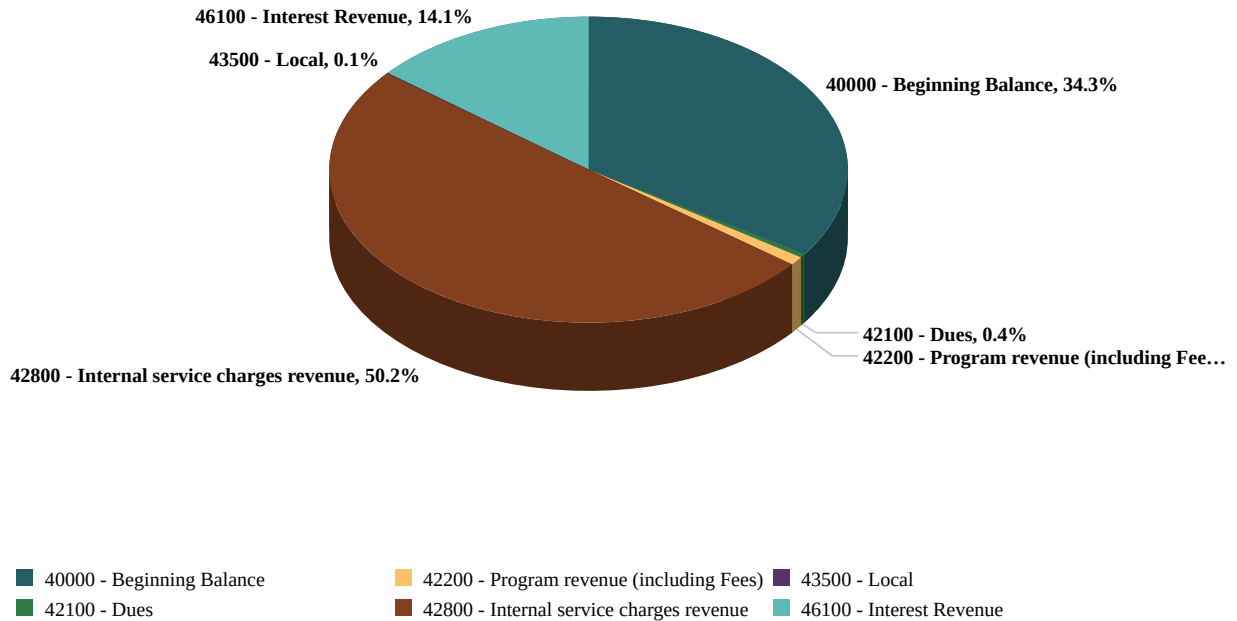
40000 - Beginning Balance	1,640,750
42100 - Dues	18,923
42200 - Program revenue (including Fees)	44,000
42800 - Internal service charges revenue	2,398,000
43500 - Local	3,000
46100 - Interest Revenue	675,000
Total Revenues	4,779,673
51000 - Wages	1,880,158
52000 - Benefits	1,202,821
Total Personnel	3,082,979
61100 - Supplies	38,250
61300 - Equipment (non-capitalized)	13,750
61400 - Furniture	27,500
62100 - Professional Services	478,000
62110 - Legal services	20,000
62120 - Marketing services	18,250
62130 - Insurance services	2,000
62140 - Banking services	5,000
62210 - Printing/copying	1,750
62220 - Postage	2,000
62300 - Software	13,325
62400 - Telephone/internet	3,500
62500 - Memberships/Dues	11,500
62600 - Travel and training	42,600
62610 - Trainers	12,000
62621 - Employee mileage	12,700
62640 - Employee travel meals	800
62700 - Facility and Utilities	1,250
62710 - Rent expense	67,370
62900 - Miscellaneous Expenses	65,000
Total Materials and Services	836,545
70000 - Capital	20,000
71000 - Equipment	30,000
74000 - Capital Improvements	70,000
77000 - Software (multi-year)	121,000
95000 - Contingency	265,000

1011 - CWCOG GENERAL ADMINISTRATION - Total

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

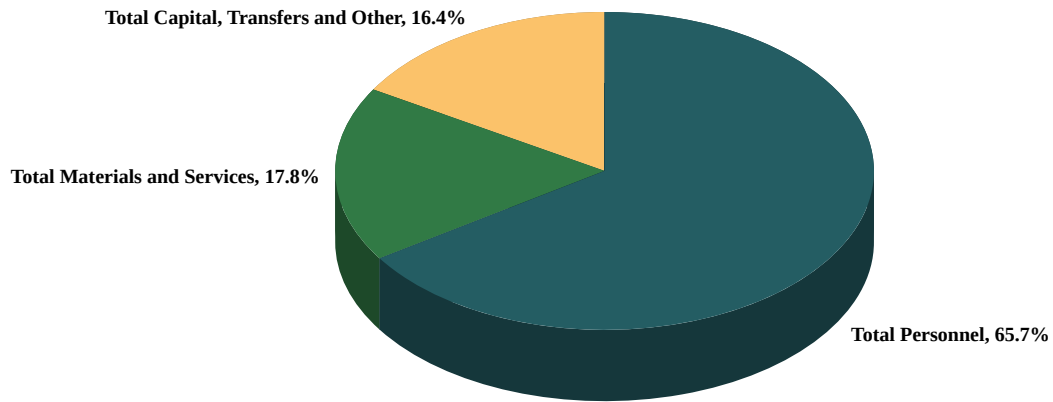
98000 - Transfers Out	265,000
Total Capital, Transfers and Other	771,000
Total Expenses	4,690,524
Unappropriated Ending Fund Balance	89,149

Revenue Chart FY 2026-27



1011 - CWCOG GENERAL ADMINISTRATION - Total

Expense Chart FY 2026-27



■ Total Personnel ■ Total Materials and Services ■ Total Capital, Transfers and Other

General Administration Work Program

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

General Administration consists of six primary areas: General Management; Financial Services Management; People and Culture Management; Technology Services Management; Organizational Development; and Facilities Management. General Administration may also oversee research initiatives, corporate and philanthropic development, and events.

Funding:

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

Program Area Oversight Committees or Commissions:

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

Program Contact:

Ryan Vogt
Executive Director
541.924.8465
rvogt@ocwcog.org

Paul Egbert
Agency Director
541.967.8720
pegbert@ocwcog.org

General Management

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

The Agency Director is responsible for the daily operations of the agency and has primary oversight of Organizational Development and the major Program Departments (Senior and Disability Services, Community Services Programs, and Community and Economic Development)

Funding:

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

Goals:

- Continue to improve regional awareness of OCWCOG's program and services, and to facilitate regional activities, through increased visibility and communications.
- Provide a clear vision and direction for agency staff, members, and stakeholders, by operationalizing the agencies' Mission Statement, Vision, Values, and Strategic Plan.
- Implement leadership and management development plans for the agency
- Continue to build OCWCOG's partnerships and collaboration with Community Services Consortium (CSC), Oregon Department of Human Services (ODHS), local universities and other community partners.

Finance Department

OCWCOG's Finance Department is responsible for the consolidated budget of the agency, its programs' financial functions, and ensuring compliance with auditing standards, and Generally Accepted Accounting Principles (GAAP). The Department handles agency payroll, accounts payable and receivables, contracts management, audit, and facilitates purchasing. Finance staff advise the Executive and Agency Directors on fiscal matters, present reports to the OCWCOG Finance and Budget Committees, and research tools, programs, and projects to expedite and maximize financial services and support.

Funding:

Funding to support Financial Management is received through indirect charges, based on the number of staff employed in each OCWCOG-run program.

Goals:

- Accuracy of transactions maximize utilization of the integrated finance and payroll software solutions that were implemented in the previous two fiscal years. Streamline laborious processes and update procedures that no longer serve the efficacy of the department or agency.
- Continue to support development of Finance Department staff skills and knowledge through continuing education and training opportunities as per the agency's Strategic Priority to Organizational Excellence.
- Work collaboratively with Community Services Consortium to further align policies, procedures and accounting practices.

Office of People and Culture

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

Funding:

Funding to support the People and Culture Department is received through indirect charges, based on the number of staff employed in each OCWCOG-run program. Funding is also provided through a professional services contract with Community Services Consortium and through smaller contracts for services with member jurisdictions.

Goals:

- Develop and implement strategies that incorporate OCWCOG Mission, Vision, Values, and Strategic Priorities into P&C processes.
- Increase employee engagement through development opportunities in areas to include performance management, and coaching and mentoring to better assist managers in growing as successful leaders.
- Support new and ongoing committees and workgroups including:
 - Wellness Committee
 - Safety Committee
 - Labor Management Advisory Committee
 - Social Committee
 - Health Insurance Committee
- Provide human resource expertise and consultation to members at a competitive rate.
- Enhance staff skills and knowledge through continuing education.
- Maintain strong relationships with our Union, SEIU (anything about AFSCME?)

Office of Organizational Development

OCWCOG's Organizational Development office provides consultation and development supports to the agency through strategic planning implementation, project governance, training supports, leadership & management development, curriculum design, management tools, trauma-informed practices, employee engagement strategies, onboarding strategies, facilitation, calendaring, and other system supports. The Office reports to the Agency Director and closely partners with People and Culture to serve the Community Services Consortium and is available to support member jurisdictions, as requested by contract or Intergovernmental Agreement.

Funding:

Funding to support Organizational Development is received through indirect charges, based on the number of staff employed in each OCWCOG-run program. Funding is also provided through a professional services contract with Community Services Consortium and can also be provided through smaller contracts for services with member jurisdictions.

Goals:

- Develop implementation strategies and processes to support OCWCOG's strategic plan.
- Help agency understand and leverage employee engagement findings into development opportunities.
- Design and deliver leadership and management development curriculum, coaching, and training.
- Support project governance, committees, workgroups, and Employee Resource Groups
- Provide leadership and coaching consultation to members at a competitive rate.
- Enhance staff skills and knowledge through continuing education.

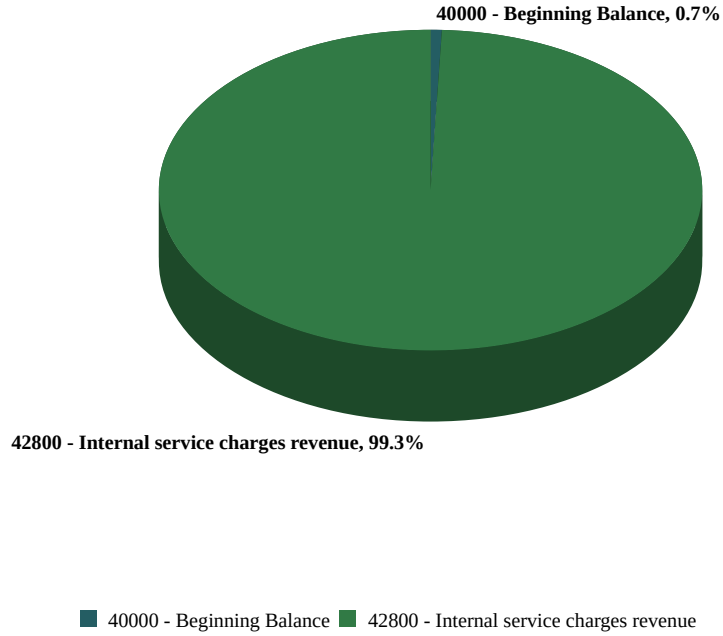
1012 - TECHNOLOGY SERVICES - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

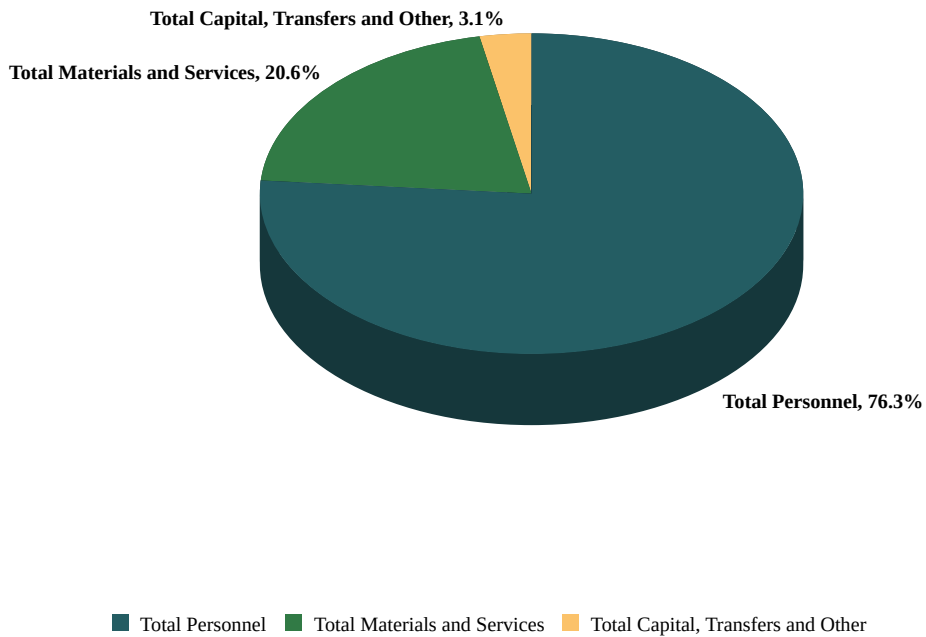
40000 - Beginning Balance	9,150
42800 - Internal service charges revenue	1,360,000
Total Revenues	1,369,150
51000 - Wages	652,591
52000 - Benefits	390,000
Total Personnel	1,042,591
61100 - Supplies	15,000
61300 - Equipment (non-capitalized)	105,000
61400 - Furniture	1,000
62100 - Professional Services	10,000
62110 - Legal services	500
62210 - Printing/copying	100
62220 - Postage	200
62300 - Software	62,873
62600 - Travel and training	750
62610 - Trainers	500
62621 - Employee mileage	2,500
62623 - Other employee travel	1,500
62640 - Employee travel meals	500
62650 - Employee lodging	1,000
62700 - Facility and Utilities	58,000
62710 - Rent expense	22,161
Total Materials and Services	281,584
77000 - Software (multi-year)	42,048
Total Capital, Transfers and Other	42,048
Total Expenses	1,366,223
Unappropriated Ending Fund Balance	2,927

1012 - TECHNOLOGY SERVICES - Total Department

Revenue Chart FY 2026-27



Expense Chart FY 2026-27



Technology Services Management

OCWCOG's Technology Services (TS) Department manages information, data security, and telecommunications services for the agency. This includes desktop computers, servers, network infrastructure, phones, video conference, security systems, and software systems. TS provides technical support and systems administration. TS advises the Executive and Program Directors on new technology, tools and processes to meet changing requirements and demands in information delivery and security. All services managed by Technology Services are provided to Community Services Consortium and are also available to support member jurisdictions, as requested by contract or Intergovernmental Agreement.

Funding:

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

Goals:

- Stabilize and enhance operations.
- Modernize information systems.
- Support program area business needs.
- Leverage cloud services to maximize staff collaboration and service delivery.
- Revitalize and maintain continuity of member managed services.
- Secure network and software systems.
- Provide project management support.

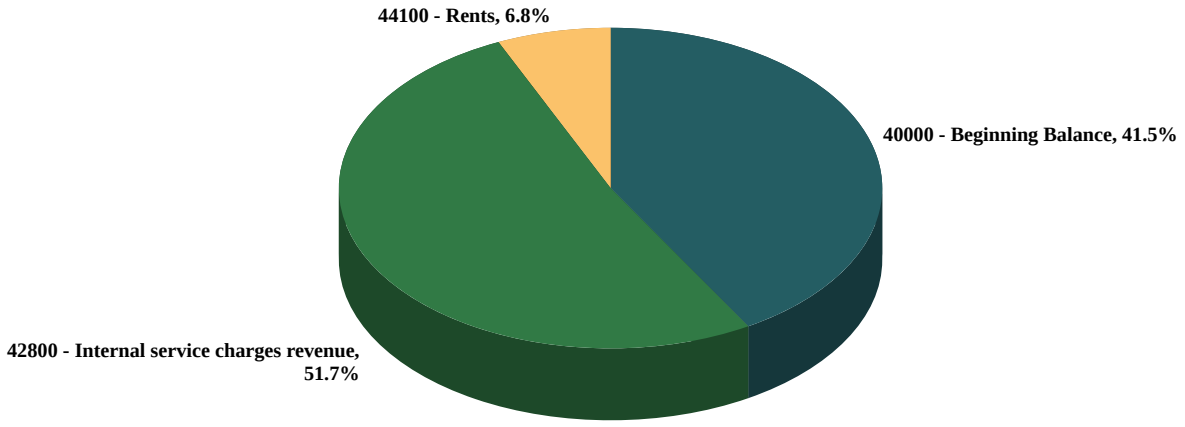
1014 - FACILITIES SERVICES - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

40000 - Beginning Balance	795,800
42800 - Internal service charges revenue	990,000
44100 - Rents	129,728
Total Revenues	1,915,528
51000 - Wages	135,000
52000 - Benefits	101,000
Total Personnel	236,000
61100 - Supplies	7,500
61300 - Equipment (non-capitalized)	2,500
61400 - Furniture	5,000
62100 - Professional Services	150,000
62130 - Insurance services	150,000
62210 - Printing/copying	44,150
62220 - Postage	150
62300 - Software	1,350
62610 - Trainers	500
62621 - Employee mileage	8,000
62622 - Company automobile	750
62700 - Facility and Utilities	50,000
62720 - Facility maintenance svcs	25,000
62721 - Janitorial Service	115,000
62731 - Electricity	50,000
Total Materials and Services	609,900
74000 - Capital Improvements	195,000
95000 - Contingency	50,000
98000 - Transfers Out	50,000
Total Capital, Transfers and Other	295,000
Total Expenses	1,140,900
Unappropriated Ending Fund Balance	774,628

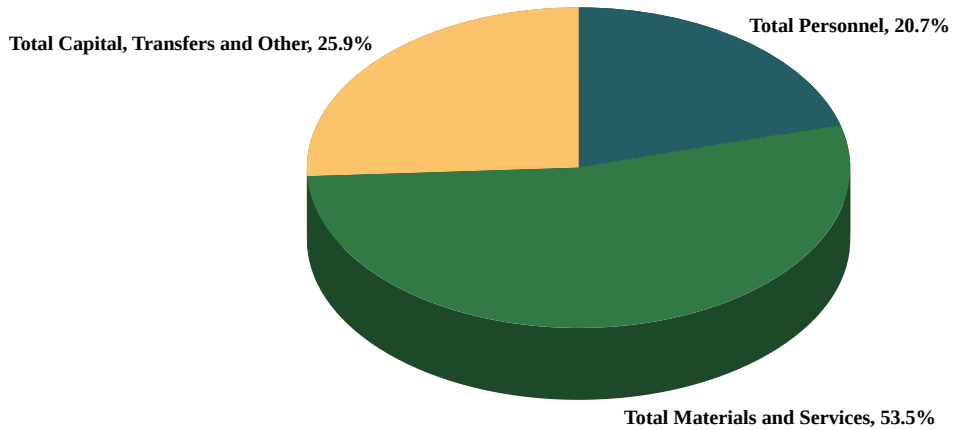
1014 - FACILITIES SERVICES - Total Department

Revenue Chart FY 2026-27



■ 40000 - Beginning Balance ■ 42800 - Internal service charges revenue ■ 44100 - Rents

Expense Chart FY 2026-27



■ Total Personnel ■ Total Materials and Services ■ Total Capital, Transfers and Other

Facilities Maintenance

OCWCOG owns buildings in Albany, Corvallis, and Toledo. Office space is leased to the State of Oregon Vocational Rehabilitation program in Albany. In Corvallis, Community Services Consortium leases space for their housing and energy assistance programs and also provides program support through providing reception staff. The Facilities Maintenance Department administers and maintains the facilities, including the surrounding grounds, to ensure safe and convenient public access to agency services as well as provide a secure, professional business environment for staff and agency partners.

Funding:

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

Goals:

- Maintain compliance with state procurement laws and OCWCOG policy. Complete maintenance projects on time and within budget.
- Fold strategic plan priorities for expansion and innovation into the five-year maintenance plan. Continue facilities improvement and capital investment.
- Operate all OCWCOG facilities consistent with program area needs to better serve our consumers and member agencies.

2020 - Senior & Disability Services

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

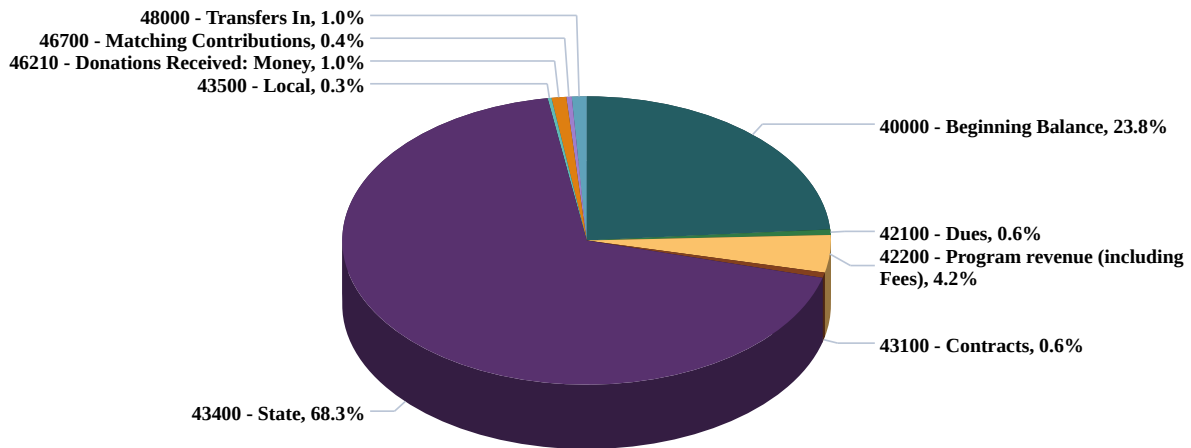
40000 - Beginning Balance	8,542,000
42100 - Dues	222,564
42200 - Program revenue (including Fees)	1,505,000
43100 - Contracts	213,000
43400 - State	24,528,000
43500 - Local	91,000
46210 - Donations Received: Money	350,000
46700 - Matching Contributions	128,000
48000 - Transfers In	350,000
Total Revenues	35,929,564
51000 - Wages	12,711,688
52000 - Benefits	8,134,291
Total Personnel	20,845,979
61100 - Supplies	154,300
61200 - Supplies: Volunteer recognition	5,500
61250 - Supplies: Food MOW	1,075,000
61300 - Equipment (non-capitalized)	77,500
61301 - Equipment rental	30,000
61400 - Furniture	27,500
62100 - Professional Services	1,170,520
62110 - Legal services	20,000
62120 - Marketing services	25,250
62130 - Insurance services	1,000
62140 - Banking services	1,500
62150 - Grants to subrecipients	55,000
62210 - Printing/copying	59,425
62220 - Postage	46,500
62300 - Software	121,305
62400 - Telephone/internet	17,000
62500 - Memberships/Dues	62,500
62600 - Travel and training	85,500
62610 - Trainers	5,000
62621 - Employee mileage	179,700
62622 - Company automobile	7,500
62630 - Volunteer travel	17,000
62700 - Facility and Utilities	48,825
62710 - Rent expense	719,101

2020 - Senior & Disability Services

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

62720 - Facility maintenance svcs	5,000
62741 - Facilities Permits	700
62800 - Internal service charges expenditure	2,942,300
64000 - Client Assistance	45,000
64300 - Client Assist: Program wages	181,000
64400 - Client Assist: Support services	43,500
67000 - Resource Reserves	48,000
Total Materials and Services	7,277,926
77000 - Software (multi-year)	20,000
95000 - Contingency	61,492
98000 - Transfers Out	400,000
Total Capital, Transfers and Other	481,492
Total Expenses	28,605,397
Unappropriated Ending Fund Balance	7,324,167

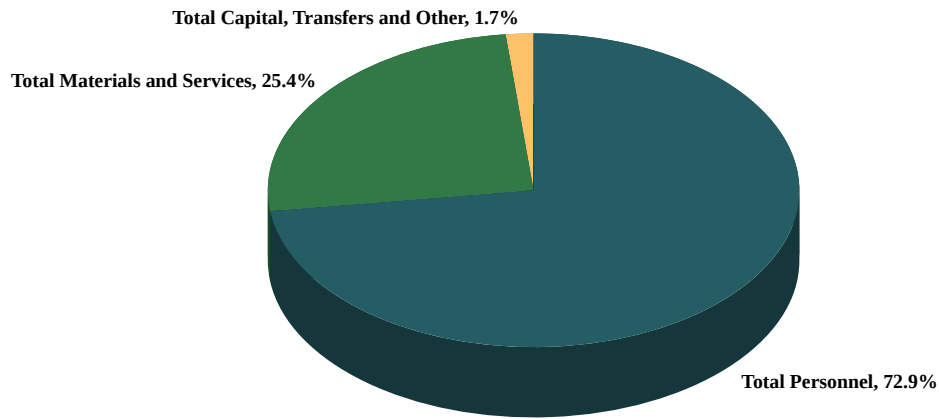
Revenue Chart FY 2026-27



- | | | |
|--|-------------------|-----------------------------------|
| 40000 - Beginning Balance | 43100 - Contracts | 46210 - Donations Received: Money |
| 42100 - Dues | 43400 - State | 46700 - Matching Contributions |
| 42200 - Program revenue (including Fees) | 43500 - Local | 48000 - Transfers In |

2020 - Senior & Disability Services

Expense Chart FY 2026-27



■ Total Personnel ■ Total Materials and Services ■ Total Capital, Transfers and Other

Senior and Disability Services

The SDS department staffs long-term care programs by assisting qualified consumers in finding and maintaining care to meet their individual and specific needs across a variety of care settings. Additionally, the department provides access to benefits through Oregon Eligibility Project including Supplemental Nutrition Assistance, Temporary Assistance to Needy Families (TANF) cash assistance, Employment-Related Day Care (ERDC), and refugee services.

The department also staffs 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, Meals on Wheels, and family Caregiver Supports

Funding:

SDS maintains a dedicated administrative fund that supports essential operational functions, including quality assurance support, training, and advocacy efforts. Dues deposited into this fund provide a critical level of flexibility, enabling the department to use these dollars as match for Medicaid programming and to strategically transfer funds to program areas experiencing shortfalls. This structure ensures that core administrative responsibilities are sustainably supported while also reinforcing the financial stability of service programs across the department.

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, Medicaid Match and contracts.

Program Contact:

Randi Moore

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541.924.8438

Medicaid Services

The majority of SDS department funding is provided through a biennial contract with the Oregon Department of Human Services (ODHS), which supports our Medicaid programs, Older Americans Act services, and State General Funded programming. This framework ensures program stability and supports the continued delivery of critical services to older adults and people with disabilities throughout our region.

The State budget for Medicaid services is now in its second year of the biennium, offering consistent and predictable funding through FY2027. We did experience one recent modest reduction through the loss of our Housing Navigator position. This results in a loss of about \$56,000 in the second year of the contract; however, our core programs remain strong, and our focus continues to be on maintaining high-quality services for the community.

Looking ahead, we plan to increase investments in staffing with the goal of finally filling persistent vacancies—a challenge that has continued since the COVID pandemic. Additionally, we are making a targeted technology investment of \$30,000 in leased safety buttons to support staff who work in the community. These efforts reflect our commitment to service stability, workforce well-being, and responsible stewardship of public resources.

Older Americans Act and Classic Oregon Project Independence

Older Americans Act (OAA) programming provides vital community-based services that promote health, independence, and social support for older adults. OAA funding has remained essentially unchanged for many years, aside from temporary increases provided during the COVID-19 pandemic—enhancements that have now fully expended. With no ongoing adjustments to reflect rising demand, the static funding level functions as a de facto reduction, particularly as the number of older adults seeking assistance continues to grow. This creates increasing pressure on program capacity and underscores the need for sustained investment to meet the evolving needs of the aging population.

Meals on Wheels, the largest program supported by Older Americans Act funding, has faced significant post-pandemic strain due to higher utilization combined with reduced allocations. This imbalance has made program stabilization a central priority for the department. Given current demand and funding levels, we anticipate that through at least FY 2027, carryover funds will need to be used to sustain service delivery and ensure continuity for the growing number of older adults relying on nutritious home-delivered meals. Classic Oregon Project Independence (OPI) has been significantly reduced as a result of the statewide rollout of OPI-M, with remaining funds largely dedicated to supporting the small number of OPI Classic consumers who were unable to transition into the Medicaid demonstration. As a result, the program is currently trending toward overspending, given the limited funding available to sustain this grandfathered-in group. The budget is expected to stabilize over time through natural attrition as those long-standing consumers transition off services, allowing the program to gradually right-size within available resources.

Oregon Project Independence Medicaid

A newly developed program in Oregon, Oregon Project Independence - Medicaid (OPI-M) provides access to limited, preventive in-home services to older adults and adults with disabilities who require assistance with activities of daily living. The purpose of OPI-M is to provide support to individuals so they may remain independent, in their own homes and delay or prevent the need for full Medicaid long term services.

The Oregon Project Independence – Medicaid (OPI-M) program has expanded at a significantly faster pace than originally anticipated. Locally with more than 400 consumers already accessing services in less than a year of implementation. This rapid growth reflects both strong community need and the program’s potential to stabilize supports for individuals who do not meet Medicaid long-term care eligibility or had reasons for not wanting to apply for support under the traditional program rules. Long-term program management for OPI-M remains an open question, as the State has not yet provided clear guidance on how the demonstration project will function or how future processes and expectations will be structured. This uncertainty continues to present planning challenges for agencies administering the program, even as demand for services steadily increases.

The budget reflects the drawing down all OPI-M funds allocated for the biennium.

2031 - Community Service Programs

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

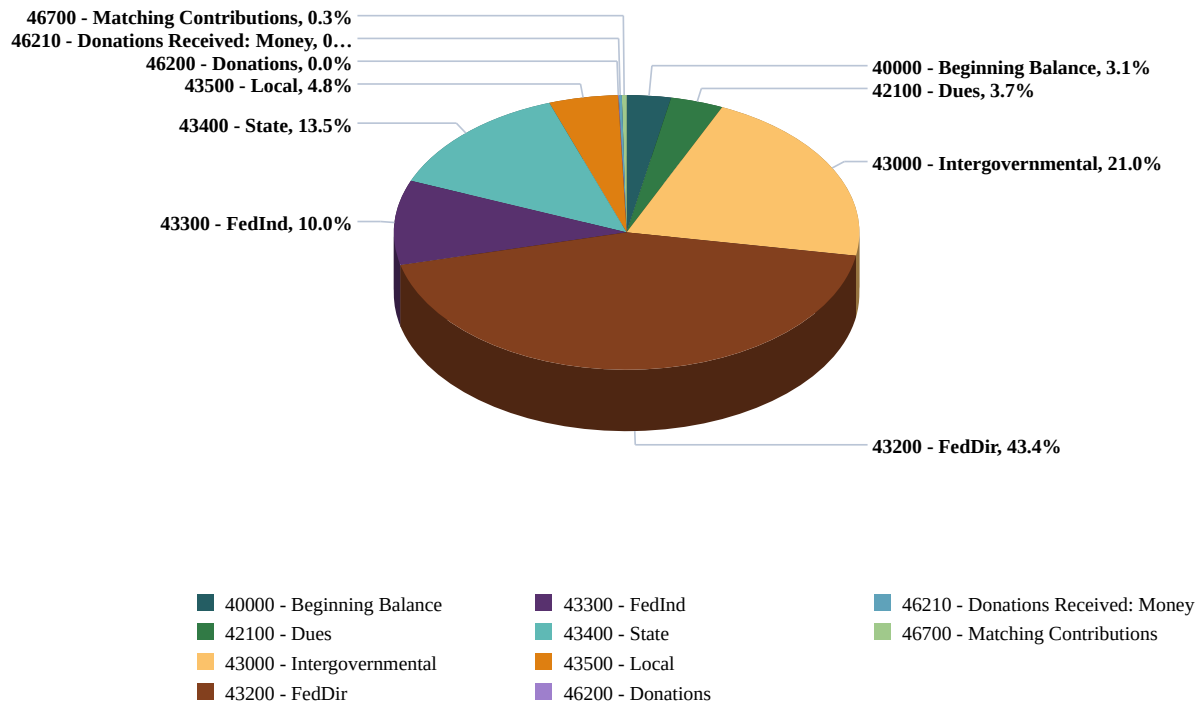
40000 - Beginning Balance	33,256
42100 - Dues	39,725
43000 - Intergovernmental	227,064
43200 - FedDir	470,294
43300 - FedInd	107,870
43400 - State	145,880
43500 - Local	52,000
46200 - Donations	500
46210 - Donations Received: Money	2,300
46700 - Matching Contributions	3,600
Total Revenues	1,082,489
51000 - Wages	428,604
52000 - Benefits	272,607
Total Personnel	701,211
61100 - Supplies	2,300
61200 - Supplies: Volunteer recognition	20,928
61300 - Equipment (non-capitalized)	2,000
62100 - Professional Services	15,000
62110 - Legal services	500
62120 - Marketing services	7,358
62130 - Insurance services	400
62210 - Printing/copying	8,620
62220 - Postage	940
62300 - Software	13,950
62400 - Telephone/internet	150
62500 - Memberships/Dues	1,800
62600 - Travel and training	9,000
62610 - Trainers	1,250
62621 - Employee mileage	5,200
62623 - Other employee travel	150
62630 - Volunteer travel	36,000
62640 - Employee travel meals	2,000
62650 - Employee lodging	2,582
62700 - Facility and Utilities	1,375
62710 - Rent expense	25,150
62800 - Internal service charges expenditure	82,141
64000 - Client Assistance	500

2031 - Community Service Programs

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

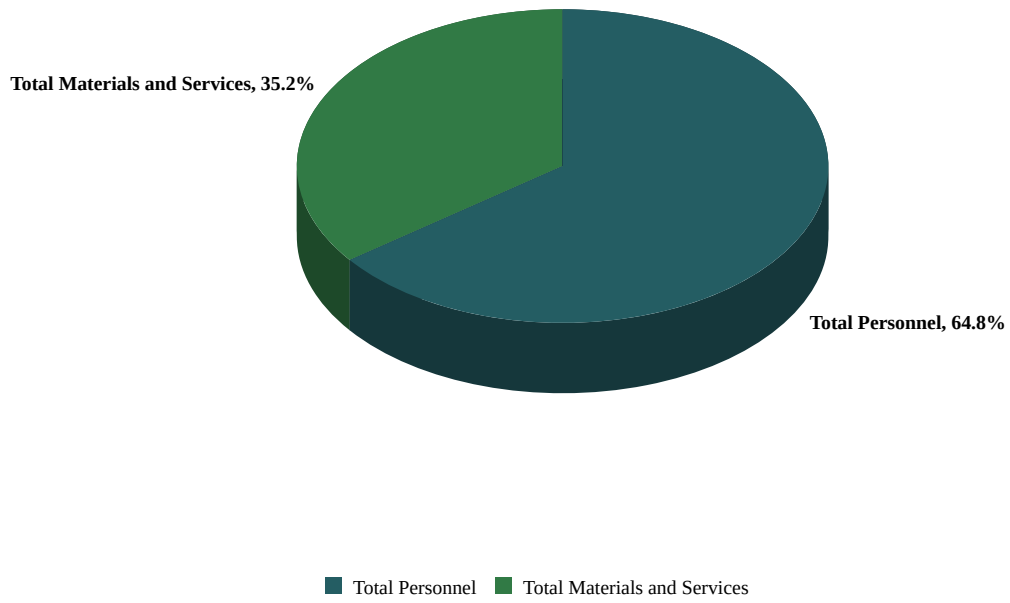
64300 - Client Assist: Program wages	141,984
Total Materials and Services	381,278
Total Capital, Transfers and Other	-
Total Expenses	1,082,489

Revenue Chart FY 2026-27



2031 - Community Service Programs

Expense Chart FY 2026-27



Community Services Work Program

Community Services Programs (CSP) assists seniors and retired persons to serve their communities through volunteering with OCWCOG's AmeriCorps Seniors programs including Foster Grandparent Program (FGP), Retired Senior and Volunteer Program (RSVP), and Senior Companion Program (SCP). They also assist veterans in Benton County with obtaining all benefits they are entitled to receive. Additionally the aim of the Community Services Program to provide financial literacy coaching to residents 18+, setting goals around budgeting, credit, debt and savings, through Stand By Me-Oregon.

Funding:

The CSP suite of programs applies a 15% de minimis indirect rate to its AmeriCorps Seniors portfolio (RSVP, Foster Grandparent, Seniors Companion Program) and supporting grants to aid in its administrative costs. OCWCOG member dues, Veteran matching funds, and sponsorships help to round out its operational budget ensure that core administrative responsibilities are sustainably supported while also reinforcing the financial stability of service.

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AmeriCorps

The federal Corporation for National and Community Service, dba AmeriCorps, improves lives, strengthen communities, and fosters civic engagement through service and volunteering. OCWCOG will operate both AmeriCorps VISTA and AmeriCorps Seniors programs in FY27.

- AmeriCorps VISTA (Volunteers in Service to America) is a full-time, year-long national service program aimed at eradicating poverty by building capacity at host organizations like OCWCOG. Members receive a modest living allowance, an education award or cash stipend, and gain professional experience. OCWCOG has two member slots planned for FY to support its Stand By Me program (see below), with funding covered by AmeriCorps.
- AmeriCorps Seniors: Connects senior volunteers, aged 55 and over, with the people and organizations that need them most in the region. Volunteers serve as tutors, mentors, counselors, and/or companions to people in need, or contribute their job skills and expertise to community projects and organizations. OCWCOG has operated the programs for the last decade and is known locally as a central hub to find fulfilling, well-matched volunteer opportunities for local seniors. OCWCOG sponsors all three Programs, The Retired Senior Volunteer Program, Foster Grandparent Program, and Senior Companion Program which allows for 2.3 FTE to serve every corner of the OCWCOG region and supported an estimated 300+ volunteers. The federal grant provides operational support, insurance and stipends, with OCWCOG grant-writing to support matching operational costs, meals, training and mileage reimbursement. Various city social service funds, the United Way of Linn, Benton, and Lincoln Counties, Special Transportation Funds from Linn, Benton and Lincoln Counties, The Benton Community Foundation, and Samaritan Social Accountability grants are consistent, historic funding sources for these low cost, high-impact programs.

Benton County Veteran Services

The Benton County Veterans Service Office (VSO) program serves Benton County veterans, 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. OCWCOG holds an IGA with Benton County's Health Department to fund the VSO Office with County general fund dollars, as well as passthrough dollars from the Oregon Department of Veterans Affairs (ODVA). In addition, OCWCOG leverages its role as an Area Agency on Aging and provides warm referrals and "wrap around services" with in-house Senior and Disability Services, which allows the Department to receive Medicaid match support. Finally, the VSO also receives small funding from the ODVA for Veteran Suicide Awareness and Prevention efforts to raise awareness for mental health assistance.

Special Contracts

The Community Services Programs special contracts include small pilot programs, as well as our Stand By Me-Oregon Program, which is entering into its 6th year of operations.

- Stand By Me-Oregon (\$BM-OR) is a financial empowerment program that, through coaching and toolkits, helps provide financial stability to individuals and families struggling to afford basic needs. Created in Delaware, the program focuses on four primary outcomes: budgeting, reducing debt, improving credit ratings, and building savings. \$BM services are embedded in the community to create employment, financial education, and effective personal financial strategies. Our 2026-2027 Financial Coaching Program is supported by the Ford Family Foundation, the JTMF Foundation, IHN-CCO, as well as local sponsors including Oregon State Credit Union, Citizen's Bank and more. FY27 plans include continued partnership and sub-contracts with Latino advocacy groups like Casa Latinos Unidos, Arco Iris and Strengthening Rural Families, training an additional 10 new coaches to support our community clients, and offer Veterans-focused financial literacy workshops in Linn, Benton, and Lincoln Counties.

Total Fund - 200 CED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

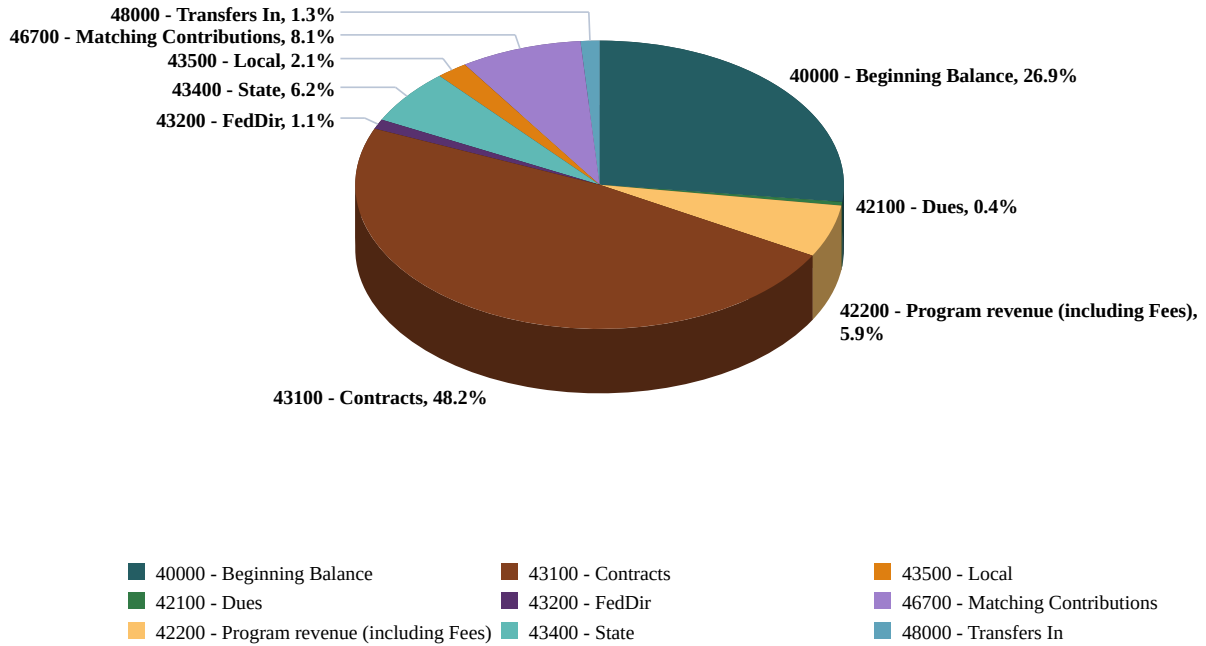
40000 - Beginning Balance	7,817,428
42100 - Dues	118,500
42200 - Program revenue (including Fees)	1,704,000
43100 - Contracts	14,002,800
43200 - FedDir	317,500
43400 - State	1,791,145
43500 - Local	600,160
46700 - Matching Contributions	2,341,421
48000 - Transfers In	365,000
Total Revenues	29,057,954
51000 - Wages	2,564,211
52000 - Benefits	1,674,419
Total Personnel	4,238,630
61100 - Supplies	12,500
61300 - Equipment (non-capitalized)	28,230
61400 - Furniture	5,000
62000 - Services	2,000
62100 - Professional Services	14,084,063
62110 - Legal services	5,500
62120 - Marketing services	9,500
62140 - Banking services	1,000
62150 - Grants to subrecipients	5,000,000
62210 - Printing/copying	11,000
62220 - Postage	900
62300 - Software	89,000
62500 - Memberships/Dues	4,500
62600 - Travel and training	32,000
62621 - Employee mileage	6,100
62640 - Employee travel meals	1,500
62650 - Employee lodging	4,000
62700 - Facility and Utilities	10,225
62710 - Rent expense	164,276
62800 - Internal service charges expenditure	668,853
Total Materials and Services	20,140,147
98000 - Transfers Out	365,000
Total Capital, Transfers and Other	365,000

Total Fund - 200 CED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

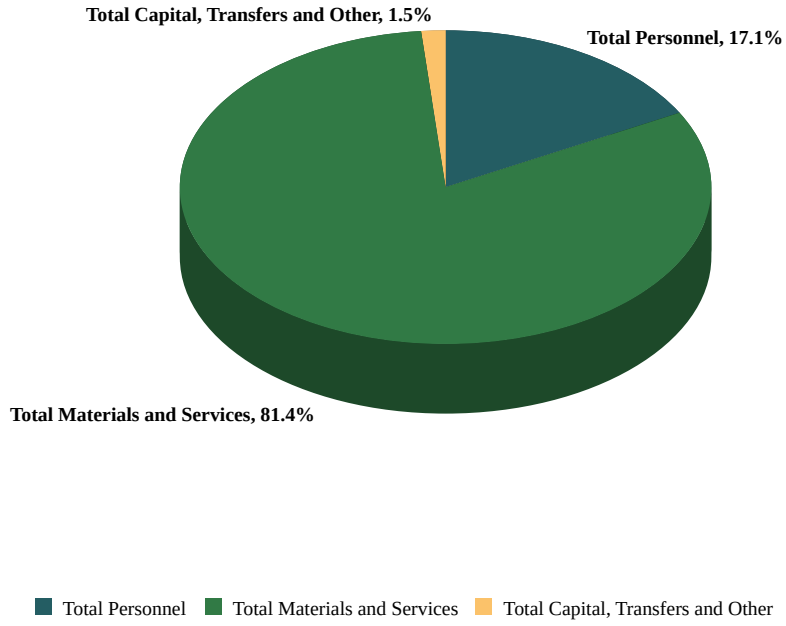
Total Expenses	24,743,778
Unappropriated Ending Fund Balance	4,314,176

Revenue Chart FY 2026-27



Total Fund - 200 CED

Expense Chart FY 2026-27



Community and Economic Development Work Program

OCWCOG's Community and Economic Development (CED) Department engages in a variety of programs to support member jurisdictions in improving livability, transportation access and economic development across the region. CED is broadly comprised of five program areas: Community Development & Land Use Planning, Economic Development, Small Business Lending, Grant Writing, Transportation Planning and Programming, and Transportation Brokerage Services.

Community Development & Land Use Planning Services:

CED planning staff assist communities with maintaining short-range and long-range land use planning efforts. Services include permit processing, grant writing, grant and project administration, long range plans and public participation.

For example, planners are in the process of providing Parks Master Plan updates for the Cities of Toledo and Tangent, as well as providing technical assistance for development code updates for the City of Philomath.

Economic Development:

CED staff promote coordinated economic development efforts across the region through relationship building, convening, research, grant writing, project development and management, and technical assistance. Regional priorities are set and implemented through the Cascades West Economic Development District's (CWEDD) 5-year Comprehensive Economic Development Strategy (CEDSD). CWEDD is staffed by OCWCOG and jointly supported by Lane Council of Governments (LCOG) and includes Linn, Benton, Lincoln and Lane counties.

Small Business Lending:

The 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.

Transportation Planning and Programming:

CED transportation planners administer federal and state programs across the region including: the Albany Area Metropolitan Planning Organization (AAAMPO), the Corvallis Area Metropolitan Planning Organization (CAMPO), and Cascades West Transportation Options (CW Ride). In addition, the group pursues regionally significant planning and implementation projects that add value to members. OCWCOG also participates with the Cascades West Area Commission on Transportation in an advisory capacity.

For example, planners are currently engaged in a corridor study of Old Salem Road between Albany and Millersburg to identify safety projects that will enhance pedestrian and bicycle usage through the corridor.

Transportation Brokerage Services:

Cascades West Ride Line (Ride Line) brokers Non-Emergent Medical Transportation (NEMT) services for eligible Oregon Health Plan (OHP) members, Medicaid recipients, and select Medicare clients

traveling to and from covered non-emergency medical services. Transportation is provided to eligible clients living in Benton, Lincoln, and Linn Counties who have no other way to get to their medical services.

Program Area Oversight Committees and Commissions:

- Cascades West Economic Development District (CWEDD) Board of Directors
- CWEDD Executive Committee

- Albany Area Metropolitan Planning Organization (AAMPO) Policy Board
- AAMPO Technical Advisory Committee

- Cascades West Area Commission on Transportation (advisory)
- Cascades West Resources Consortium (wetlands)
- Linn/Benton Brownfield Coalition

- Corvallis Area Metropolitan Planning Organization (CAMPO) Policy Board
- CAMPO Technical Advisory Committee

- Linn Benton Loop Policy Board
- Linn Benton Loop Technical Advisory Committee

- Transportation Brokerage Advisory Committee (TBAC)

- Loan Program Advisory Committee (LPAC)
- Loan Review Subcommittee (LRS)

Program Contact:

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Community Development & Land Use Planning

The Community Development & Land Use Planning program assists local governments and partners in planning for strong and resilient communities through short- and long-range planning services.

Goals:

- Provide planning staff to meet demand for services across the region.
- Maintain staffing that allows OCWCOG to be responsive, proactive, and supportive of members.
- Continue efforts on regional wetland issues including referencing the Wetlands Mitigation Bank feasibility study and guiding action on recommendations.
- Advance Brownfield mitigation efforts across the region through opportunities with Environmental Protection Agency funding for Brownfields assessment and clean up. Including implementing the Linn and Benton Brownfield Coalition Grant.
- Engage in implementation of housing legislation; related to workforce, transportation and economic impacts.

Secured & Pending Funding FY 2026-27:

- Direct service planning contracts with cities, counties, ports, and tribes. (Cities of Toledo, Lebanon, Philomath, Tangent)
- Safe Streets and Roads for All – Development of a Traffic Safety Action Plan for jurisdictions in Linn and Lincoln Counties.
- Linn and Benton Brownfields Coalition – wetlands issues
- Staffing of the Cascades West Regional Consortium, an independent non-profit working on wetlands conservation and development.
- HB3395 Technical Assistance for Housing

Economic Development

The Economic Development Planning program leads collaboration for a more resilient economy in OCWCOG's tri-County Region, and four-County CWEDD. The function of this program is guided by the implementation of the *2025-2030 CEDS*. 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 workforce development, entrepreneurship, business retention and expansion.

Goals:

- Implementation of the Comprehensive Economic Development Strategy (CEDS).
 - o Participating in workgroups around rural vitality, childcare, housing, wetlands, and other topics.
 - o Supporting member jurisdictions' applications to receive state and federal funding.
 - o Facilitate regional grant applications to support transportation and infrastructure projects.
- Lead in providing relevant information on economic development resources through website, newsletter, social media and accessible public meetings.

Secured & Pending Funding FY 2026-27:

- Economic Development Administration planning grant
- HB3395 Housing Infrastructure Technical Support Funding
- Direct service contracts with cities, counties, ports, and tribes are possible.
- Infrastructure (sewer, water, etc.)
- Legislative allocation through Oregon Economic Development Districts

Transportation Planning & Programming

CED transportation planners provide various services to the region including the major programs listed here as well as direct transportation planning services to the OCWCOG region as requested.

Cascades West Transportation Options (CWTO) provides transportation options outreach, including carpool and vanpool matching services for commuters living or working in Oregon's Benton, Lincoln, and Linn Counties, with connections to major cities such as Eugene, Portland, and Salem. OCWCOG collaborates with Cherriots Rideshare at Salem Keizer Transit District, and Point2point at Lane Transit District to provide regional vanpool and carpool programs under the Get There platform. CWTO also provides travel training for people desiring to use transit and works with employers to develop employee programs that reduce single occupancy vehicle (SOV) use. CWTO also maintains the website Cascades West Ride (CW Ride), which integrates regional travel options into one website.

Albany Area MPO and Corvallis Area MPO (AAMPO & CAMPO) serve as regional planning organizations for the two urbanized areas within Lincoln, Benton and Linn counties. The MPOs receive federal funding to provide coordination and collaboration for the transportation system within their respective boundaries. Each MPO is responsible for developing a Regional Transportation Plan (RTP), which provides a vision and policies to guide development of the transportation network over the next 20 years. The MPOs also develop four-year Transportation Improvement Programs, which provide federal funding for locally and regionally significant projects. Both MPOs are heavily involved in local transit planning as well; providing in-kind assistance to the Linn Benton Loop Policy Board and Technical Advisory Committee, a regional transit system in operation for over forty years.

Goals:

- Implement AAMPO & CAMPO Unified Planning Work Programs which set annual priorities.
- Facilitate the Linn-Benton Loop Board and support strategic regional transit planning.
- Seek Federal and State grant opportunities for local projects and regional priorities.
- Provide input and recommendations regarding State plans, policies, and programs.
- Provide guidance on regional transportation planning efforts.

Secured & Pending Funding FY 2025-26:

- Federal Highway Administration (FHWA) Planning (PL)
- Federal Transit Administration (FTA) 5303
- Oregon Department of Transportation (various)
- Seamless (STIF)
- Innovative Mobility Program Grant

Transportation Brokerage Services

Cascades West Ride Line (Ride Line) provides Non-Emergent Medical Transportation (NEMT) for eligible clients enrolled in the Oregon Health Plan (OHP) through either Intercommunity Health Network-Coordinated Care Organization (IHN-CCO), and the Oregon Health Authority (OHA). Ride Line coordinates the most appropriate and cost-effective rides using a variety of modes of transport, including transit, sedan, wheelchair, stretcher, secured, or mileage reimbursement.

Goals:

- Improve medical service access in coordination with IHN-CCO, OHA and Samaritan.
- Complete implementation of software solution to provide better customer service for scheduling, eligibility, appointment reminders, tracking and reporting.
- Improve quality of service delivery with subcontractors.

Secured & Pending Funding FY 2025-26:

- IHN-CCO Medicaid
- OHP Open/Card-Medicaid
- Driver-Training Program
- Benton County Veterans

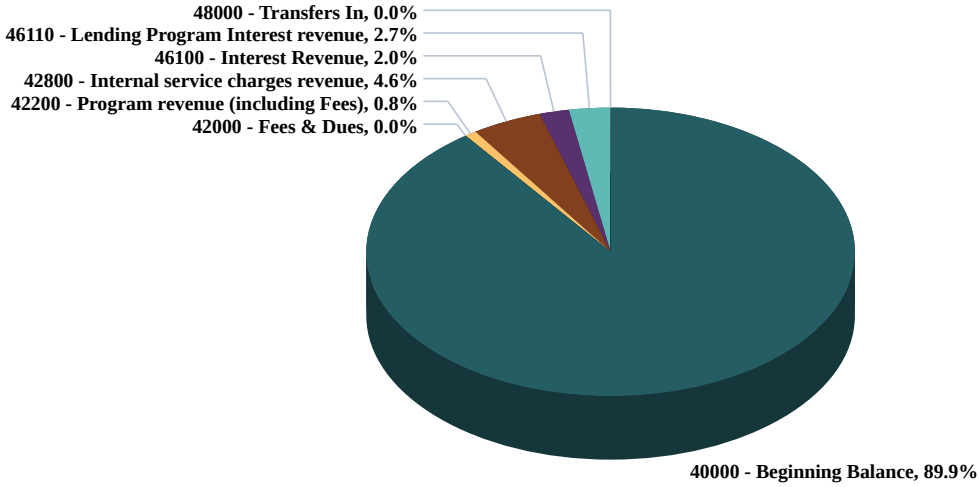
5000 - Lending - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

40000 - Beginning Balance	3,754,753
42000 - Fees & Dues	500
42200 - Program revenue (including Fees)	32,420
42800 - Internal service charges revenue	193,500
46100 - Interest Revenue	81,810
46110 - Lending Program Interest revenue	114,000
48000 - Transfers In	800
Total Revenues	4,177,783
51000 - Wages	95,000
52000 - Benefits	50,000
Total Personnel	145,000
62100 - Professional Services	22,850
62110 - Legal services	300
62120 - Marketing services	5,000
62140 - Banking services	500
62210 - Printing/copying	600
62220 - Postage	500
62300 - Software	4,165
62400 - Telephone/internet	100
62600 - Travel and training	2,500
62621 - Employee mileage	1,500
62640 - Employee travel meals	500
62650 - Employee lodging	1,000
62700 - Facility and Utilities	300
62710 - Rent expense	4,614
62800 - Internal service charges expenditure	211,878
Total Materials and Services	256,307
98000 - Transfers Out	800
Total Capital, Transfers and Other	800
Total Expenses	402,107
Unappropriated Ending Fund Balance	3,775,676

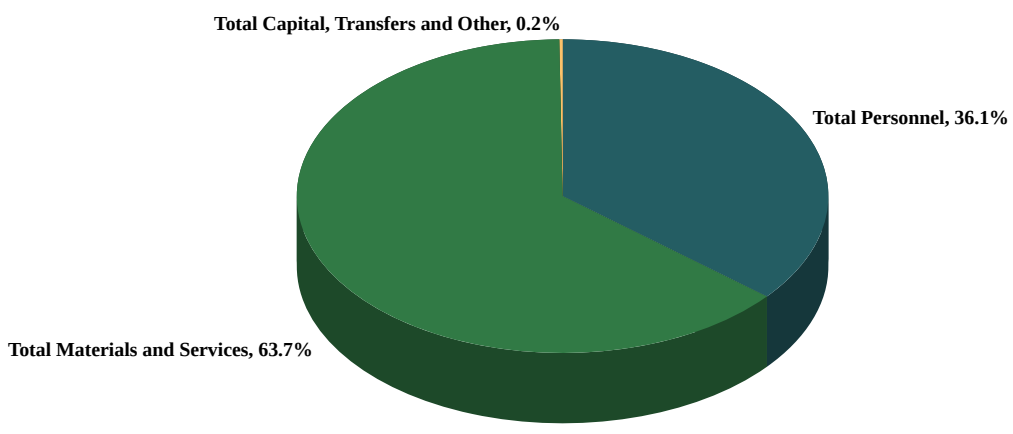
5000 - Lending - Total Department

Revenue Chart FY 2026-27



- 40000 - Beginning Balance
- 42000 - Fees & Dues
- 42200 - Program revenue (including Fees)
- 42800 - Internal service charges revenue
- 46100 - Interest Revenue
- 46110 - Lending Program Interest revenue
- 48000 - Transfers In

Expense Chart FY 2026-27



- Total Personnel
- Total Materials and Services
- Total Capital, Transfers and Other

Small Business Lending

The Cascades West Business Lending (CWBL) is a revolving loan program housed within the Community and Economic Development department. Its charter is to enhance regional economic development by supporting small businesses with a source of non-conventional financing. Startups and early-stage businesses are often not eligible conventional financing because they have not been in business for more than two years. They may also have insufficient collateral, liquidity, and credit history or fluctuations in sales. CWBL fulfills that access to capital and financing gap with a portfolio of five active revolving loan programs. They are direct loans or part of a bundled financing package with a conventional lender. The CWBL also manages three revolving loan programs on behalf of member jurisdictions and provides borrower underwriting, closing, and administrative services.

CWBL has contractual relationship with the CCD Business Development Corporation, a Certified Development Company (CDC) to provide administrative loan processing services and access to U.S. Small Business Administration 504 financing for large capital and equipment purchases. SBA 504 loans require a bank partner and afford the borrower an attractive low-interest rate and long-term repayment period.

The CWBL program participates in the Business Oregon Community Lender Loan Loss Program to mitigate credit risk and loss typically associated with lending to start-ups, early-stage businesses, and borrowers lacking capital. Program participation is augmented by the OCWCOG CWBL's loan loss reserve account and set aside.

We help market the Oregon Business Development Fund (OBDF) program and support additional loan programs available through Business Oregon. This is a revolving loan fund that provides fixed-rate gap financing for large capital purchases (e.g., land, buildings, and equipment) and permanent working capital.

Loan Program Goals:

- Increase the number of small business loans for borrowers who are unable to secure conventional financing.
- Diversify and expand the number of loan applications.
- Increase and retain the number of employees by providing operating financing for small businesses.
- Complement conventional lending by mitigating risk by partnering with a conventional lender and carrying a portion of the loan package.
- Recapitalize CWBL revolving loan program funding with loan processing fees and loan or investment interest.
- Increase business awareness and attend and present program information at business, economic development, and community functions.

Strategic Plan

- Develop a marketing and outreach plan to include, but not limited to the following strategies:1) Update the OCWCOG CWBL web site with program descriptions and an online intake application, 2) establish and/or update social media sites, 3) leverage economic development organizations, business/trade and community-based organizations contact and marketing resources, and 3) and build stronger relationships with conventional lenders in our region through ongoing communication.
- Update work plans for each revolving loan program.
- Research and revise loan interest rates and loan fees so that they are self-supporting.
- Pilot and/or establish a new local/regional loan program as appropriate.

Secured/Pending Funding FY 2026-27

- Loan program revenue (fees and interest).
- Fees from Small Business Administration (SBA 504) loans.
- Contracts with other jurisdictions for which OCWCOG manages business lending programs.

8000 - COG reserves - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

40000 - Beginning Balance	3,998,900
48000 - Transfers In	350,000
Total Revenues	4,348,900
Total Materials and Services	-
Total Capital, Transfers and Other	-
Total Expenses	-
Unappropriated Ending Fund Balance	4,348,900

Revenue Chart FY 2026-27

