



# Board of Directors Meeting Packet

May 21, 2026  
2:00 pm - 4:00 pm

Attend In Person at

Albany Cascades West Center  
1400 Queen Ave, SE Albany, OR 97322

Or Attend Virtually:

[Click to Join Teams Meeting](#)

**The next regular meeting of the  
Board of Directors will be: July  
16th, 2026 at 2:00 pm.**

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



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

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

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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS**

**BOARD OF DIRECTORS' AGENDA**

**May 21, 2026**

**2:00 – 4:00 pm**

1400 Queen Ave. SE, Albany, OR 97322

**[Join Teams Meeting](#)**

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

**NOTE:** Please contact Angelykah Light at 541.405.8420 or [alight@ocwcog.org](mailto:alight@ocwcog.org) no later than noon on Wednesday, May 20, 2026, to confirm your attendance.

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

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

The floor will be open to the public for comment.

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

- a. Approve meeting minutes from March 19, 2026 ([Page 6](#))
- b. Financial Report YTD April 2026 ([Page 11](#))

**ACTION: Motion to approve Consent Calendar items.**

4. **May Month Proclamations** (*Senior and Disability Services Director Randi Moore*)  
(2:15 pm – 2:20 pm)

- a) Military Appreciation Month Proclamation by People and Culture Director, Ryan Schulze. ([Page 16](#))

**ACTION: Motion to approve Military Appreciation Month Proclamation.**

- b) Older American's Month Proclamation presented by SSAC Chair, Mitzi Naucler. ([Page 17](#))

**ACTION: Motion to approve Older American's Month Proclamation**

5. **Membership Dues** (*Finance Director, Marit Nelson*)  
(2:20 pm – 2:25 pm)

Membership Dues Document ([Page 19](#))

**ACTION: Motion to approve the membership dues document adoption.**

6. **Fiscal Year Annual Work Program Budget Adoption** (*Finance Director, Marit Nelson*)  
(2:25 pm – 2:45 pm)

Fiscal Year Budget Document ([Page 22](#))  
Resolution 2026-05-01 ([Page 90](#))

**ACTION: Motion to adopt the FY 2026-27 OCWCOG budget as reviewed and approved by the Budget Committee with total appropriations of \$64,621,725 beginning July 1, 2026.**

7. **Transportation Brokerage Manager Introduction** (*Community and Economic Development Director, Matt Lehman & Transportation Brokerage Manager, Emma Sosa*)  
(2:45 pm – 2:55 pm)

**ACTION: Information only, no action needed.**

**8. Transportation Brokerage Advisory Council (TBAC) Membership Approval**

*(Transportation Brokerage Manager, Emma Sosa)*

(2:55 – 3:00 pm)

TBAC Membership Appointment Memo ([Page 91](#))

**ACTION: Information only, no action needed.**

**9. Cascades West Economic Development District (CWEDD) Membership** *(CED Director Matt*

*Lehman)*

(3:00 – 3:05 pm)

CWEDD Membership Memo ([Page 93](#))

**ACTION: Motion to appoint three members with one from each county to serve on the CWEDD Board.**

**10. Regional Annual Report** *(Communications Specialist, Erika Kirk)*

(3:05 pm – 3:20 pm)

Annual Report Document ([Page 94](#))

**ACTION: Information only, no action needed.**

**11. Executive Director Update** *(Executive Director, Ryan Vogt)*

(3:20 pm – 3:25 pm)

COG Blog ([Page 111](#))

**ACTION: Information only, no action needed.**

**12. Executive Session** *(Chair, Pat Malone)*

(3:25 pm – 3:55 pm)

192.660 (2)(i) – *To review and evaluate the employment related performance of the Executive Director*

**13. Other Business**

(3:55 pm – 4:00 pm)

**14. Adjournment**

(4:00 pm)



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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS**

**BOARD OF DIRECTORS' MEETING MINUTES**

**March 19, 2026**  
**2:00 – 4:00 pm**

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

**Attendees:** **Chair** Commissioner Pat Malone, Benton County; **Treasurer** Commissioner Sherrie Sprenger, Linn County; Mayor Jan Kaplan, Newport; Councilor Jim Moorefield, Corvallis; Councilor Debbie Poland, Depoe Bay; Councilor Mike Caughey, Harrisburg; Councilor Rick Booth, Waldport; and Member Ian Keene Confederated Tribe of Siletz Indians.

**Absent:** Mayor Alex Johnson II, Albany; Mayor Scott Cowan, Millersburg; Mayor Christopher McMorran, Philomath; Mayor Loel Trulove, Tangent; Councilor Kevin Hohnbaum, Lincoln City; Councilor Jeanni Cuthbertson, Monroe; Councilor Joseph Parsons, Sodaville Councilor Ken Bronson, Sweet Home; and Commissioner Gil Sylvia, Port of Newport.

**Staff:** Executive Director Ryan Vogt, Agency Director Paul Egbert; Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; People and Culture Director Ryan Schulze; Senior and Disability Services (SDS) Director Randi Moore, Community and Economic Director (CED) Matt Lehman; Organizational Development Manager Vanessa Rusch; Executive Assistant Celina Franklin; Program Supervisor Andrea Turner; OCWCOG Case Manager Kaela Robinson; and Executive Assistant Angelykah Light.

**Public:** Sean Kidd, Attorney at Law and Robert Emond, Councilor, City of Newport.

**Welcome and Introductions**

The Oregon Cascades West Council of Governments (OCWCOG) Board of Directors Meeting was called to order by Chair Malone on March 19, 2026, at 2:06 pm Via Teams Video and Audio Conferencing, and in-person attendees. Introductions were completed by the attendees. Quorum was not met. Agenda items were taken out of their original order to be voted upon when Quorum was obtained.

**Public Comment**

No comments from the Public.

### **Program Highlight – Diversion/Transition (DT) and Pre-admission Screening (PAS)**

Program Supervisor Turner provided an overview of the Diversion/Transition (DT) program, which supports transitions from long-term care and hospitals. DT serves individuals who meet Medicaid nursing facility level of care criteria and assists those already receiving Medical Medicaid to remain in the most independent setting of their choice. The team also manages specialized authorizations for nursing facility placements and supports, moving costs and essential household needs for community-based transitions. The goal is to ensure placement in the least restrictive and most independent environment possible.

A second component of the program includes Pre-Admission Screening (PAS) case managers who work with individuals not yet approved for Medicaid medical services. This work helps maintain hospital capacity and supports individuals in stabilizing and returning to independent living. PAS differs from traditional ongoing case management due to its high intensity and very short timelines. In 2025, one single PAS case manager located on the Coast handled 167 referrals. Average engagement per case ranged from 6–15 hours or more, depending on need. The PAS model prevents bottlenecks and reduces extended hospital stays.

The OCWCOG PAS model is being piloted in additional regions and is expected to reduce unnecessary spending. From hospital admission through community stabilization, PAS supports person-centered transitions. Four PAS case managers processed and managed 584 referrals from four regional hospitals in 2025.

Strong partnerships have been developed with local hospitals through shared referral tools, regular meetings, and transparent communication. This collaboration avoided approximately 800 hospital bed days between June and October 2025 at Good Samaritan alone, allowing space for an estimated 270–300 additional patients and strengthening interagency relationships.

Quorum of the OCWCOG Board of Directors was obtained during the DT and PAS Program Highlight. Chair Malone directed everyone's attention to the agenda items requesting action.

### **Cascades West Economic Development District (CWEDD)**

CED Director Lehman requested a motion to approve the CWEDD Membership as outlined in the documents provided.

Mayor Kaplan moved to approve the slate of folks provided in the document. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Kaplan, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, and Member Keene voted yes. With no opposition, the motion was approved.

CED Director Lehman requested a motion to approve Resolution 2026-03-01 allowing CWEDD to apply for the EDA planning grant noting there is a change from past years to the match amount. Past years, the match was expected to be \$75,000 to match the entirety of the grant. The match is now \$50,000. A portion of the \$75,000 received will also go to Lane County for their portion of staffing the grant.

Councilor Booth moved to approve Resolution 2026-03-01 as presented. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Kaplan, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, and Member Keene voted yes. With no opposition, the motion was approved.

### **Appointment of Lincoln County Officer- Vice Chair**

Executive Director Vogt requested acknowledgment of a change to the agenda. The agenda originally reflected the appointment of a Lincoln County at large member. The requested appointment will instead be for an Officer position of the Vice Chair Role; still to be filled by a Lincoln County representative.

Councilor Booth moved to nominate Mayor Kaplan for the Vice Chair position. Mayor Kaplan accepted the nomination. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, and Member Keene voted yes. With no opposition, the motion was approved.

### **Consent Calendar**

Vice Chair Kaplan moved to approve the Consent Calendar including the meeting minutes from January 15, 2026, and the Year-to-Date Financial Report. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Vice Chair Kaplan, Councilor Moorefield, Councilor Poland, Councilor Caughey, Councilor Booth, and Member Keene voted yes. With no opposition, the motion was approved.

### **OCWCOG Strategic Planning Update**

Agency Director Egbert presented an update on the Strategic Plan work. The Senior Leadership will continue their work to develop a complete plan. The Board of Directors can anticipate a presentation of the finished product in a future meeting.



## 2026 STRATEGIC PLAN DEVELOPMENT

### Vision – Make lives and communities better

**Mission – Promote a thriving region through service, connectivity, and innovation**

**Values:**

- Compassion – Actively caring for others
- Collaboration – Working together to achieve shared goals
- Belonging – Creating a welcoming environment that values our common humanity and embraces differences
- Integrity – Doing the right thing even when it is difficult
- Respect – Honoring one another

### Strategic Priority Areas & Statements

**Convening:** Cultivate partnerships to identify and align regional priorities to advance well-being

**Customer Service:** Deliver responsive, high-quality service where all are seen, heard, and valued

**Organizational Excellence:** Champion a culture of excellence, empowerment, and learning

#### CUSTOMER SERVICE

Deliver responsive, high-quality service where all are seen, heard & valued

**High-level Goals:**

- Incorporate internal & external feedback into decision-making
- Ensure every interaction receives consistent, timely attention
- Improve access to resources and service delivery pathways

### Where are we today and what’s next?

**Phase 2: March – April 2026**

- Translate the plan into operational structure and ensure alignment across leadership

**Phase 3: April – May 2026**

- Translate strategic goals into meaningful organizational actions, timelines, & metrics

**Phases 4: May – June 2026**

- Prepare, finalize, and launch publication of the plan. Begin strategic implementation

## Our Roadmap

**Phase 1: Nov 2025 – March 2026**

- Collaborative engagement with leadership, staff, and regional partners to develop plan

**Phase 2: March – April 2026**

- Translate the plan into operational structure and ensure alignment across leadership

**Phase 3: April – May 2026**

- Translate strategic goals into meaningful organizational actions, timelines, & metrics

**Phase 4: May – June 2026**

- Finalize publication and prepare for agency launch.

**Phase 5: July 2026 – September 2026**

- Launch strategic doing and organizational implementation

### Strategic Plan Components

**Strategic Priorities** define direction

**High Level Goals** define targets

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**Progress Indicators** define outcomes

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**Tasks** define actions

**Milestones** define progress

**Key Performance Metrics (KPMs)** define success



#### CONVENING

Cultivate partnerships to identify & align regional priorities to advance well-being

**High-level Goals:**

- Coordinate data sharing, analysis, and joint decision-making to improve impacts
- Contribute to a resilient regional economy through workforce and public service opportunity expansion
- Gather with purpose and center on outcomes that matter

#### ORGANIZATIONAL EXCELLENCE

Champion a culture of excellence, empowerment & learning

**High-level Goals:**

- Optimize processes, workflows, and operations to be more effective
- Drive innovation and continuous improvement
- Foster opportunities for everyday development and professional growth

Chair Malone asked Agency Director Egbert the difficulty pulling a group together to develop and provide input on the Strategic Plan.

Agency Director Egbert stated input has been provided through the Senior Leadership Team, listening sessions, team huddles, middle management, and outside sources such as regional city managers.

### **Agency Director Update**

Agency Director Egbert provided an update on the OCWCOG All Staff event that took place on March 5<sup>th</sup> and thanked Commissioner Malone for his attendance of the event.

### **Executive Director Update**

Executive Director Vogt shared that the Agency Impact Report will be ready for an overview presentation at the May Board of Directors meeting. Completion of the reports provides opportunity for Executive Director Vogt to schedule time to present at local city councils to share the work done by OCWCOG in the region. Agency Director Egbert and Community Services Consortium (CSC) Agency Director, Kayla Hatley, will be invited to participate in the scheduled presentations.

Executive Director Vogt shared that he, Agency Director Egbert, and CSC Agency Director Hatley spent time reviewing the momentum of the OCWCOG and CSC partnership over the last year. They will continue to meet to evaluate the partnership, what has gone well, and what could be improved to increase administrative efficiencies.

### **Other Business**

Vice Chair Kaplan discussed the importance of OCWCOG's increased visibility in the community and marketing materials for local governments to reference OCWCOG's services.

Chair Malone stated the importance of reaching a quorum.

### **Adjournment**

Chair Malone adjourned the meeting at 3:29 pm.

*Meeting Minutes taken by Angelykah Light.*



## Quarterly Actuals v Annual Budget

Total Department

Total Fund

Generated on: May 13, 2026 8:33 AM

	Actual	Actual	Actual	Actual	Actual	Adopted Budget	
	Q1	Q2	Q3	Q4	YearTotal	YearTotal	Balance
<b>Net Income/(Loss)</b>	<b>23,337,880</b>	<b>2,741,084</b>	<b>1,402,421</b>	<b>-1,096,069</b>	<b>26,385,316</b>	<b>13,562,741</b>	<b>-12,822,575</b>
<b>Total Revenues</b>	<b>35,243,147</b>	<b>16,240,683</b>	<b>15,292,906</b>	<b>3,511,895</b>	<b>70,288,631</b>	<b>76,971,637</b>	<b>6,683,005</b>
<b>Revenues</b>	<b>35,243,147</b>	<b>16,240,683</b>	<b>15,292,906</b>	<b>3,511,895</b>	<b>70,288,631</b>	<b>76,322,737</b>	<b>6,034,105</b>
40000 - Beginning Balance	25,072,787	-	-	-	25,072,787	24,833,642	-239,145
<b>Total 42000 - Fees &amp; Dues</b>	<b>2,298,436</b>	<b>1,939,078</b>	<b>3,408,144</b>	<b>870,049</b>	<b>8,515,707</b>	<b>7,476,710</b>	<b>-1,038,997</b>
42000 - Fees & Dues	-	-	-	-	-	4,338	4,338
42100 - Dues	391,816	-	-	-	391,816	391,816	0
<b>Total 42200 - Program revenue (including Fees)</b>	<b>829,111</b>	<b>861,603</b>	<b>2,332,153</b>	<b>527,614</b>	<b>4,550,480</b>	<b>2,742,765</b>	<b>-1,807,715</b>
42200 - Program revenue (including Fees)	829,111	861,603	2,325,864	524,444	4,541,022	2,742,765	-1,798,257
42209 - Program revenue from vendors	-	-	6,289	3,170	9,459	-	-9,459
42800 - Internal service charges revenue	1,077,510	1,077,475	1,075,991	342,434	3,573,411	4,337,791	764,380
<b>Total 43000 - Intergovernmental</b>	<b>7,518,522</b>	<b>13,572,391</b>	<b>11,535,511</b>	<b>2,512,048</b>	<b>35,138,471</b>	<b>42,326,545</b>	<b>7,188,074</b>
43000 - Intergovernmental	-	-	-	-	-	1,779,960	1,779,960
43100 - Contracts	3,117,454	3,588,821	4,329,936	1,108,102	12,144,313	14,050,600	1,906,287
43200 - FedDir	128,280	114,670	475,214	-	718,164	753,970	35,806
43300 - FedInd	-	12,534	264	-	12,798	808,740	795,942
43400 - State	3,691,956	9,065,381	6,558,212	1,340,289	20,655,839	23,229,240	2,573,401
43500 - Local	580,832	790,984	171,885	63,657	1,607,357	1,704,035	96,678
44100 - Rents	32,906	28,467	24,071	19,396	104,840	114,537	9,697
<b>Total 46000 - Interest &amp; Misc &amp; Donations</b>	<b>320,497</b>	<b>700,747</b>	<b>325,180</b>	<b>110,403</b>	<b>1,456,827</b>	<b>1,571,303</b>	<b>114,476</b>
46100 - Interest Revenue	213,094	196,012	233,648	79,873	722,628	614,659	-107,969
46110 - Lending Program Interest revenue	31,114	29,856	28,425	9,747	99,142	122,417	23,275
46200 - Donations	-	20	863	100	983	300	-683
46210 - Donations Received: Money	40,747	472,411	-53,864	20,680	479,974	143,500	-336,474



**Quarterly Actuals v Annual Budget**  
 Total Department  
 Total Fund  
 Generated on: May 13, 2026 8:33 AM

	Actual	Actual	Actual	Actual	Actual	Adopted Budget	
	Q1	Q2	Q3	Q4	YearTotal	YearTotal	Balance
46240 - Donations Received: Private Grants	5,000	-	-	-	5,000	7,000	2,000
46700 - Matching Contributions	24,131	2,883	119,010	0	146,024	680,936	534,912
46900 - Misc Revenue	6,410	-435	25	-	6,001	2,491	-3,510
46910 - Over/short	-	-1	-2,926	4	-2,923	-	2,923
<b>Other Income</b>	-	-	-	-	-	<b>648,900</b>	<b>648,900</b>
<b>Total 48000 - Transfers In</b>	-	-	-	-	-	<b>648,900</b>	<b>648,900</b>
48000 - Transfers In	-	-	-	-	-	648,900	648,900
<b>Total Expenses</b>	<b>-11,905,268</b>	<b>-13,499,600</b>	<b>-13,890,485</b>	<b>-4,607,964</b>	<b>-43,903,315</b>	<b>-63,408,896</b>	<b>-19,505,580</b>
<b>Expense</b>	<b>11,852,917</b>	<b>13,473,565</b>	<b>13,815,133</b>	<b>4,562,445</b>	<b>43,704,061</b>	<b>61,794,761</b>	<b>18,090,700</b>
<b>Personnel</b>	<b>5,981,779</b>	<b>7,041,075</b>	<b>6,645,248</b>	<b>2,189,963</b>	<b>21,858,065</b>	<b>32,906,557</b>	<b>11,048,492</b>
51000 - Wages	3,436,769	4,206,420	4,094,684	1,352,427	13,090,299	19,407,015	6,316,715
52000 - Benefits	2,545,010	2,834,656	2,550,564	837,537	8,767,766	13,499,543	4,731,776
<b>Supplies &amp; Services</b>	<b>5,806,621</b>	<b>6,329,762</b>	<b>7,113,481</b>	<b>2,289,012</b>	<b>21,538,877</b>	<b>28,541,219</b>	<b>7,002,343</b>
<b>Total 61100 - Supplies</b>	<b>46,285</b>	<b>287,027</b>	<b>533,276</b>	<b>12,505</b>	<b>879,094</b>	<b>180,200</b>	<b>-698,894</b>
61100 - Supplies	44,464	53,868	54,097	9,802	162,231	135,200	-27,031
61200 - Supplies: Volunteer recognition	1,768	6,326	1,652	2,692	12,438	30,000	17,562
61250 - Supplies: Food MOW	52	226,834	477,528	11	704,425	15,000	-689,425
<b>Total 61300 - Equipment (non-capitalized)</b>	<b>17,169</b>	<b>161,316</b>	<b>74,466</b>	<b>1,987</b>	<b>254,938</b>	<b>175,730</b>	<b>-79,208</b>
61300 - Equipment (non-capitalized)	17,169	161,316	74,466	1,987	254,938	175,730	-79,208
61400 - Furniture	11,362	6,488	6,097	252	24,200	12,700	-11,500
<b>Total 62000 - Services</b>	<b>5,731,805</b>	<b>5,874,735</b>	<b>6,497,854</b>	<b>2,274,268</b>	<b>20,378,663</b>	<b>28,170,721</b>	<b>7,792,058</b>
62000 - Services	-	-	-	-	-	231,859	231,859
62100 - Professional Services	3,972,733	4,358,803	4,883,783	176,157	13,391,476	15,721,535	2,330,058
62101 - NEMT Provider Expenses	-	-	-	1,427,163	1,427,163	-	-1,427,163
62102 - NEMT Mileage Reimbursement	-	-	35,846	24,047	59,893	-	-59,893



## Quarterly Actuals v Annual Budget

Total Department

Total Fund

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	Actual	Actual	Actual	Actual	Actual	Adopted Budget	
	Q1	Q2	Q3	Q4	YearTotal	YearTotal	Balance
62110 - Legal services	130	1,911	2,813	1,008	5,862	51,450	45,588
62120 - Marketing services	9,300	23,494	8,616	1,505	42,915	35,113	-7,802
62130 - Insurance services	29,379	48,283	36,213	-	113,875	152,200	38,325
62140 - Banking services	887	2,460	2,367	1,296	7,010	12,775	5,765
62150 - Grants to subrecipients	323,009	31,750	140,000	-	494,759	6,476,753	5,981,994
62210 - Printing/copying	25,543	19,902	32,957	980	79,382	109,138	29,756
62220 - Postage	14,132	16,078	17,946	5,198	53,353	45,096	-8,257
62300 - Software	80,197	30,800	25,035	218,612	354,643	281,520	-73,123
62400 - Telephone/internet	11,793	14,957	14,198	5,503	46,451	70,584	24,133
62500 - Memberships/Dues	5,248	62,166	3,315	2,257	72,987	78,200	5,213
62600 - Travel and training	43,016	20,808	63,405	11,839	139,067	118,708	-20,359
62610 - Trainers	21,140	8,202	7,168	-	36,510	22,700	-13,810
62621 - Employee mileage	48,866	51,553	48,392	18,309	167,119	146,400	-20,719
62622 - Company automobile	542	2,305	1,937	52	4,836	6,000	1,164
62623 - Other employee travel	1,495	238	2,160	5	3,898	-	-3,898
62630 - Volunteer travel	12,147	14,191	11,847	4,014	42,199	42,000	-199
62640 - Employee travel meals	721	216	128	599	1,664	2,500	836
62650 - Employee lodging	348	1,845	1,678	-	3,871	2,000	-1,871
62700 - Facility and Utilities	31,287	38,521	42,196	10,015	122,019	131,792	9,773
62710 - Rent expense	224,837	240,611	227,637	78,691	771,777	884,583	112,806
62720 - Facility maintenance svcs	3,126	5,490	8,857	1,004	18,476	50,000	31,524
62721 - Janitorial Service	24,464	30,338	26,320	9,522	90,644	93,060	2,416
62731 - Electricity	10,181	12,297	11,906	6,662	41,046	50,000	8,954
62741 - Facilities Permits	-	529	-	-	529	-	-529
62800 - Internal service charges expenditure	837,284	836,988	841,134	269,833	2,785,239	3,354,755	569,516



## Quarterly Actuals v Annual Budget

Total Department

Total Fund

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	Actual	Actual	Actual	Actual	Actual	Adopted Budget	
	Q1	Q2	Q3	Q4	YearTotal	YearTotal	Balance
62900 - Miscellaneous Expenses	-	196	1,787	-	1,983	1,869	-114
<b>Total 64000 - Client Assistance</b>	<b>35,308</b>	<b>90,662</b>	<b>53,151</b>	<b>83,470</b>	<b>262,591</b>	<b>273,984</b>	<b>11,393</b>
64000 - Client Assistance	-	-	-	-	-	47,000	47,000
64200 - Client Assist: Lending programs	-	-	-	70,131	70,131	-	-70,131
64300 - Client Assist: Program wages	12,620	65,652	32,244	12,561	123,078	176,984	53,906
64400 - Client Assist: Support services	22,688	25,010	20,907	777	69,382	50,000	-19,382
67000 - Resource Reserves	-	12,065	-12,136	-	-71	48,000	48,071
70000 - Capital	29,209	-	15,389	-	44,598	25,000	-19,598
<b>Other Expense</b>	<b>52,350</b>	<b>26,035</b>	<b>75,351</b>	<b>45,518</b>	<b>199,255</b>	<b>1,614,135</b>	<b>1,414,880</b>
71000 - Equipment	17,691	-	-	-	17,691	-	-17,691
74000 - Capital Improvements	-	-	26,278	38,945	65,223	235,000	169,777
77000 - Software (multi-year)	34,659	26,035	49,074	5,331	115,098	177,248	62,150
<b>Debt, Transfers &amp; Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,243</b>	<b>1,243</b>	<b>1,201,887</b>	<b>1,200,644</b>
92000 - Debt Interest	-	-	-	1,243	1,243	-	-1,243
95000 - Contingency	-	-	-	-	-	552,987	552,987
<b>Total 98000 - Transfers Out</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>648,900</b>	<b>648,900</b>
98000 - Transfers Out	-	-	-	-	-	648,900	648,900



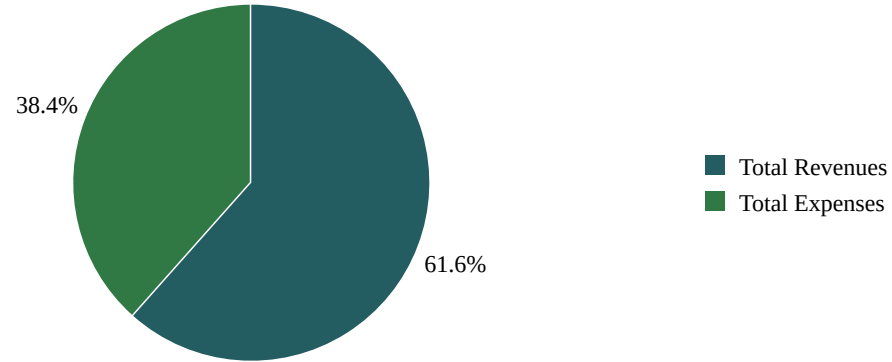
# Quarterly Actuals v Annual Budget

Total Department

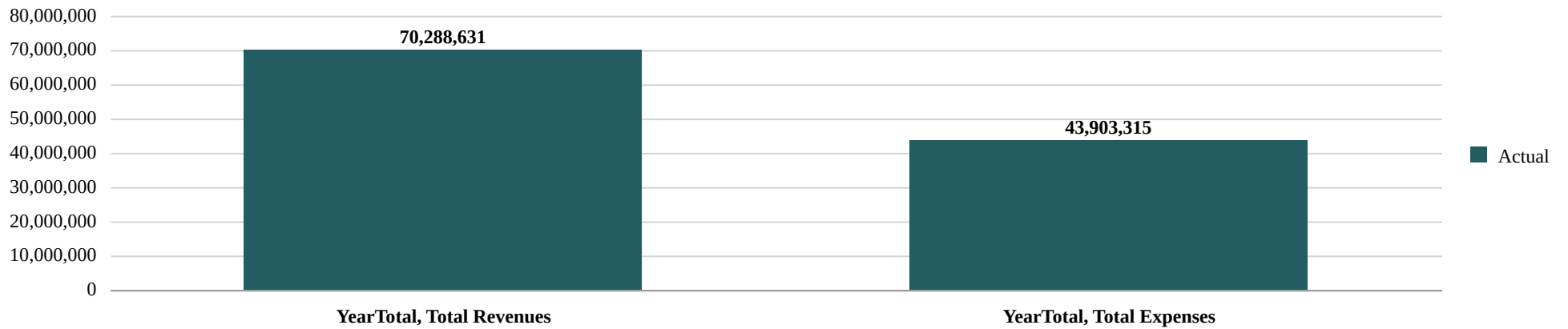
Total Fund

Generated on: May 13, 2026 8:33 AM

## Year to Date Total Actuals



## Year to Date Actuals to Total Budget





***MILITARY APPRECIATION MONTH 2026***

A PROCLAMATION

**Whereas**, the United States Congress, in 1999, passed a resolution proclaiming May as National Military Appreciation Month, calling all Americans to remember those who gave their lives in defense of freedom and to honor the men and women of all our Armed Services who have served, and are now serving our Nation; and

**Whereas**, Oregon Cascades West Council of Governments and residents of Linn, Benton, and Lincoln Counties have the deepest gratitude toward all Veterans and service members, and their families, and honors the commitment and courage of the many people of these Counties who are serving, and have served, our Nation; and

**Whereas**, Oregon Cascades West Council of Governments extends its heartfelt gratitude and good will to service members of the Linn, Benton, and Lincoln Counties, U.S. Army, National Guard, and the personnel of all armed services who have earned the respect and admiration of a grateful Nation.

**Now, therefore**, Oregon Cascades West Council of Governments proclaim May 2026, as the month set aside in Linn, Benton, and Lincoln Counties for honoring our Veterans, service members, and their families in observance of their contribution to our community, our state, and our Nation.

Adopted and signed this 21st day of May 2026.

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

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Commissioner Pat Malone  
Chair, Board of Directors  
Oregon Cascades West Council of Governments

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Ryan Vogt  
Executive Director  
Oregon Cascades West Council of Governments



## Older Americans Month 2026 PROCLAMATION

### “Champion Your Health”

**WHEREAS**, the Older Americans Act, first enacted in 1965, affirms our nation’s commitment to supporting the dignity, independence, and well-being of older adults; and

**WHEREAS**, communities across the country recognize May as Older Americans Act Month, a time to celebrate the contributions of older adults and to highlight the vital programs and services that support them; and

**WHEREAS**, the 2026 theme, “*Champion Your Health*,” encourages older adults to take an active role in managing their health, access preventive care, and make informed decisions that promote long-term independence and quality of life; and

**WHEREAS**, healthy aging is strengthened by access to nutrition services, physical activity opportunities, social engagement, caregiver supports, and evidence-based health programs; and

**WHEREAS**, empowering older adults with information, resources, and support helps prevent illness, manage chronic conditions, and reduce isolation, leading to stronger individuals and more resilient communities; and

**WHEREAS**, local leaders, service providers, caregivers, and volunteers play a critical role in ensuring older adults have the tools and opportunities needed to thrive;

**NOW, THEREFORE, BE IT PROCLAIMED** that Oregon Cascades West Council of Governments hereby recognizes May 2026 as **Older Americans Act Month** and encourages all residents to honor older adults in our community, support programs that promote healthy aging, and take steps to “Champion Your Health” at every stage of life.

**BE IT FURTHER PROCLAIMED** that we call upon community organizations, healthcare providers, and residents to work together to ensure older adults have access to the resources and services they need to remain healthy, independent, and engaged.

**IN WITNESS WHEREOF**, I have hereunto set my hand this 21st day of May, 2026.

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS**

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Commissioner Pat Malone  
Chair, Board of Directors  
Oregon Cascades West Council of Governments

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Ryan Vogt  
Executive Director  
Oregon Cascades West Council of Governments

	FY 2026 Dues	Pop Estimate 12/15/2025*	General Dues	CED Dues	Trans Dues	TOTAL DUES	Special Projects	TOTAL FY 2027 DUES	CHANGE FROM Prior Year
<b>Benton County</b>									
Adair Village	\$2,283.32	1,499	\$1,545.47	\$519.28	\$300.00	\$2,364.75	\$118.24	\$2,482.98	\$199.67
Corvallis	\$89,642.81	61,254	\$63,152.87	\$21,219.37	\$4,798.42	\$89,170.66	\$4,458.53	\$93,629.19	\$3,986.39
Monroe	\$1,327.92	723	\$745.41	\$250.46	\$300.00	\$1,295.87	\$64.79	\$1,360.67	\$32.75
Philomath	\$8,661.02	5,776	\$5,955.06	\$2,000.90	\$724.18	\$8,680.14	\$434.01	\$9,114.14	\$453.13
N. Albany **		11,273			\$0.00				
Unincorporated	\$30,429.57	17,766	\$18,316.75	\$6,154.43	\$1,604.71	\$26,075.89	\$1,303.79	\$27,379.68	-\$3,049.89
<b>Lincoln County</b>									
Depoe Bay	\$2,485.34	1,582	\$1,631.04	\$548.03	\$300.00	\$2,479.07	\$123.95	\$2,603.03	\$117.69
Lincoln City	\$15,254.72	10,162	\$10,477.02	\$3,520.28	\$1,046.29	\$15,043.59	\$752.18	\$15,795.77	\$541.04
Newport	\$16,023.67	10,439	\$10,762.61	\$3,616.24	\$1,066.63	\$15,445.47	\$772.27	\$16,217.75	\$194.08
Port of Newport ***	\$4,942.03	10,800		\$3,741.29	\$1,093.14	\$4,834.43	\$241.72	\$5,076.15	\$134.13
Siletz Tribe	\$577.50	-	\$250.00	\$0.00	\$300.00	\$550.00	\$27.50	\$577.50	\$0.00
Toledo	\$5,409.05	3,654	\$3,767.27	\$1,265.80	\$300.00	\$5,333.08	\$266.65	\$5,599.73	\$190.68
Waldport	\$3,596.46	2,362	\$2,435.22	\$818.23	\$300.00	\$3,553.46	\$177.67	\$3,731.13	\$134.67
Yachats	\$1,722.14	1,010	\$1,041.31	\$349.88	\$300.00	\$1,691.19	\$84.56	\$1,775.75	\$53.61
Unincorporated	\$16,739.38	10,419	\$10,741.99	\$3,609.31	\$1,065.16	\$15,416.46	\$770.82	\$16,187.28	-\$552.10
<b>Linn County</b>									
Albany	\$85,752.24	57,897	\$59,691.81	\$20,056.45	\$4,551.89	\$84,300.14	\$4,215.01	\$88,515.15	\$2,762.91
Brownsville	\$2,882.37	1,852	\$1,909.41	\$641.56	\$300.00	\$2,850.97	\$142.55	\$2,993.52	\$111.16
Halsey	\$1,681.46	975	\$1,005.23	\$337.76	\$300.00	\$1,642.98	\$82.15	\$1,725.13	\$43.67
Harrisburg	\$5,463.77	3,679	\$3,793.05	\$1,274.46	\$300.00	\$5,367.51	\$268.38	\$5,635.89	\$172.12
Lebanon	\$29,795.19	20,060	\$20,681.86	\$6,949.10	\$1,773.18	\$29,404.15	\$1,470.21	\$30,874.36	\$1,079.17
Millersburg	\$4,824.03	3,214	\$3,313.63	\$1,113.38	\$300.00	\$4,727.02	\$236.35	\$4,963.37	\$139.34
Sodaville	\$820.06	360	\$371.16	\$124.71	\$300.00	\$795.87	\$39.79	\$835.66	\$15.61
Sweet Home	\$15,232.54	10,116	\$10,429.60	\$3,504.34	\$1,042.91	\$14,976.85	\$748.84	\$15,725.69	\$493.15
Tangent	\$2,046.22	1,235	\$1,273.29	\$427.82	\$300.00	\$2,001.11	\$100.06	\$2,101.16	\$54.94
Unincorporated	\$44,223.00	27,690	\$28,548.00	\$9,592.13	\$2,333.49	\$40,473.62	\$2,023.68	\$42,497.30	-\$1,725.70
<b>TOTAL</b>	<b>391,815.79</b>	<b>275,797</b>	<b>\$261,839.05</b>	<b>\$91,635.21</b>	<b>\$25,000.00</b>	<b>\$378,474.27</b>	<b>\$18,923.71</b>	<b>\$397,397.98</b>	<b>\$5,582.19</b>

\*population estimates from PSU 2025 Report , overall regional decrease of an estimated 2000 residents

\*\*Included in City of Albany population estimate, should not be included in Benton Co total

\*\*\* Port of Newport population estimate from Port's webpage and is not included in the unincorporated

FY 27 General dues rate: FY26 rate of 1.0 x Seattle CPI-U of 3.1%

FY 27 CD dues rate: FY26 rate of .336 x Seattle CPI-U 3.1%

Special Regional Projects assessed at 5% of total due

	General Dues	CED Dues
Prior year	1.00	0.336
New CPI%	3.10%	3.10%
Prior Yr * New %	0.031	0.010416
<b>TOTAL</b>	<b>1.031</b>	<b>0.346</b>

Special Dues	5%
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SUPPLEMENT to July 1, 2025 CERTIFICATE OF POPULATION ENUMERATIONS AND ESTIMATES OF  
 OREGON COUNTIES AND INCORPORATED CITIES: ANNEXATIONS and REVISED POPULATIONS

Supplement 1 - 1st Quarter, beginning 10/1/2025 and ending 12/31/2025

City by County	Previously Certified Population <sup>(1)</sup>	Annexation Ordinance/File Number	File Date of Annexation	HOUSING UNITS <sup>(2)</sup> Annexed, Recorded Oct. 1- Dec. 31, 2025	POPULATION Annexed, Recorded Oct. 1- Dec. 31, 2025	Certified Population on Dec. 31, 2025 <sup>(3)</sup>
<b>Benton County</b>						
Corvallis	61,247	ORD 2025-43/AN 2025-0089	10/10/2025	1	4	61,254
Corvallis		ORD 2025-49/AN 2025-0100	10/28/2025	1	1	
Corvallis		ORD 2025-54/AN 2025-0110	12/9/2025	1	2	
Corvallis (SUM)				3	7	
<b>Clackamas County</b>						
Gladstone	11,992	ORD 1542/AN 2025-0084	10/1/2025	2	3	11,995
Lake Oswego	38,926	ORD 2958/AN 2025-0076 (*EFFECTIVE DATE: OCTOBER 2, 2025)	9/10/2025	0	0	38,930
Lake Oswego		ORD 2961/AN 2025-0077 (*EFFECTIVE DATE: OCTOBER 2, 2025)	9/10/2025			
Lake Oswego		ORD 2968 /AN 2025-0093	10/20/2025	1	2	
Lake Oswego		ORD 2969/AN 2025-0094	10/20/2025	1	2	
Lake Oswego		ORD 2970/AN 2025-0095	10/20/2025	1	0	
Lake Oswego (Sum) in Clackamas				3	4	
Lake Oswego ( Clackamas + Multnomah +Washington)	41,474					41,478
<b>Deschutes County</b>						
Bend	107,079	NS-2542 /AN 2025-0118	12/31/2025	0	0	107,079
Redmond	38,199	RES 2025-18/AN 2025-0108	12/2/2025	1	1	38,200
<b>Lane County</b>						
Springfield	63,304	ORD 6501/AN 2025-0104	11/18/2025	1	0	63,304
Springfield		ORD 6499/AN 2025-0114	12/16/2025	0	0	
Springfield		ORD 6500/AN 2025-0115	12/16/2025	0	0	
Springfield (SUM)				1	0	
Florence	9,664	ORD # 11 Series 2025/AN 2025-0113	12/16/2025	1	2	9,666
<b>Lincoln County</b>						
Toledo	3,654	ORD 1432/AN 2025-0106	11/25/2025	0	0	3,654
<b>Polk County</b>						
Dallas	18,213	ORD 1913/AN 2025-0086	10/6/2025	1	0	18,213
Dallas		ORD 1914/AN 2025-0087	10/6/2025	0	0	
Dallas (SUM)				1	0	
<b>Umatilla County</b>						
Hermiston	20,296	ORD 2361/AN 2025-0090	10/10/2025	0	0	20,296
Pendleton	17,052	RES 2974/AN 2025-0107	12/1/2025	0	0	17,052
<b>Washington County</b>						
Tigard	57,091	ORD 25-07/AN 2025-0111	12/10/2025	1	2	57,093

<sup>1</sup> July 1, 2025 population estimate certified on Dec. 15, 2025

<sup>2</sup> Includes single & multi-family housing units, mobile homes and Special units including such things as campers or RVs, tents, cars..

<sup>3</sup> July 1, 2025 Population Estimate plus reported annexed population through Dec. 31, 2025.

**FOR PORTLAND STATE UNIVERSITY**

Huda Alkitkat, Ph.D.  
 Population Estimates Program Manager  
 Population Research Center  
 College of Urban and Public Affairs, Portland State University

January 15, 2026

**Table A. Seattle-Tacoma-Bellevue, WA, CPI-U 2-month and 12-month percent changes, all items index, not seasonally adjusted**

Month	2022		2023		2024		2025		2026	
	2-month	12-month	2-month	12-month	2-month	12-month	2-month	12-month	2-month	12-month
February	1.7	8.1	1.4	8.0	1.2	4.3	1.1	2.5	1.8	3.9
April	2.1	9.1	1.0	6.9	1.2	4.4	0.4	1.7		
June	3.2	10.1	1.0	4.6	0.4	3.8	1.4	2.7		
August	0.0	9.0	0.8	5.4	0.1	3.1	0.2	2.8		
October	1.0	8.9	0.4	4.8	0.3	3.0	-	-		
December	0.1	8.4	-0.3	4.4	-0.5	2.7	-	3.1		

Note: The October 2025 data values are not available due to the 2025 lapse in appropriations

The April 2026 Consumer Price Index for the Seattle area is scheduled to be released on May 12, 2026.

Oregon Cascades West Council of Governments

**Fiscal Year 2026-27**



**Proposed  
Budget**

Prepared by:  
**Oregon Cascades West Council of Governments**  
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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	<b>Beginning Balance</b>	24,833,642	26,363,037
348,929	380,714	<b>Dues</b>	396,154	400,212
4,232,458	4,319,457	<b>Internal Service Fees</b>	4,337,791	4,941,500
42,690,353	45,175,357	<b>Contracts &amp; Grants</b>	45,183,847	48,396,061
1,462,527	1,506,589	<b>Interest, Misc, Other Revenue</b>	1,571,303	3,696,631
1,931,183	496,892	<b>Internal Transfer Revenue</b>	648,900	1,065,800
73,276,475	74,735,871	REVENUE	76,971,637	84,863,241
12,775,268	14,490,166	<b>Wages</b>	19,407,015	19,846,518
9,113,661	9,756,123	<b>Benefits</b>	13,499,543	12,683,359
21,888,929	24,246,289	<b>Total Personal Services</b>	32,906,557	32,529,877
20,728,326	20,904,074	<b>Materials &amp; Services</b>	25,508,448	26,046,336
3,302,594	3,386,488	<b>Internal Services Expenses</b>	3,354,755	3,905,172
2,501,513	622,300	<b>Capital Expenses</b>	437,248	553,048
1,938,976	503,932	<b>Transfers &amp; Contingency</b>	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 Programs	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	-	-	-	-	-	-	-
<b>74,735,871</b>	<b>76,971,637</b>	<b>Revenues</b>	<b>84,863,241</b>	<b>10,655,551</b>	<b>35,929,564</b>	<b>1,082,489</b>	<b>28,668,954</b>	<b>4,177,783</b>	<b>4,348,900</b>
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	-
<b>24,246,289</b>	<b>32,906,557</b>	<b>Personnel</b>	<b>32,529,877</b>	<b>6,599,057</b>	<b>20,845,979</b>	<b>701,211</b>	<b>4,238,630</b>	<b>145,000</b>	<b>-</b>
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	-	-	-	-
<b>24,290,562</b>	<b>28,863,203</b>	<b>Materials and Services</b>	<b>29,951,508</b>	<b>1,895,850</b>	<b>7,277,926</b>	<b>381,278</b>	<b>20,140,147</b>	<b>256,307</b>	<b>-</b>
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	-	-	-	-	-	-	-
<b>1,126,232</b>	<b>1,639,135</b>	<b>Capital, Transfers and Other</b>	<b>2,140,340</b>	<b>1,293,048</b>	<b>481,492</b>	<b>0</b>	<b>365,000</b>	<b>800</b>	<b>-</b>
<b>49,663,083</b>	<b>63,408,896</b>	<b>Total Expenses</b>	<b>64,621,725</b>	<b>9,787,955</b>	<b>28,605,397</b>	<b>1,082,489</b>	<b>24,743,778</b>	<b>402,107</b>	<b>-</b>
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	-	-	-	-	-
<b>4,611,548</b>	<b>4,550,372</b>	<b>Revenue</b>	<b>4,779,673</b>	<b>938,000</b>	<b>2,219,000</b>	<b>1,480,000</b>	<b>142,673</b>
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	-
<b>1,794,105</b>	<b>2,707,418</b>	<b>Personnel</b>	<b>3,082,979</b>	<b>773,769</b>	<b>1,291,235</b>	<b>1,017,975</b>	<b>-</b>
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 - CWCOG 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	-
<b>444,883</b>	<b>558,190</b>	<b>Materials and Supplies</b>	<b>836,545</b>	<b>74,050</b>	<b>275,500</b>	<b>426,995</b>	<b>60,000</b>
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	-	-
<b>192,216</b>	<b>826,000</b>	<b>Capital, Transfers and Other</b>	<b>771,000</b>	<b>90,000</b>	<b>566,000</b>	<b>35,000</b>	<b>80,000</b>
<b>2,431,204</b>	<b>4,091,608</b>	<b>Total Expenses</b>	<b>4,690,524</b>	<b>937,819</b>	<b>2,132,735</b>	<b>1,479,970</b>	<b>140,000</b>
2,180,344	458,764	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-
<b>1,170,654</b>	<b>1,281,378</b>	<b>Revenue</b>	<b>1,369,150</b>	<b>59,150</b>	<b>1,310,000</b>
489,026	602,374	51000 - Wages	652,591	-	652,591
288,485	390,001	52000 - Benefits	390,000	-	390,000
<b>777,511</b>	<b>992,375</b>	<b>Personnel</b>	<b>1,042,591</b>	<b>-</b>	<b>1,042,591</b>
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
<b>-43,284</b>	<b>216,163</b>	<b>Materials and Supplies</b>	<b>281,584</b>	<b>56,800</b>	<b>224,784</b>
-	40,000	74000 - Capital Improvements	-	-	-
-	27,248	77000 - Software (multi-year)	42,048	-	42,048
-	<b>67,248</b>	<b>Capital, Transfers and Other</b>	<b>42,048</b>	-	<b>42,048</b>
<b>734,228</b>	<b>1,275,786</b>	<b>Total Expenses</b>	<b>1,366,223</b>	<b>56,800</b>	<b>1,309,423</b>
436,427	5,592	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-
<b>1,625,038</b>	<b>1,801,705</b>	<b>Revenue</b>	<b>1,915,528</b>	<b>1,674,728</b>	<b>240,800</b>
133,682	137,034	51000 - Wages	135,000	135,000	-
103,707	98,952	52000 - Benefits	101,000	101,000	-
<b>237,390</b>	<b>235,986</b>	<b>Personnel</b>	<b>236,000</b>	<b>236,000</b>	-
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	-
<b>462,755</b>	<b>519,920</b>	<b>Materials and Supplies</b>	<b>609,900</b>	<b>565,900</b>	<b>44,000</b>
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	-
<b>140,418</b>	<b>295,000</b>	<b>Capital, Transfers and Other</b>	<b>295,000</b>	<b>295,000</b>	-
<b>840,562</b>	<b>1,050,906</b>	<b>Total Expenses</b>	<b>1,140,900</b>	<b>1,096,900</b>	<b>44,000</b>
784,477	750,799	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-	-	-
<b>139,000</b>	<b>1,839,384</b>	<b>Revenue</b>	<b>2,591,200</b>	<b>945,200</b>	<b>195,000</b>	<b>915,500</b>	<b>535,500</b>
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
<b>1,220,518</b>	<b>1,550,388</b>	<b>Personnel</b>	<b>2,237,487</b>	<b>773,769</b>	<b>193,350</b>	<b>818,950</b>	<b>451,418</b>
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
<b>43,847</b>	<b>101,426</b>	<b>Materials and Supplies</b>	<b>167,821</b>	<b>80,950</b>	<b>1,500</b>	<b>51,411</b>	<b>33,960</b>
-	-	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	-	-	-
-	<b>97,000</b>	<b>Capital, Transfers and Other</b>	<b>185,000</b>	<b>90,000</b>	-	<b>45,000</b>	<b>50,000</b>
<b>1,264,365</b>	<b>1,748,814</b>	<b>Total Expenses</b>	<b>2,590,308</b>	<b>944,719</b>	<b>194,850</b>	<b>915,361</b>	<b>535,378</b>
-1,125,365	90,570	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-	-	-	-	-
<b>29,669,458</b>	<b>31,568,235</b>	<b>Revenues</b>	<b>35,929,564</b>	<b>2,148,564</b>	<b>25,694,000</b>	<b>876,000</b>	<b>2,535,000</b>	<b>3,920,000</b>	<b>756,000</b>
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
<b>14,485,151</b>	<b>19,849,340</b>	<b>Personnel</b>	<b>20,845,979</b>	<b>135,805</b>	<b>17,625,000</b>	<b>164,730</b>	<b>1,238,433</b>	<b>1,075,000</b>	<b>607,011</b>
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	-	-	-	-	-
<b>4,385,119</b>	<b>5,968,397</b>	<b>Materials and Services</b>	<b>7,277,926</b>	<b>151,744</b>	<b>3,667,568</b>	<b>260,702</b>	<b>289,972</b>	<b>2,790,443</b>	<b>117,497</b>
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	-	-	-	-	-
<b>78,005</b>	<b>-</b>	<b>Capital, Transfers and Other</b>	<b>481,492</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>31,492</b>
<b>18,948,275</b>	<b>25,817,737</b>	<b>Total Expenses</b>	<b>28,605,397</b>	<b>687,549</b>	<b>21,292,568</b>	<b>425,432</b>	<b>1,528,405</b>	<b>3,915,443</b>	<b>756,000</b>
10,721,183	5,750,498	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-	-	-	-
<b>1,033,587</b>	<b>1,119,350</b>	<b>Revenues</b>	<b>1,082,489</b>	<b>178,679</b>	<b>238,670</b>	<b>172,140</b>	<b>409,444</b>	<b>83,556</b>
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
<b>651,915</b>	<b>716,491</b>	<b>Personnel</b>	<b>701,211</b>	<b>67,078</b>	<b>155,964</b>	<b>86,924</b>	<b>329,738</b>	<b>61,507</b>
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	-	-	-	-	-	-
<b>363,845</b>	<b>394,710</b>	<b>Materials and Services</b>	<b>381,278</b>	<b>111,601</b>	<b>82,706</b>	<b>85,216</b>	<b>79,706</b>	<b>22,049</b>
-	-	<b>Capital, Transfers and Other</b>	-	-	-	-	-	-
<b>1,015,759</b>	<b>1,111,201</b>	<b>Total Expenses</b>	<b>1,082,489</b>	<b>178,679</b>	<b>238,670</b>	<b>172,140</b>	<b>409,444</b>	<b>83,556</b>
17,828	8,149	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-	-	-	-
<b>25,369,888</b>	<b>27,066,698</b>	<b>Revenue</b>	<b>29,057,954</b>	<b>3,306,739</b>	<b>4,558,510</b>	<b>1,803,873</b>	<b>17,129,221</b>	<b>1,870,611</b>
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	-
<b>2,716,611</b>	<b>3,930,980</b>	<b>Personnel</b>	<b>4,238,630</b>	<b>188,220</b>	<b>213,909</b>	<b>1,074,755</b>	<b>2,761,746</b>	<b>-</b>
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	-
<b>15,052,957</b>	<b>20,932,769</b>	<b>Materials and Services</b>	<b>20,140,147</b>	<b>2,187,960</b>	<b>3,150,092</b>	<b>584,620</b>	<b>14,217,475</b>	<b>-</b>



**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
-	<b>303,887</b>	<b>Capital, Transfers and Other</b>	<b>365,000</b>	-	-	-	<b>150,000</b>	<b>215,000</b>
<b>17,769,568</b>	<b>25,167,636</b>	<b>Total Expenses</b>	<b>24,743,778</b>	<b>2,376,180</b>	<b>3,364,001</b>	<b>1,659,375</b>	<b>17,129,221</b>	<b>215,000</b>
7,600,321	1,899,062	<b>Unappropriated Ending Fund Balance</b>	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	-
<b>3,938,825</b>	<b>4,158,515</b>	<b>Revenue</b>	<b>4,205,683</b>	<b>2,560,575</b>	<b>1,617,208</b>	<b>27,900</b>
45,441	96,484	51000 - Wages	95,000	95,000	-	-
28,425	53,577	52000 - Benefits	50,000	50,000	-	-
<b>73,866</b>	<b>150,061</b>	<b>Personnel</b>	<b>145,000</b>	<b>145,000</b>	-	-
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	-	-	-	-
<b>172,492</b>	<b>171,628</b>	<b>Materials and Services</b>	<b>256,307</b>	<b>61,747</b>	<b>194,560</b>	-
-	50,000	98000 - Transfers Out	800	800	-	-
-	<b>50,000</b>	<b>Capital, Transfers and Other</b>	<b>800</b>	<b>800</b>	-	-
<b>246,358</b>	<b>371,689</b>	<b>Total Expenses</b>	<b>402,107</b>	<b>207,547</b>	<b>194,560</b>	-
3,692,467	3,786,826	<b>Unappropriated Ending Fund Balance</b>	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	-	-	-	-	-	-
<b>3,561,900</b>	<b>4,002,900</b>	<b>Revenue</b>	<b>4,348,900</b>	<b>1,278,000</b>	<b>389,000</b>	<b>2,254,000</b>	<b>27,900</b>	<b>400,000</b>
-	-	<b>Materials and Supplies</b>	-	-	-	-	-	-
-	-	<b>Capital, Transfers and Other</b>	-	-	-	-	-	-
-	-	<b>Total Expenses</b>	-	-	-	-	-	-
3,561,900	4,002,900	<b>Unappropriated Ending Fund Balance</b>	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

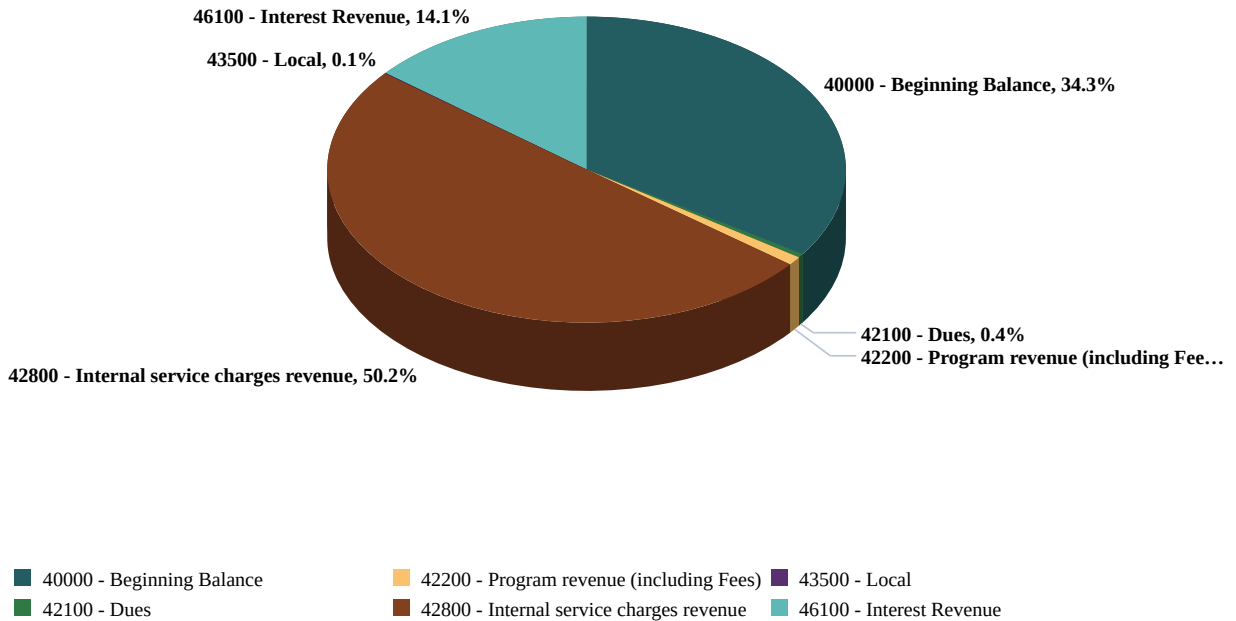
40000 - Beginning Balance	1,640,750
42100 - Dues	18,923
42200 - Program revenue (including Fees)	44,000
42800 - Internal service charges revenue	2,398,000
43500 - Local	3,000
46100 - Interest Revenue	675,000
<b>Total Revenues</b>	<b>4,779,673</b>
51000 - Wages	1,880,158
52000 - Benefits	1,202,821
<b>Total Personnel</b>	<b>3,082,979</b>
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
<b>Total Materials and Services</b>	<b>836,545</b>
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

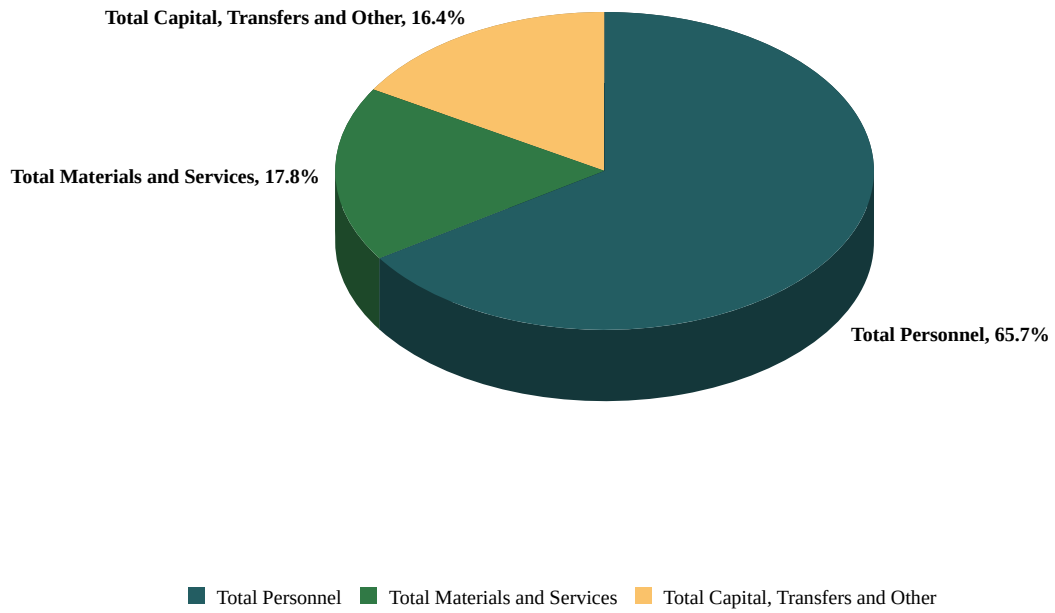
98000 - Transfers Out	265,000
<b>Total Capital, Transfers and Other</b>	<b>771,000</b>
<b>Total Expenses</b>	<b>4,690,524</b>
<b>Unappropriated Ending Fund Balance</b>	<b>89,149</b>

Revenue Chart FY 2026-27



# 1011 - CWCOG GENERAL ADMINISTRATION - Total

Expense Chart FY 2026-27



# 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](mailto:rvogt@ocwcog.org)

Paul Egbert  
Agency Director  
541.967.8720  
[pegbert@ocwcog.org](mailto: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.

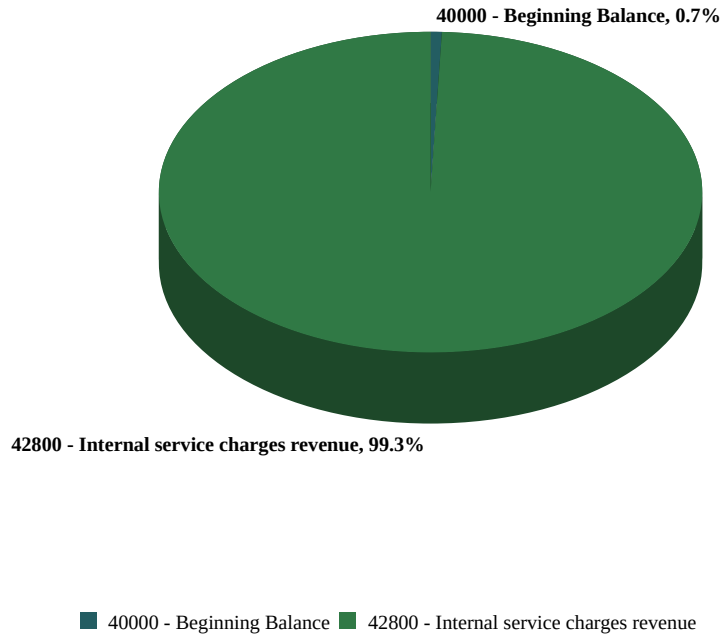
## 1012 - TECHNOLOGY SERVICES - Total Department

### CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

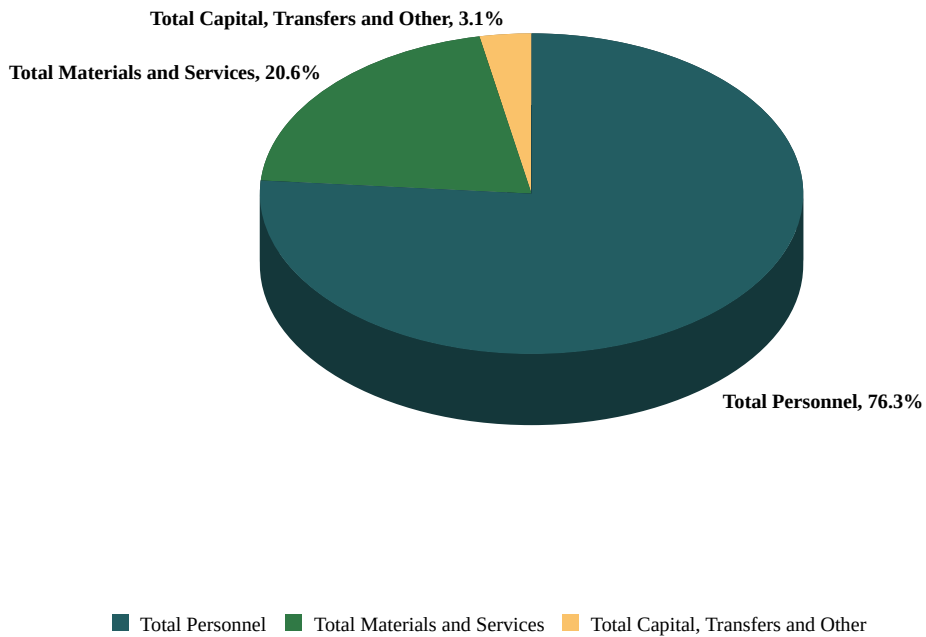
40000 - Beginning Balance	9,150
42800 - Internal service charges revenue	1,360,000
<b>Total Revenues</b>	<b>1,369,150</b>
51000 - Wages	652,591
52000 - Benefits	390,000
<b>Total Personnel</b>	<b>1,042,591</b>
61100 - Supplies	15,000
61300 - Equipment (non-capitalized)	105,000
61400 - Furniture	1,000
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
<b>Total Materials and Services</b>	<b>281,584</b>
77000 - Software (multi-year)	42,048
<b>Total Capital, Transfers and Other</b>	<b>42,048</b>
<b>Total Expenses</b>	<b>1,366,223</b>
<b>Unappropriated Ending Fund Balance</b>	<b>2,927</b>

# 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.

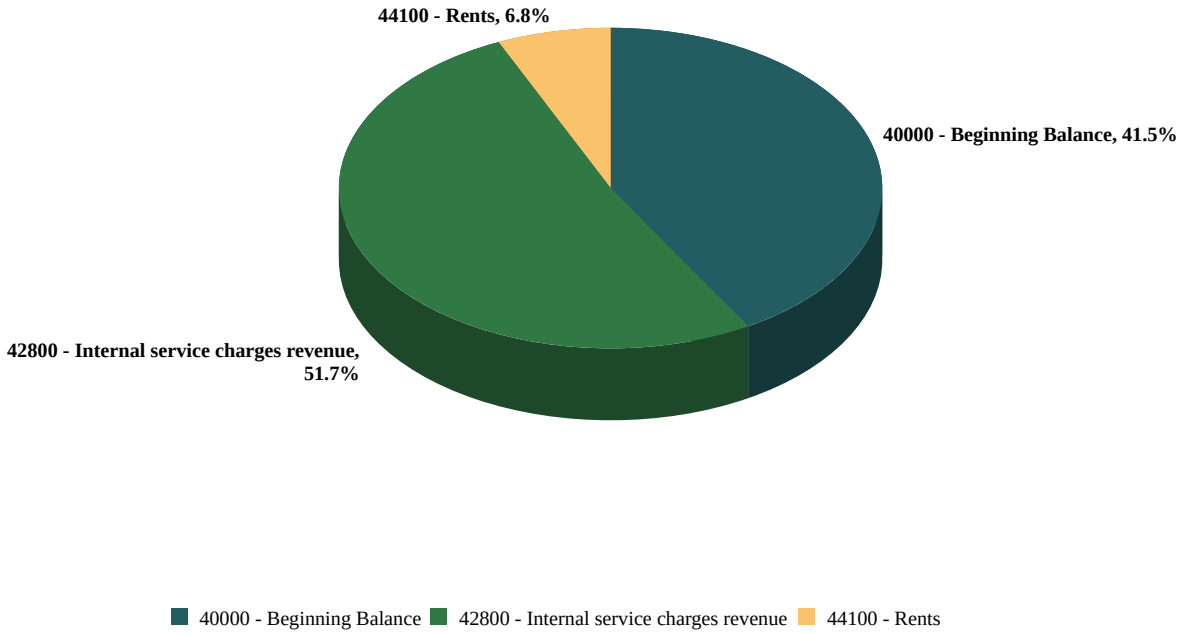
## 1014 - FACILITIES SERVICES - Total Department

### CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

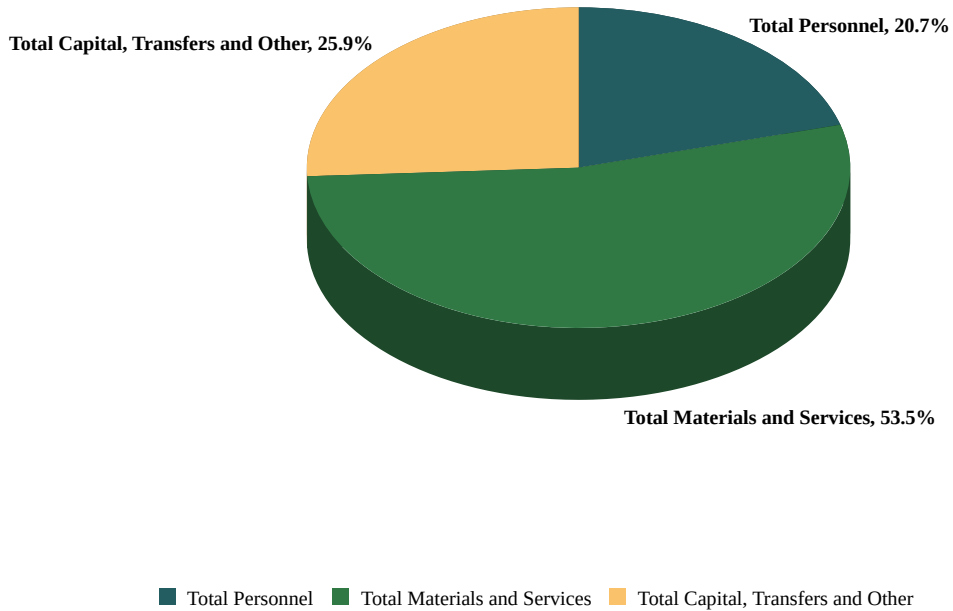
40000 - Beginning Balance	795,800
42800 - Internal service charges revenue	990,000
44100 - Rents	129,728
<b>Total Revenues</b>	<b>1,915,528</b>
51000 - Wages	135,000
52000 - Benefits	101,000
<b>Total Personnel</b>	<b>236,000</b>
61100 - Supplies	7,500
61300 - Equipment (non-capitalized)	2,500
61400 - 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
<b>Total Materials and Services</b>	<b>609,900</b>
74000 - Capital Improvements	195,000
95000 - Contingency	50,000
98000 - Transfers Out	50,000
<b>Total Capital, Transfers and Other</b>	<b>295,000</b>
<b>Total Expenses</b>	<b>1,140,900</b>
<b>Unappropriated Ending Fund Balance</b>	<b>774,628</b>

# 1014 - FACILITIES SERVICES - Total Department

## Revenue Chart FY 2026-27



## Expense Chart FY 2026-27



# 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

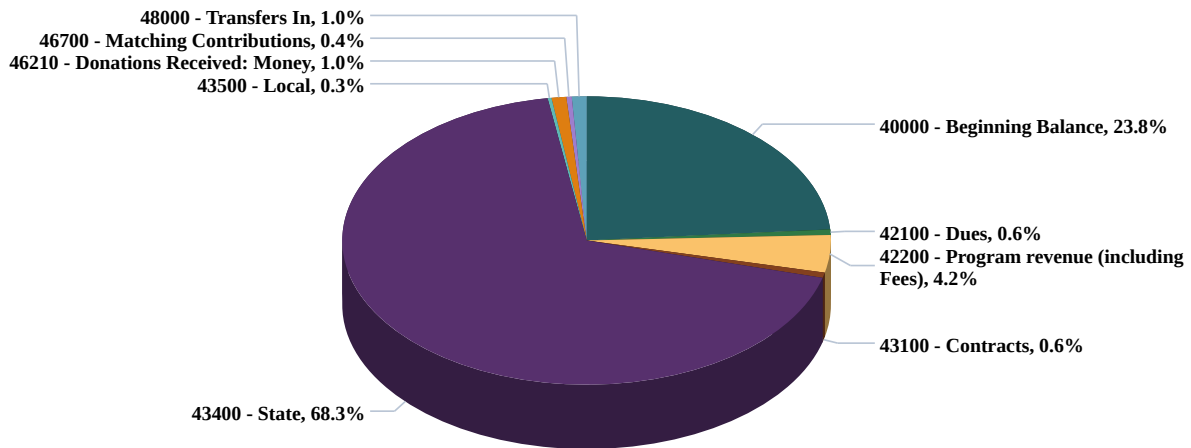
40000 - Beginning Balance	8,542,000
42100 - Dues	222,564
42200 - Program revenue (including Fees)	1,505,000
43100 - Contracts	213,000
43400 - State	24,528,000
43500 - Local	91,000
46210 - Donations Received: Money	350,000
46700 - Matching Contributions	128,000
48000 - Transfers In	350,000
<b>Total Revenues</b>	<b>35,929,564</b>
51000 - Wages	12,711,688
52000 - Benefits	8,134,291
<b>Total Personnel</b>	<b>20,845,979</b>
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
<b>Total Materials and Services</b>	<b>7,277,926</b>
77000 - Software (multi-year)	20,000
95000 - Contingency	61,492
98000 - Transfers Out	400,000
<b>Total Capital, Transfers and Other</b>	<b>481,492</b>
<b>Total Expenses</b>	<b>28,605,397</b>
<b>Unappropriated Ending Fund Balance</b>	<b>7,324,167</b>

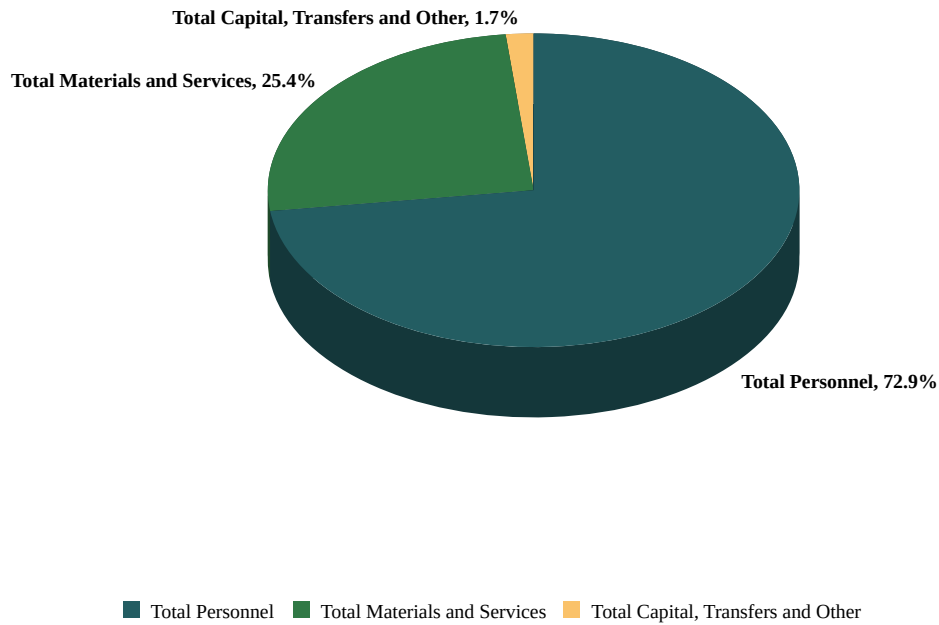
Revenue Chart FY 2026-27



- |  |                   |                                   |
|--|-------------------|-----------------------------------|
| 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



# 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

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

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

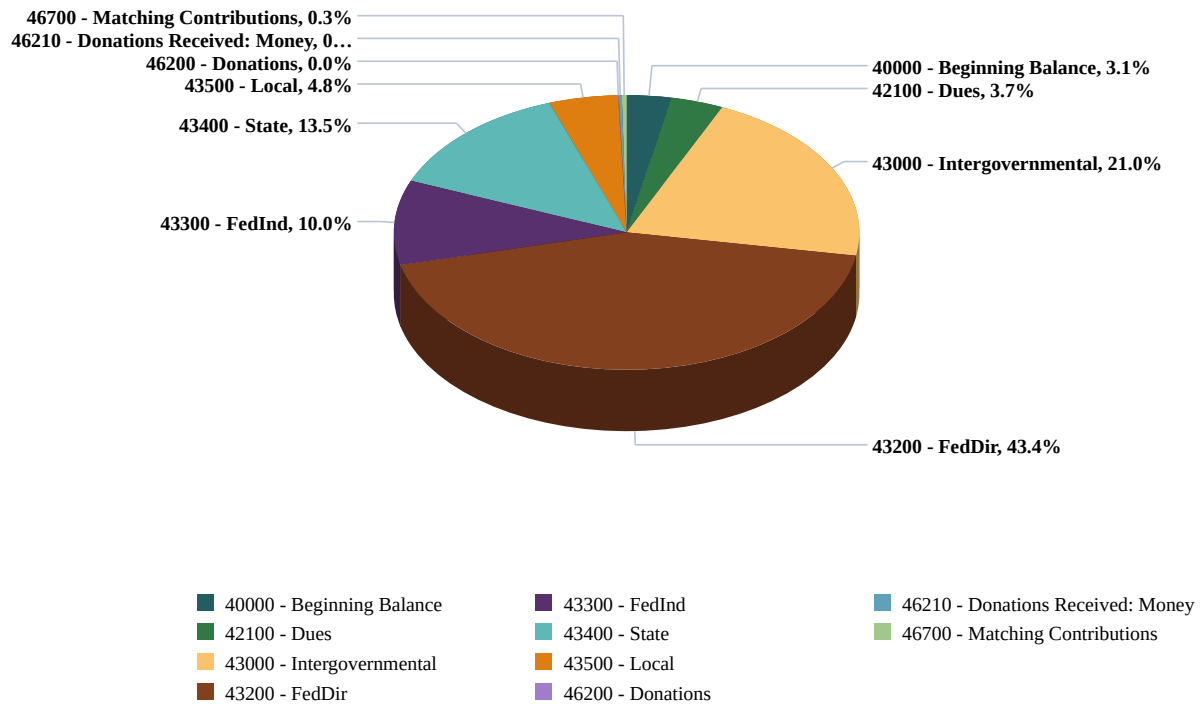
40000 - Beginning Balance	33,256
42100 - Dues	39,725
43000 - Intergovernmental	227,064
43200 - FedDir	470,294
43300 - FedInd	107,870
43400 - State	145,880
43500 - Local	52,000
46200 - Donations	500
46210 - Donations Received: Money	2,300
46700 - Matching Contributions	3,600
<b>Total Revenues</b>	<b>1,082,489</b>
51000 - Wages	428,604
52000 - Benefits	272,607
<b>Total Personnel</b>	<b>701,211</b>
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

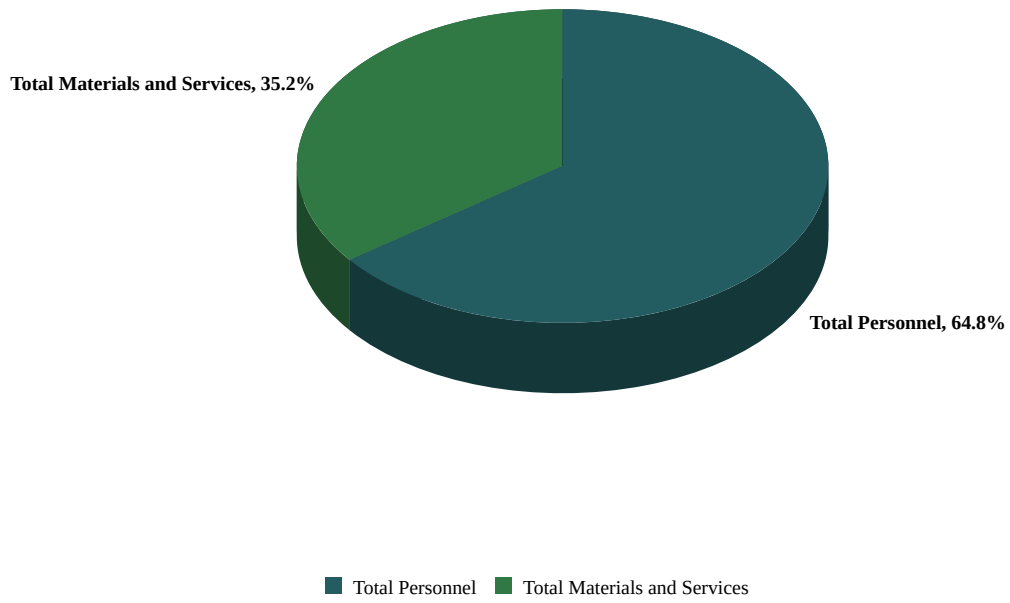
64300 - Client Assist: Program wages	141,984
<b>Total Materials and Services</b>	<b>381,278</b>
<b>Total Capital, Transfers and Other</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,082,489</b>

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.

## **Program Contact:**

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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 6<sup>th</sup> 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

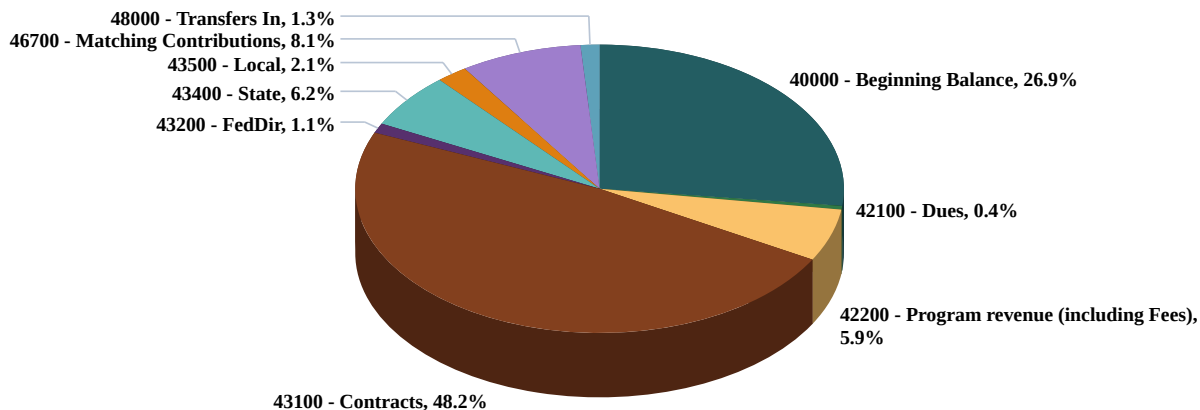
40000 - Beginning Balance	7,817,428
42100 - Dues	118,500
42200 - Program revenue (including Fees)	1,704,000
43100 - Contracts	14,002,800
43200 - FedDir	317,500
43400 - State	1,791,145
43500 - Local	600,160
46700 - Matching Contributions	2,341,421
48000 - Transfers In	365,000
<b>Total Revenues</b>	<b>29,057,954</b>
51000 - Wages	2,564,211
52000 - Benefits	1,674,419
<b>Total Personnel</b>	<b>4,238,630</b>
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
<b>Total Materials and Services</b>	<b>20,140,147</b>
98000 - Transfers Out	365,000
<b>Total Capital, Transfers and Other</b>	<b>365,000</b>

# Total Fund - 200 CED

## CASCADES WEST COUNCIL OF GOVERNMENTS FY 2026-27 BUDGET SUMMARY

<b>Total Expenses</b>	<b>24,743,778</b>
<b>Unappropriated Ending Fund Balance</b>	<b>4,314,176</b>

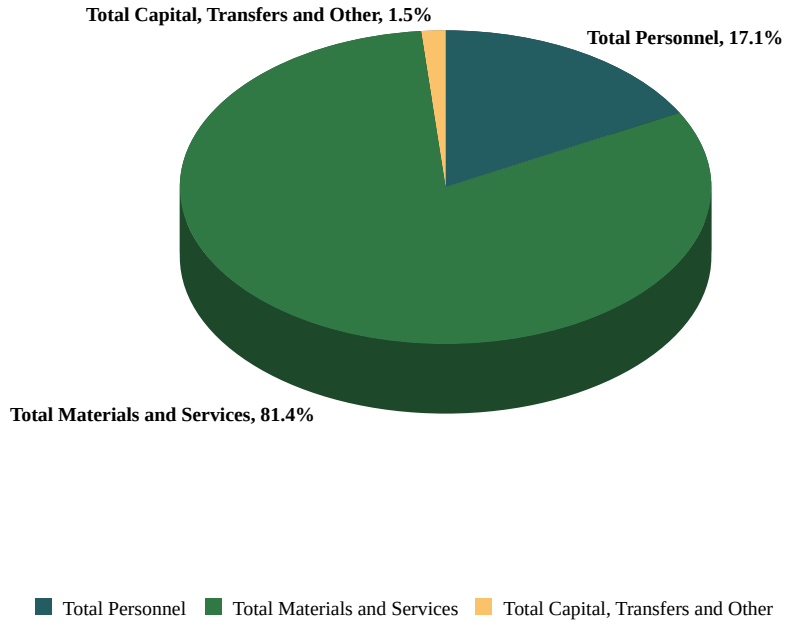
**Revenue Chart FY 2026-27**



- |  |                     |                                  |
|--|---------------------|----------------------------------|
| ■ 40000 - Beginning Balance                | ■ 43100 - Contracts | ■ 43500 - Local                  |
| ■ 42100 - Dues                             | ■ 43200 - FedDir    | ■ 46700 - Matching Contributions |
| ■ 42200 - Program revenue (including Fees) | ■ 43400 - State     | ■ 48000 - Transfers In           |

# 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:**

Matthew Lehman

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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

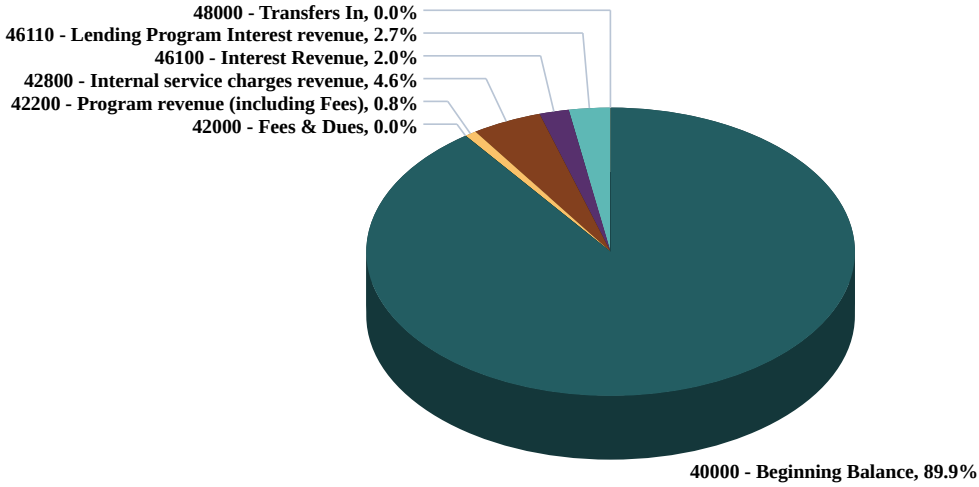
## 5000 - Lending - Total Department

### 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
<b>Total Revenues</b>	<b>4,177,783</b>
51000 - Wages	95,000
52000 - Benefits	50,000
<b>Total Personnel</b>	<b>145,000</b>
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
<b>Total Materials and Services</b>	<b>256,307</b>
98000 - Transfers Out	800
<b>Total Capital, Transfers and Other</b>	<b>800</b>
<b>Total Expenses</b>	<b>402,107</b>
<b>Unappropriated Ending Fund Balance</b>	<b>3,775,676</b>

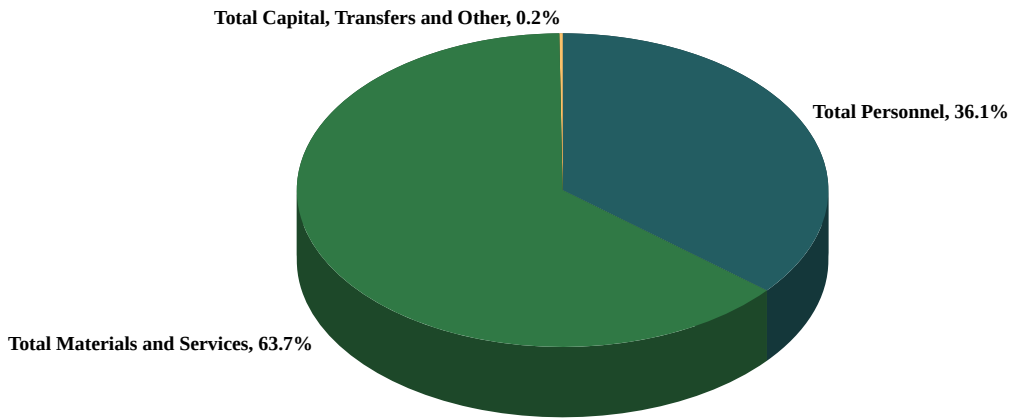
# 5000 - Lending - Total Department

Revenue Chart FY 2026-27



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

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**

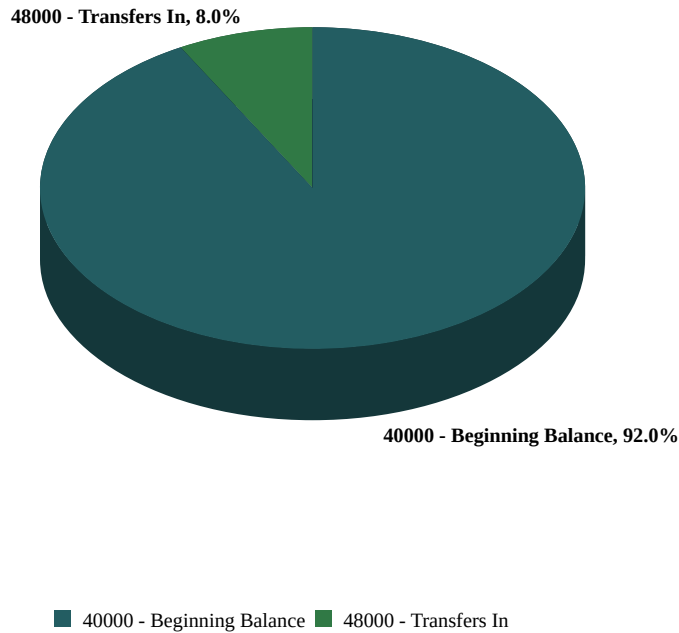
- Loan program revenue (fees and interest).
- Fees from Small Business Administration (SBA 504) loans.
- Contracts with other jurisdictions for which OCWCOG manages business lending programs.

## 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
<b>Total Revenues</b>	<b>4,348,900</b>
<b>Total Materials and Services</b>	<b>-</b>
<b>Total Capital, Transfers and Other</b>	<b>-</b>
<b>Total Expenses</b>	<b>-</b>
<b>Unappropriated Ending Fund Balance</b>	<b>4,348,900</b>

Revenue Chart FY 2026-27



**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS**

RESOLUTION# 2026-05-01  
Adoption of Annual Budget for Fiscal Year 2026-27

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WHEREAS, the Oregon Cascades West Council of Governments Budget Committee has reviewed and approved on the 21<sup>st</sup> of May 2026 a Fiscal Year 2026-27 budget and recommended adoption to the Board of Directors; and

WHEREAS, the Board of Directors has reviewed that Budget and had an opportunity to hear public comment on that Budget at the Board meeting on the 21<sup>st</sup> day of May 2026;

NOW THEREFORE, BE IT RESOLVED:

1. That the Oregon Cascades West Council of Governments Board of Directors does hereby adopt the budget as approved and recommended by the Budget committee and presented by the Chair; and
2. That the following amounts are hereby appropriate for the purposes specified for the Fiscal Year beginning the 1<sup>st</sup> of July 2026

Personnel	\$32,529,877
Materials & Services	\$29,951,508
Capital, Transfers & Contingency	\$ 2,140,340
Total Appropriation	\$64,621,725

ADOPTED this 21st day of May 2026 at Albany, Oregon.

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Chair, Board of Directors

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Executive Director

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Treasurer, Board of Directors  
Chair Budget Committee



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

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

May 21, 2026

## MEMORANDUM

**TO:** Oregon Cascades West Council of Governments (OCWCOG) Board of Directors

**FROM:** Emma Sosa, Ride Line Brokerage Manager

**RE:** Transportation Brokerage Advisory Committee (TBAC) Membership

The Transportation Brokerage Advisory Committee (TBAC) was established by the Oregon Cascades West Council of Governments (OCWCOG) to advise the OCWCOG Board and staff on matters relating to the ongoing operation of the transportation brokerage serving Linn, Benton, and Lincoln Counties, and on other means of improving transportation in the region.

The Committee provides a forum for the discussion, understanding, and recommendations of Non-Emergent Medical Transportation (NEMT) services, and other transportation services to best meet the needs of residents, transportation providers, medical providers, human services providers, the Oregon Health Authority (OHA), Inter-Community Health Network Coordinated Care Organization (IHN-CCO), and other community stakeholders.

TBAC Staff recommends appointments of the following individuals to the Transportation Brokerage Advisory Committee with a term expiring **June 30, 2027**:

- ◆ **Ashley Bogue Brown**, Program Supervisor, Senior and Disability Services, OCWCOG.
- ◆ **Gaby Esquivel**, Maternity Care Coordinator, Sam Health Maternity.
- ◆ **Jillian Trinkaus**, Special Transportation Coordinator, City of Corvallis.
- ◆ **Ron Oliver**, Manager, Companion Medical Transport
- ◆ **Ihab Obeidi**, Operator, Portland Medical Transport (*Alternate to Ron Oliver*)
- ◆ **Kelli Thompson**, Operator, Easy Ride Medical Transport

Staff recommends appointment of the following individuals to the Transportation Brokerage Advisory Committee with a term expiring **June 30, 2028**:

- ◆ **Ian Keene**, Planning Director, Confederated Tribe of Siletz Indians.
- ◆ **Cynda Bruce**, STF Coordinator, Lincoln County Transit District
- ◆ **Savannah McIntire**, Staff, Priority One Medical Transport
- ◆ **Jesse Oakley**, Operator, Oakley's Medical Transport (*Alternate to Savannah McIntire*)
- ◆ **Jay Mayernik**, Manager, Deluxe/Direct Medical Transport (*Alternate to Kelli Thompson*)
- ◆ **Maya O'Neal**, Transportation Coordinator, Benton County

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Lastly, staff recommend appointment of the following individuals to serve as Ex-Officio Members of the Transportation Brokerage Advisory Committee with no expiring term.

- ♦ **Donny Jardine**, Medicaid Transformations Program Manager, Health Services Division
- ♦ **Rachael Manley**, Operations and Policy Analyst, Medicaid System Division
- ♦ **Joan Stephanie Lofamia**, Operations, Oregon Health Authority

Below would stand as the TBAC membership list **effective July 01, 2026**, should the OCWCOG Board of Directors approve of the membership:

<b>Term</b>	<b>Name</b>	<b>Jurisdiction</b>
<b>2027</b>	Primary Ron Oliver	Manager, Compansion Medical Transport,
<b>2027</b>	Alternate Ihab Obeidi	Operator, Portland Medical Transport
<b>2027</b>	Primary Kelli Thompson	Operator, Easy Ride Medical Transport
<b>2027</b>	Primary Ashley Bouge Brown	Program Supervisor, Senior and Disability Services (SDS)
<b>2027</b>	Primary Gaby Esquivel	Maternity Care Coordinator, Samaritan Health Services
<b>2027</b>	Primary Jillian Trinkaus	Special Transportation Coordinator, City of Corvallis
<b>2028</b>	Primary Savannah McIntire	Staff, Priority One Medical Transport
<b>2028</b>	Alternate Jesse Oakley	Operator, Oakley's Medical Transport
<b>2028</b>	Alternate Jay Mayernik	Manager, Deluxe/Direct Medical Transport
<b>2028</b>	Primary Maya O'Neal	Transportation Coordinator, Benton County
<b>2028</b>	Primary Cynda Bruce	Special Transportation Program Coordinator, Lincoln County Transit District
<b>2028</b>	Primary Ian Keene	Planning Director, Confederated Tribes of the Siletz Indian (CTSI)
	<b>Ex-Officios</b>	<b>Jurisdiction</b>
<b>PERM</b>	Rachael Manley	Operations and Policy Analyst, Medicaid Systems Division
<b>PERM</b>	Donny Jardine	Medicaid Trainsformations Program Mangaer, OHA, Health Services Division
<b>PERM</b>	Joan Stephanie Lofamia	Operations Department, Oregon Health Authority

May 18, 2026

Oregon Cascades West Council of Governments (OCWCOG) membership shall include twelve (12) members.

- **Three (3) members shall be on the Oregon Cascades West Council of Governments Executive Board with one each from Benton, Lincoln, and Linn counties.**
- Six (6) members shall be representatives of a city, county, or tribal government with two (2) each from Benton, Lincoln, and Linn counties.
- Three (3) members shall be representatives of an economic interest group in the OCWCOG region (e.g. University, Community College, Chamber of Commerce, Workforce Board, Small Business Development Center, Business Representative, etc.)

The current Cascades West COG Executive Committee members are as follows:

- Chair Benton County Commissioner Pat Malone
- Vice Chair Newport Mayor Jan Kaplan
- Treasurer Linn County Commissioner Sherrie Sprenger
- Benton County At Large Philomath Mayor Christopher McMorran
- Lincoln County At Large Waldport Councilor Rick Booth
- Linn County At Large Albany Mayor Alex Johnson II

Also, note that COG Executive Members may assign an alternate to attend the CWEDD Board meetings. In the past alternates have included elected officials or city staff.

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

**ACTION: Appoint (3) members with one from each county to serve on the CWEDD Board.**

2025

# ANNUAL REPORT

Promoting a thriving region through service, connectivity, and innovation. Here's a snapshot of a year of our impact.



OREGON  
**Cascades West**  
Council of Governments





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Dedicated to serving community members in Linn, Benton, and Lincoln Counties, with a vision to make lives and communities better with our unique suite of services.

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# FOREWORD FROM OUR DIRECTORS

Cascades West has been serving our region for 59 years with the goal of helping communities work better, together. Across Linn, Benton and Lincoln Counties we bring coordination, momentum, and expertise to local initiatives to help our member agencies provide incredible services to our residents.

Over the past year, we continued to strengthen the systems that support aging populations, economic vitality, transportation access, and community well-being. Through planning, convening, and service delivery, Cascades West helps turn shared priorities into action, ensuring that public investments remain effective and aligned with local goals.

By connecting local governments, partners, and service providers, we create pathways for communities to respond to change and lead thoughtfully through it. The work reflected in this report demonstrates how coordination, trust, and long-term thinking result in tangible outcomes.

I am grateful for the partnerships and collaboration that make this work possible. Together, we are building a region that is prepared, resilient, and focused on sustained progress.



A handwritten signature in black ink.

Ryan Vogt  
*Executive Director*

The work of Cascades West is deeply personal because it centers on people at pivotal moments in their lives.

Every day, staff engage directly with individuals and families as they navigate important decisions about health care, housing, nutrition, financial stability, and independence. Our team grounds these interactions in expertise, empathy, and making complex systems understandable and accessible.

They take the time to explain options, follow through on next steps, and ensure people feel supported rather than rushed or overlooked. The outcomes in this report are built from thousands of these interactions, each one handled with professionalism and respect.

Cascades West is a people-centered community advocate. The trust placed in us is earned through daily practice, and it is reflected in the impact shared in these pages. I am proud of the teams who do this work with care and accountability, and grateful for the partners and community members who make it possible.



A handwritten signature in black ink.

Paul Egbert  
*Agency Director*



# WHO WE ARE

For nearly **60 years**, CW has been helping communities collaborate to solve problems and connecting member governments, businesses, and individuals with a wide array of **supportive and transformational services**.

Our regional impact is further strengthened as a state and federally-designated organization in transportation, aging, economic development, business lending, and regional planning.



## VISION

Make lives and communities better.



## MISSION

Promote a thriving region through service, connectivity, and innovation.



## MEMBER GOVERNMENTS

### Linn County

Albany

Halsey

Millersburg

Port of Newport

Tangent

Confederated Tribe  
of Siletz Indians

### Benton County

Brownsville

Harrisburg

Monroe

Siletz

Toledo

### Lincoln County

Corvallis

Lebanon

Newport

Sodaville

Waldport

Adair Village

Depoe Bay

Lincoln City

Philomath

Sweet Home

Yachats

*We serve and collaborate with these counties, cities, port, and tribal partners to help shape regional priorities, strengthen local communities, and provide solutions that reflect the needs of the people and places they represent.*

# BOARD OF DIRECTORS

CW is led by a Board of Directors, composed of **local elected officials**, who serve on the Commissions and Councils, within, and including, Linn, Benton, and Lincoln Counties.

Several committees support this work, including the Budget Committee, which reviews the budget and provides recommendations; the Executive Committee, which acts on administrative matters and advises the Executive Director; and the Finance Committee, which meets as needed to review financial matters and advise the Board.

We're proud to have this group of regional representatives as an integral part of the CW organization as **collaborative partners and trusted advisors** to take our impact further!

## BENTON COUNTY

**Pat Malone, Chair,**  
Commissioner,  
Benton County

**Jim Moorefield,**  
Councilor, City of Corvallis

**Jeanni Cuthbertson,**  
Councilor, City of Monroe

**Christopher McMorran,**  
Mayor, City of Philomath

## LINCOLN COUNTY

**Claire Hall, Vice Chair,**  
Commissioner  
*In memorial of 20+ years of service*

**Jan Kaplan,** Mayor,  
City of Newport

**Ian Keene,** Member of  
Siletz Conf. Tribe

**Debbie Poland,** Councilor,  
City of Depoe Bay

**Gil Sylvia,** Comssioner,  
Port of Newport

**Kevin Hohnbaum,**  
Councilor, Lincoln City

**Rick Booth,** Councilor,  
City of Waldport

## LINN COUNTY

**Sherrie Sprenger, Treasurer,**  
Commissioner,  
Linn County

**Alex Johnson II,**  
Mayor, City of Albany

**Mike Caughey** Councilor,  
City of Harrisburg

**Scott Cowan,** Mayor,  
City of Millersburg

**Ken Bronson,** Councilor,  
City of Sweet Home

**Joseph Parsons,**  
Councilor, City of Sodaville

**Loel Trulove,** Councilor,  
City of Tangent

We are on a mission  
to promote a thriving region  
through supportive and  
transformational services.



### AGING & DISABILITY SUPPORT

Connecting older adults and people with disabilities to the services, protections, and supports needed to live safely and independently.

### FOOD ACCESS & NUTRITION

Expanding access to nutritious food through meal services and support programs that help individuals and families meet daily needs.

### TRANSPORTATION & MOBILITY

Improving access to care and opportunity through transportation services and regional planning that keep communities connected.

### COMMUNITY SERVICE & VOLUNTEERISM

Bringing people together across generations through relationship-based volunteering, promoting companionship and mentorship.

### HEALTH & FINANCIAL NAVIGATION

Helping individuals navigate health coverage, financial resources, and veteran services to improve stability and well-being.

### COMMUNITY & ECONOMIC DEVELOPMENT

Strengthening local communities and businesses through planning, funding, and grant support that fosters regional growth.



**Make lives and communities better.**

# SENIOR & DISABILITY SERVICES

Providing services, support, and resources that help older adults and people with disabilities live independently, safely, and with dignity in our communities.

CALL THE ADRC TODAY



855-673-2372



## AGING & DISABILITY RESOURCE CONNECTION

The Aging & Disability Resource Connection (ADRC) is a **free, trusted starting point** for older adults, people with disabilities, and their families. ADRC staff provide information, referrals, and personalized assistance to help people understand their options and connect to the services they need, regardless of income.

2,668

REFERRALS MADE

2,675

PEOPLE SERVED

78%

OVER THE AGE OF 65

83%

REPORTED HAVING A DISABILITY

## ADULT PROTECTIVE SERVICES

Adult Protective Services (APS) responds to reports of abuse, neglect, and exploitation involving older adults and people with physical disabilities. APS staff work within the Senior & Disability Services department to investigate concerns and help ensure safety and protection for vulnerable adults.

4,821

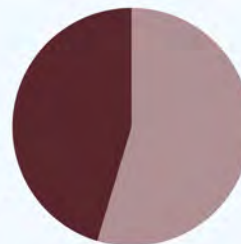
CALLS RECEIVED

1,473

RESULTED IN INVESTIGATION

45.3%

668 Facility Investigations



54.7%

805 Community Investigations

Our work reflects a shared commitment to protect, guide, and stand alongside older adults and people with disabilities across our region.





**3,180**

**CASES  
MANAGED**

**21,114**

**ACTIVE  
MEDICAL CASES**

## ELIGIBILITY & CASE MANAGEMENT

Through Medicaid-funded programs in partnership with the Oregon Department of Human Services, our teams support eligible Oregonians as they navigate options, understand benefits, and coordinate care and supportive services, including **medical coverage, food and financial assistance, long-term care,** and other essential supports.

## SUPPORTING A HEALTHY HOME

A healthy home looks different for everyone.

Through housing navigation and case management, we help older adults and people with disabilities explore options, weigh what will work best for their needs, and access the supports that make daily life safer and more stable.

From remaining at home with additional support to transitioning to assisted living, adult foster care, or skilled nursing, our staff works alongside individuals and families to help identify the right setting and services for each person.

## HOUSING NAVIGATION OUTCOMES

**67** REGIONAL HOUSING CONNECTIONS

**34** INDIVIDUALS SUCCESSFULLY HOUSED

## ONGOING CARE SUPPORTS

**2,113** RECEIVING IN-HOME CARE

**625** IN ASSISTED LIVING & RESIDENTIAL CARE

**91** IN ADULT FOSTER HOMES

**236** IN NURSING FACILITIES

**47** COMMERCIAL ADULT FOSTER HOMES 101



## EMPOWERING AN INDEPENDENT LIFESTYLE

*Oregon Project Independence – Medicaid (OPI-M) helps eligible Oregonians remain safely in their homes by providing support with daily living activities. Services may include personal care, meal preparation, housekeeping, and other assistance that helps maintain independence and stability.*

*Publicly launched mid-2025, OPI-M added a new option for people who need in-home care and supports. As a state-funded, federally supported program, OPI-M is easier to qualify for than traditional Medicaid, expanding access while ensuring continuity of services for those transitioning from OPI Classic. By offering flexible, person-centered support, the program can delay or prevent the need for more intensive care while supporting quality of life.*

**308** OPI-M RECIPIENTS



**Cascades West is committed to reducing food insecurity across our region.**

Through a combination of nutrition assistance programs, we work to ensure individuals and families have reliable access to food at every stage of life, whether that means help with grocery costs or nutritious meals and connections at home or in the community.



**10,397**  
Total SNAP  
Recipients

Cascades West administers the SNAP program, formerly known as the Food Stamp Program, for Linn, Benton, and Lincoln Counties on behalf of the State of Oregon.

## MEALS ON WHEELS

Meals on Wheels serves fresh, nutritionally balanced meals to senior adults, seniors with disabilities, and their life partners, who often live alone and have limited resources or ability to care for themselves.

This is a **volunteer-led program**, made possible through hundreds of amazingly dedicated volunteers across the region! Beyond food, we also provide consistent wellness checks and social connection, empowering low mobility clients to remain safe and independent in their own homes.



**320,802**

TOTAL MEALS SERVED

**2,429**

CLIENTS SERVED

**15,942**

IN-PERSON DINING MEALS

**11**

MEAL SITES

**303,610**

HOME DELIVERED MEALS

**6,250**

SHELF STABLE MEALS DELIVERED



**400**  
VOLUNTEERS

**43,418**  
HOURS OF SERVICE

In 2025, generous donors gave more than **\$500,000** in support.

With demand rising, your continued support helps ensure all our neighbors are fed.

**Give today!**

SCAN



# COMMUNITY SERVICES PROGRAMS

Providing opportunities and resources that help residents stay connected and engaged in ways that support community building and well-being.



AmeriCorps  
Seniors



## AMERICORPS SENIORS PROGRAMS

### SENIOR COMPANION PROGRAM

Senior Companion volunteers provide assistance and friendship to older adults who have difficulty with daily tasks, such as shopping or paying bills. Through this program, volunteers keep seniors independent longer and provide respite to family caregivers.

**56**

**SENIORS SERVED**

**13**

**NATIONAL SERVICE MEMBERS**

**8,314**

**HOURS OF SERVICE**

**\$55,244**

**PAID IN SERVICE STIPENDS**

### FOSTER GRANDPARENT PROGRAM

We partner with schools, after-school programs, and other community partners to provide the regional Foster Grandparent program. This intergenerational program is offered in 9 cities, providing volunteers aged 55 and older with the opportunity to help children aged 3 to 18 build personal and academic confidence.

**12**

**COMMUNITY PARTNERS**

**21**

**NATIONAL SERVICE MEMBERS**

**11,993**

**HOURS OF SERVICE**

**\$59,807**

**PAID IN SERVICE STIPENDS**

Our work centers on creating opportunities for residents to connect, contribute, and strengthen communities across our region.

103



10





**417**

**INTERVIEW  
APPOINTMENTS**

**\$1.2M**

**TOTAL CLAIMS, BENEFITS,  
AND RETRO AWARDS**

## BENTON COUNTY VETERANS SERVICES OFFICE

The Benton County Veterans Services Office (BCVSO) is staffed by Cascades West to assist Veterans and Veteran families in submitting claims for VA benefits, including compensation, pension, survivor's benefits, and VA Healthcare.



**YOUR ENCOURAGEMENT AND SUPPORT HELPED ME TURN MY LIFE AROUND AND FINALLY MAKE MEANINGFUL RECOVERY AND PROGRESS.**

-BCVSO Client

## SENIOR HEALTH INSURANCE BENEFITS ASSISTANCE PROGRAM

The Senior Health Insurance Benefits Assistance (SHIBA) program, administered by Cascades West on behalf of the State of Oregon, educates and advocates for residents across Linn, Benton, and Lincoln Counties as they navigate Medicare. Through one-on-one counseling and Medicare education classes, SHIBA helps beneficiaries understand their coverage options, timelines, and annual changes, enabling them to make informed healthcare decisions.

**Across the region, beneficiaries consistently describe SHIBA counselors as kind, patient, and deeply knowledgeable.** They leave feeling confident, supported, and grateful for a service that makes a complicated system clearer and more manageable.

**2,216**

**BENEFICIARIES SERVED**

**21**

**VOLUNTEER COUNSELORS**

**27**

**MEDICARE PRESENTATIONS**



### CLARITY WHEN IT MATTERS MOST

*When Medicare questions feel overwhelming, SHIBA is there with trusted guidance and a calm presence.*

*During open enrollment, the regional SHIBA team fielded 2,682 Medicare-related calls, more than 1,000 above a typical year following a major Medicare program change. This increased demand was met by a dedicated team of just two staff members, highlighting both the growing need for Medicare assistance and the SHIBA team's commitment to providing accurate, timely, and empathetic support.*





Cascades West is committed to supporting financial well-being and economic stability across our region.

Through \$tand By Me Oregon, we provide **free** financial education that helps people move toward long-term financial security and empowerment.

Our coaches meet participants where they are, offering unbiased guidance, practical tools, and encouragement at every step.

### HOW WE INNOVATED:

- Partnered with **Oregon State Credit Union** to:
  - Curate a financial literacy website that strengthens access to trusted financial resources across the region.
  - Launch a financial literacy podcast to share practical information and reach audiences beyond traditional workshops and coaching sessions.
- Established the **\$tand By Me Community Advisory Council** to ensure community voices inform program design and ensure services reflect local needs.

**19 WORKSHOPS**

Coaches provided workshops across the region on the basics of financial wellness, credit, business ownership, and more.

**69 PARTICIPANTS**

Participants received free personal coaching to help achieve financial wellness and goals.

**\$132,298 DEBT REDUCED**

Coaches worked with clients to reduce their overall debt and increase their credit scores, thereby improving their financial health and well-being.

**\$142,083 TOTAL SAVINGS**

Clients received tools and education on how to save on spending and for big purchases such as homes, cars, and more.

**37% 75% 90%**

of participants were Latino of participants were women of participants created a budget

Listen to our podcast



Explore the Banzai financial literacy website



# COMMUNITY & ECONOMIC DEVELOPMENT

*Supporting local governments, businesses, and communities with tools, resources, and partnerships that strengthen regional economies.*



## GRANTS

We helped jurisdictions in our region secure funding that advances infrastructure, housing, transportation safety, economic vitality, and long-term planning efforts. Grant programs remain competitive, and our team continues to provide strategic grant guidance and technical assistance.

**\$869,383**

**GRANT AWARD TOTAL**

**8**

**GRANTS SECURED**

## SMALL BUSINESS LENDING

We support small businesses by expanding access to non-traditional financing, strengthening the regional network of lenders and business partners. Through outreach and collaboration, we helped ensure capital reached entrepreneurs at critical stages of start-up and growth.

**\$85,550**

**LOAN TOTAL**

**24**

**ENGAGEMENT EVENTS ATTENDED**

## LOCAL GOVERNMENT NETWORK

The Local Government Network program strengthens relationships between Cascades West and governments across the region. We provide regular outreach, share timely grant and funding opportunities, and connect jurisdictions to relevant resources and expertise.

Every participating jurisdiction received direct contact and ongoing support, helping communities navigate shared challenges with a trusted regional partner.

**Our work is rooted in partnership, turning local priorities into action through funding, collaboration, and long-term planning support.**

### CASCADES WEST ECONOMIC DEVELOPMENT DISTRICT

*The Cascades West Economic Development District (CWEDD) supports regional economic strategy across Linn, Benton, Lincoln, and Lane Counties.*

*In 2025, CWEDD advanced long-range planning, strengthened partnerships, and aligned local priorities with state and federal funding opportunities through adoption of the 2025-2030 Comprehensive Economic Development Strategy.*





## BROWNFIELDS

Brownfields are underutilized properties where redevelopment may be complicated by real or perceived environmental conditions. We help communities assess these sites, opening the door for cleanup, reinvestment, and future economic use.

<b>4</b>	<b>EXISTING SITES CONTINUED</b>
<b>2</b>	<b>NEW SITES SELECTED</b>
<b>55</b>	<b>ACRES OF LAND SUPPORTED</b>

## ALBANY AREA METROPOLITAN PLANNING ORGANIZATION

The Albany Area Metropolitan Planning Organization (AAMPO) coordinates regional transportation planning to improve safety, efficiency, and access. In 2025, AAMPO supported planning, data collection, and project development to help communities compete for transportation funding and deliver safer streets.

**6 LOCAL GOVTS COORDINATED**

**\$2.3M STBG FUNDS AWARDED**

## CORVALLIS AREA METROPOLITAN PLANNING ORGANIZATION

The Corvallis Area Metropolitan Planning Organization (CAMPO) supports safe, connected transportation systems across Benton County. In 2025, CAMPO advanced regional safety planning, active transportation data collection, and project coordination to improve mobility for people of all ages and abilities.

**2 SAFETY ACTION PLANS SUPPORTED**

**3 BIKE & PEDESTRIAN COUNT LOCATIONS**



### ALBANY PAVES THE WAY

*AAMPO supported the City of Albany with Surface Transportation Block Grant (STBG) funds for resurfacing projects. As a result, the City of Albany was recognized as a recipient of the 2025 Paving Award by the Asphalt Pavement Association of Oregon.*





**RIDE LINE STATS**

**169,570**

**CALLS ANSWERED**

**4.4M**

**MILES TRAVELED**

**3,075**

**NEW MEMBERS**

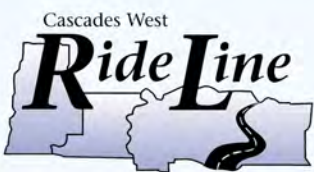
**114,616**

**TRIPS IN OREGON**

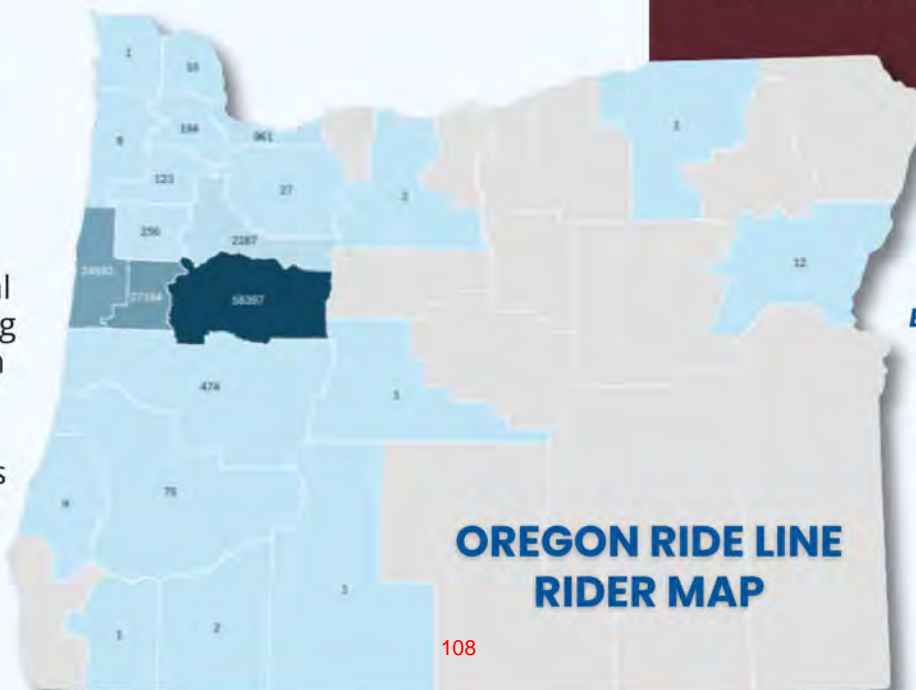
**Cascades West is committed to reducing transportation barriers by helping residents navigate options, access support, and stay connected to their communities.**

**SUPPORT WE PROVIDED:**

- Helped residents understand and navigate available transportation options, including transit, volunteer rides, and community-based services.
- Expanded the use of **Get There Oregon**, connecting people to a centralized tool for exploring local transportation choices.
- Personalized transportation assistance and travel training to support access to work, medical care, and essential services.
- Conducted outreach across the region, with a focus on rural communities and Spanish-speaking residents.



Cascades West Ride Line provides non-emergent medical transportation, helping eligible Oregon Health Plan and Medicaid recipients access medical appointments across Linn, Benton, and Lincoln Counties and beyond when medical necessity requires.



Explore the  
**Get There  
Oregon  
website**



### Cascades West and CSC fit together like puzzle pieces.

Our strategic alignment allows us to deliver a comprehensive suite of social, workforce, and economic support programs, focused exclusively on workforce development services. Together, we ensure people of all ages and stages in our region have what they need to live healthy and stable lives.



#### Regional Convener

Bringing providers, governments, industries, and community members together across the region to **collaborate and make decisions**.

#### Community Action Agency

**State-dedicated CAA** for 46 years, providing a broad suite of anti-poverty and homelessness services that empower individuals.

#### Economic Development Hub

Partnering with regional governments to build more **sustainable and resilient communities**, businesses, transportation, and infrastructure.

#### Workforce Transformation

Hands-on **workforce development** that builds individual skills and strengthens local industries, supported by wrap-around services that promote long-term stability.

#### Supporting Vulnerable Populations

The **Area Agency on Aging**, providing support to seniors and people with disabilities with programs like **Case Management, Meals on Wheels** and **AmeriCorps Senior Programs**.

#### Foundations for Tomorrow

Meeting basic life essentials like food and housing and providing early interventions, such as **Head Start**, to build brighter futures.

# HELP US CONTINUE MAKING AN IMPACT



Visit our **NEW**  
website at  
**orcw.gov!**



## Albany

1400 Queen Avenue SE, Suite 201  
Albany, OR 97322  
541-967-8630

## Corvallis

1121 NW Ninth Street  
Corvallis, OR 97330  
541-758-1595

## Toledo

203 North Main Street  
Toledo, OR 97391  
541-336-2289

Cascades West is committed to serving our region with integrity, collaboration, and purpose. This report reflects more than a year of work; it took decades of partnership and shared responsibility.

Progress depends on engagement from many directions. Local governments, service providers, volunteers, donors, and community members each play a critical role in strengthening the systems that support well-being in our communities.

**Together, we will continue building solutions that serve people today and strengthen our region for the future.**

Pat Malone

*Board Chair; Commissioner, Benton County*





# THE COG BLOG

CONNECT

\*

INFORM

\*

INSPIRE

\*

ENGAGE

## Message from the Director – Paul Egbert

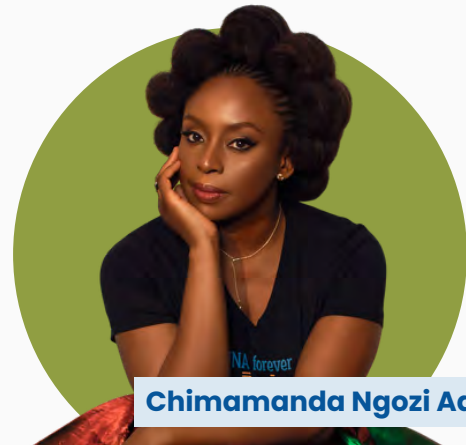
The month of April has been an opportunity to reflect on perspective. The end of March signaled the completion of my first year at Cascades West. My perspective has shifted, regarding my role, the agency, and all of you, since I first arrived.



Perspective is an interesting thing, isn't it? We all have our own unique "take", our own vantage point, outlook, and capacity to understand and rank the relative importance of things. The author Chimamanda Ngozi Adichie said this about perspective, **"Our lives, our cultures, are composed of many overlapping stories."** What did she mean? I think she meant we all have our personal biases, emotions, and experiences that act as a lens through which we interpret the world around us. It's a great reminder that we shape and construct much of what we refer to as reality.

### Reflect:

- What are you experiencing? What is your perspective on the agency? When you reflect on your role and your team, what is reality?
- What is holding you back from leveling up? What barriers are real, and which ones deserve close examination?



Chimamanda Ngozi Adichie

Next month, I will provide a "State of the Agency" message to provide my take on the agency, my role, and how I see our work together. Until then, I invite you to reflect and expand on this valuable concept of perspective, and what you find interesting about it.

# Staff Spotlight: Director's Pins



## **Amanda Fennell, Eligibility Specialist**

When an individual arrived at the Corvallis office in acute crisis related to housing instability and safety concerns, Amanda responded with compassion, patience, and care. She created a calm, supportive space, helped the individual think through their options, and supported them in developing a plan they felt ready to implement. She went above and beyond by assisting with housing supports and benefits and by connecting the individual directly with domestic violence resources. The individual returned the following week to thank her and share that they were safe and moving forward, a powerful reflection of Amanda's care and positive energy.

## **Jody Warner, Case Manager**

Jody is being recognized for the respect, compassion, and dignity she brings to her work with consumers. During a recent check-in with a recently widowed individual, Jody created a warm, natural conversation that helped them feel at ease and supported during a difficult time. In what felt like a simple, caring exchange, Jody gathered needed information, set clear expectations, and reinforced that the individual was not alone. Her ability to combine professionalism with genuine human connection reflects the very best of our case management work.



## **Barb Stover, Case Aide**

Barb is being recognized for her persistence and advocacy on behalf of an individual who faced repeated barriers accessing Long Term Services and Supports. After noticing a pattern of closed applications, Barb took initiative to review the case history and identified a key requirement the individual lacked the capacity to obtain on their own. Through collaboration with Eligibility leadership and the State Policy team, Barb helped secure a hardship waiver that removed a long-standing barrier. Her continued efforts to personally connect the individual with a Case Manager ensured they were finally able to move forward and access needed care.

# Nominate your peers!

Have you worked with someone recently who went the extra mile, you knew you could count on, and made life or even just a moment easier?

**Use the NEW COG Star form to nominate them!** 

*This month's COG Stars were recognized for the values of **compassion, collaboration, diversity, equity, and inclusion, integrity, and respect.***

*Thank you for making a difference!*

## February

Karen Chambers

Diego Gonzalez

Casey Putman

## March

Tara Bateman



# Growing Together

The Everyday Development Corner

## Welcome to the Growing Together column!

This space is dedicated to Everyday Development across our agency—because growth doesn't just happen in formal training, it happens in the moments we share, the skills we build, and the ways we learn from one another.

Here, you'll find stories of development in action—from job shadowing experiences and skill-building opportunities to reflections, insights, and celebrations of the incredible work happening across our teams each and every day!

This is a shared space. Whether you're trying something new, learning alongside a colleague, or deepening your expertise, your experience matters—and it might be just what someone else needs to grow.

### Seed • Grow • Bloom

A simple way to reflect on everyday development:

Seed — *What sparked this experience?*

Grow — *What did you learn or experience?*

Bloom — *What will you carry forward or apply?*

### Seeds & Stories: Learning in Motion with Ride Line

Did you know that in addition to the incredible work our Ride Line team does every day, Shaun McClearn leads monthly Defensive Driving trainings for Ride Line drivers—and offers additional trainings in First Aid/CPR/BBP for staff across the agency?

Through a recent job shadow request, I had the opportunity to attend one of Shaun's Defensive Driving sessions—and it was truly something special. Shaun is a natural and gifted instructor. He brings not only deep expertise, but also a genuine heart of service to his teaching. One of the most impactful aspects of the training was his use of storytelling—drawing from his background in the military and law enforcement to bring real-life context, connection, and meaning to the material.

Watching Shaun in his element was a powerful reminder that development is all around us. I left the training with one clear takeaway: Defensive Driving is for everyone!

## Share where you're growing!

Have you participated in a recent training, job shadow, or learning experience that stuck with you? Tried something new? Gained an insight worth sharing? Your story could plant a seed or inspire someone else's next step.

If you're interested in contributing to this section, please reach out to [OrgDev@ocwcog.org](mailto:OrgDev@ocwcog.org) to learn more.

We're excited to grow together!



### Upcoming Trainings:

- May 15–16 (Albany)
- July 24–25 (Albany)
- August 21–22 (Albany)
- September 11–12 (Toledo)
- October 16–17 (Albany)
- November 13–14 (Albany)

**Trainings are available to agency staff for a fee** (*which may be covered by your department depending on your role*).

Connect with your manager and/or Shaun to learn more!



# Team Tidbits

## NEW FACES



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

Beth Smith, Meal Site Manager Newport/Toledo - Toledo

Eric Enderle, Program Supervisor - Albany

Rachel Ferguson, Accounting Specialist - Albany

Holly Diaz Bach, Case Manager - Albany

Holly Huebner, Case Manager - Toledo

Jessica Denison, Program Supervisor - Albany

Kari Shinn, Eligibility Specialist - Albany

Zen Quinn, APS Specialist - Albany

Madeline Powell, Assistant Planner - Albany

Tanya Mrgudich, Clerical Specialist - Albany

Christy Fitch, Veterans Services Officer - Corvallis

## FAREWELLS



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

Shirley Byrd, APS Specialist

Jaylinn Gann, Case Manager

Della Sterrett, Clerical Specialist

Sadie Peterson, Eligibility Specialist

Stephanie Machado, Case Manager

Valerie King Smith, Case Manager

## APRIL MILESTONES



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

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

Cheryl Wootan - 18 years

Corrine Johnson-Kroeger - 12 years

Cybil Stockman - 10 years

Robyn Vega - 9 years

Theresa Angel - 9 years

Ana Duffy - 7 years

Shaun McClearn - 7 years

Didi Aho - 5 years

Katina McClure - 5 years

Lorelei Larreau - 6 years

Eric Slyter - 4 years

Melissa Wright - 4 years

Kenan Mitchell - 3 years

Corum Ketchum - 3 years

Kent Fosselman - 3 years

Karen Chambers - 2 years

Chasitie Johnson - 2 years

Garilynn Cameron - 2 years

Jeff Schiminsky - 2 years

Cody Crites - 1 year

Nanette Dupay - 1 year

Alexis Odell - 1 year

Karen Perez Cortez - 1 year

# Updates from Admin

## COMMS

Our new Agency Communications Policy is now available in full on the intranet.

The key takeaway: ***any external communications that speak on behalf of the agency must be routed through the Communications Team for review and approval prior to distribution*** (this does not include routine daily email correspondence).

To request collaboration, review, or approval, email  
**[communications@ocwcog.org](mailto:communications@ocwcog.org)**.

### Accepting Responses Now!

#### Cascades West Impact Stories Form

The work we do changes lives and we want to capture those moments!

We have an online form to make sharing stories easy. We encourage all staff to contribute; there's no "right" or "wrong" story. What matters most is highlighting the impact of our work.

## IT

The Albany, Corvallis, and Toledo offices now have a new security system installed. This is a more modern solution at a lower monthly cost. It provides simpler access and maintenance. You still scan your badge to enter the building just like the old system but also have an option for entry at the main doors using a phone app.

## PEOPLE & CULTURE

With a new strategic direction on the horizon, our team has been spending time discussing how Organizational Excellence, Customer Service, and Convening will direct our work. At the same time, we're navigating staffing changes and the day-to-day work that keeps our agency moving forward.

**Adaptability** is about how we adjust, respond, and keep moving forward when faced with change. Adaptability doesn't mean having all the answers; it asks us to stay open, grounded, and willing to shift as needed. It's often supported by resilience—the steadiness that allows us to navigate change while staying focused on our purpose and one another.

### Reflection Prompts

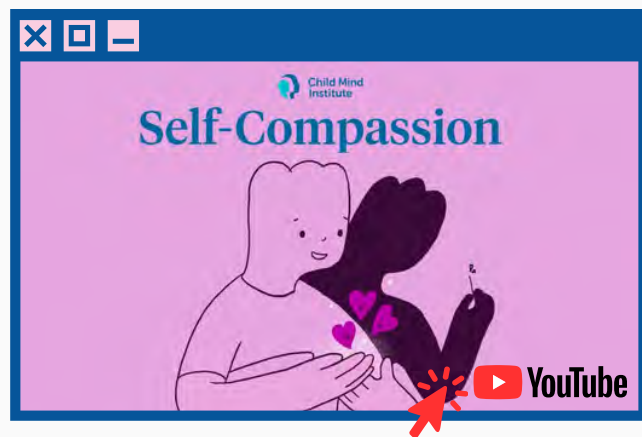
- When have you seen adaptability exemplified? How could that example help you and others facing change?
- What helps you stay open and flexible when priorities or expectations shift?
- How does your approach to change impact those you work with or serve?

### Carry It Forward

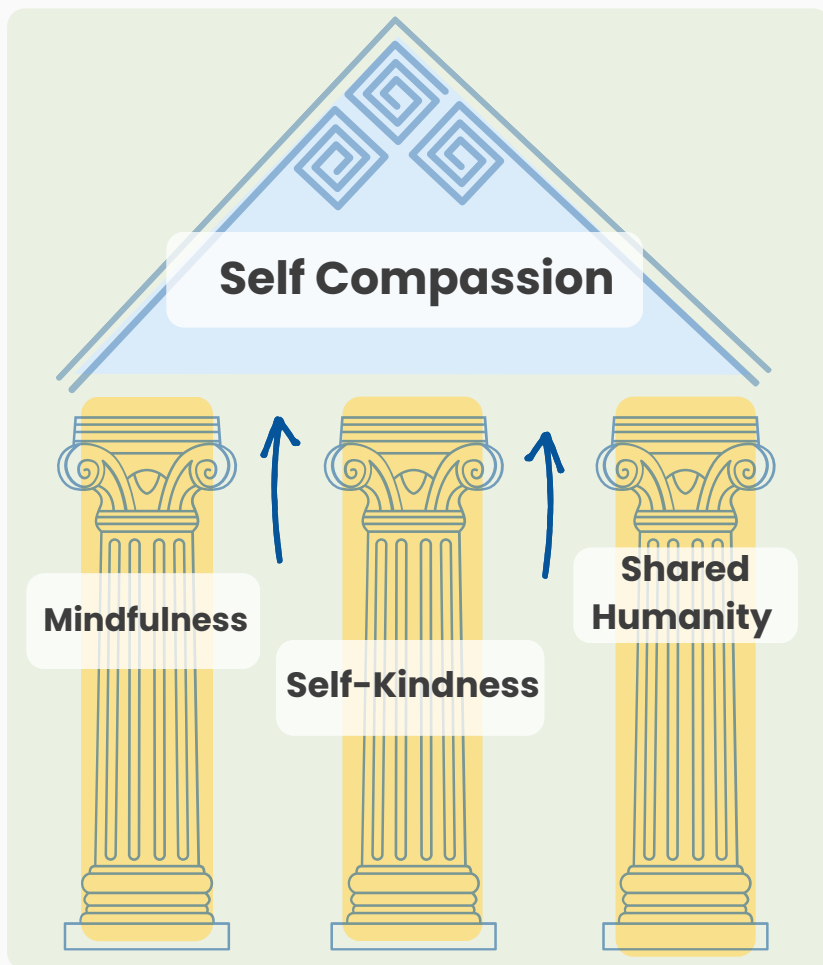
- Share an example of adaptability within your team—what helped it work?
- Look for ways to support flexibility in others. Where can you create space for adjustment, collaboration, or new approaches?

# Value of the Month: Compassion

Compassion is one of our core values at Cascades West, and it is more than an idea. It is something we practice **every day**. Staff show compassion by **uplifting** community members, **supporting** one another, and **stepping in** whenever help is needed. This active empathy strengthens our teams, deepens impact, and reminds us that our work is rooted in care, but what about compassion with **ourselves**? We often extend compassion to others more easily than to ourselves. But practicing self-compassion through **mindfulness**, **self-kindness**, and **recognizing shared humanity** can strengthen our resilience and improve how we show up at work and in life.



Watch this short video to learn more about self-compassion!



**When we practice these three pillars, we build healthier habits, stronger teams, and a more compassionate work culture.**

Try pausing today to ask:

*What do I need right now, and how can I offer myself understanding instead of criticism?*

# Committee Connections

## Social Committee

Grab your lightsabers and your serving spoons because the COGS annual “**May the Fiesta Be With You**” celebration is back! Join us for an intergalactic potluck where the Force (and the food) will be strong. This year’s fiesta will be held Tuesday, May 5th, 2026 from 12:00pm–1:00pm in the Albany, Corvallis, and Toledo offices. As we honor both the galaxy far, far away and the vibrant traditions of Cinco de Mayo, may your celebrations be colorful, your plates be full, and your day be filled with flavor, friendship, and festive cheer!



## Upcoming Events

**Month of May** | Community Action Month

Click [here](#) to learn more about CAM and the  
Community Action Partnership of Oregon

**May 5** | May the Fiesta Potluck

**May 19** | Director’s Huddle

**May 25** | Memorial Day Holiday, OCWCOG Offices Closed