



# Executive Committee Meeting Packet

**December 5, 2019 at 12:30 pm**

Cascades West Center  
1400 Queen Avenue, SE  
2nd Floor, Large Conference Room  
Albany, OR 97322

**Next OCWCOG Executive Committee  
Meeting:  
February 20, 2019,  
beginning at 9:00 am**

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*The meeting locations are wheelchair accessible. If you need special assistance, please contact Oregon Cascades West Council of Governments at 541-967-8720 or [adminGA@ocwcog.org](mailto:adminGA@ocwcog.org), forty-eight (48) hours prior to the meeting.*

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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS  
EXECUTIVE COMMITTEE AGENDA  
December 5, 2019; 12:30 pm**

Cascades West Center  
1400 Queen Avenue SE  
Albany, OR 97322

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

**NOTE:** Please contact Lindsey Riley, at 202.679.6116 or [AdminGA@ocwcog.org](mailto:AdminGA@ocwcog.org), no later than noon on Tuesday, December 3rd to confirm your attendance at the Albany or Toledo location. Videoconferencing will be available at the Toledo location.

**1. Approval of Previous Meeting Minutes (Acting Chair Dann Cutter)**  
(12:30 – 12:35 pm)

Minutes of the October 24, 2019 Executive Committee meeting and October 25, 2019 Executive Committee Retreat will be reviewed for approval (Page 5, Page 9).

**ACTION: Motion to approve the October 24, 2019 Executive Committee meeting and October 25, 2019 Executive Committee Retreat minutes.**

**2. CSC / OCWCOG Merger Discussion (Acting Chair Dann Cutter)**  
(12:35 – 12:45 pm)

The Acting Chair will discuss the next steps of a merger with the Community Services Consortium (CSC) (Page 17).

**ACTION: Motion to recommend to the Board of Directors the following two actions: 1) agree to move forward with a merger with CSC, and 2) allow OCWCOG staff work to work with CSC staff on a memorandum of understanding (MOU), outlining next steps for a merger, to be presented to be presented by March 2020.**

**3. CPI-U Data Update and Membership Dues (Executive Director Fred Abousleman)**  
(12:45 – 12:50 pm)

The Executive Director will discuss changes to Consumer Price Index for All Urban Consumers (CPI-U) data, which OCWCOG has used to calculate membership dues in the past.

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

4. **January Board of Directors' Meeting Agenda Items** (*Acting Chair Dann Cutter*)  
(12:50 – 12:55 pm)

The Executive Committee will review and comment on proposed agenda items for the next Board of Directors Meeting. Staff will present items for the agenda known to date, including:

1. Welcome and Introductions
2. Public Comment
3. Consent Calendar
  - a. Approval of Previous Board of Directors Meeting Minutes
  - b. Financial Update
4. Presentation of the *Fiscal Year (FY) 2018-2019 Annual Financial Audit*
5. Approval of *2020-2021 Work Program and Budget Calendar*
6. 2020-2021 Membership Dues
7. Other Business
8. Adjournment

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

5. **Other Business** (*Acting Chair Dann Cutter*)  
(12:55 – 1:00 pm)

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

6. **Adjournment**  
(1:00 pm)

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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS  
EXECUTIVE COMMITTEE MEETING MINUTES  
October 24, 2019**

**MEMBERS:** Commissioner Pat Malone, Benton County; Mayor Sharon Konopa, City of Albany; Mayor Jim Lepin, City of Millersburg; Commissioner Claire Hall, Lincoln County; and Mayor Dan Cutter, City of Waldport.

**STAFF:** Executive Director Fred Abousleman; Deputy Director Rachael Maddox-Hughes; Finance Director Sue Forty; Senior and Disability Services (SDS) Director Randi Moore; Community Services Program (CSP) Director Jennifer Moore; Community and Economic Development (CED) Director Phil Warnock; Communications Consultant Lindsey Riley.

The Oregon Cascades West Council of Governments (OCWCOG) Executive Committee Meeting was called to order by Acting Chair Dann Cutter at 3:10 pm on Thursday, October 24, 2019 at the Historic Carousel and Museum in Albany.

**1. Approval of the Previous Meeting Minutes**

Commissioner Claire Hall motioned to approve the September 19, 2019 meeting minutes; Mayor Sharon Konopa seconded. Motion passed unanimously.

**2. OCWCOG Program Updates**

Acting Chair Cutter asked if the Program Directors had anything to add to their Reports.

CSP Director Jennifer Moore noted that she had nothing to add to her report.

SDS Director Randi Moore noted that the SDS Area Plan for 2021 was underway, and that the Board of Directors would be getting more information about this in the coming months. This Area Plan is seeking additional input from all OCWCOG's Committees, so she asked that as appropriate that the Board would weight in, and that Commissioners and Mayors would work with their staff on this.

CED Director Phil Warnock commented that CED shared services work is increasing, specifically on the Coast in the cities of Toledo, Waldport, and Yachats. Much of this work is in the geographic information systems (GIS) and planning, and will most likely require staffing up, should contracts continue to come in as they have been.

Acting Chair Cutter noted that Waldport City Manager Kerry Kemp is leaving in April 2020. As such, the City is looking at shared services for planning and perhaps for the role of City Manager. Acting Chair Cutter commented that shared services as a model for OCWCOG to provide for members governments going forward is something that he would like to explore further, especially as cities are seeing more retirements in technical services jobs.

Finance Director Sue Forty commented that the City of Yachats conversion to Springbrook is going well. She noted that the Finance team will be completing their work with the City of Depoe Bay on December 1st; that work has gone well.

### **3. Events Update**

Executive Director Fred Aoulosleman noted that *CelebrateLBL* is ready to go, less a few items to set-up that Staff will do following this meeting. There will be approximately 110-120 people in attendance. He thanked the Executive Committee for the award nominations and noted that Mayor Biff Traber will be here at 7:00 pm to assist with the presentations of the awards. The emcee for the evening, in addition to Mayor Traber, is Mike McNally. Tours of the museum will be available, as well as rides of the Carousel until 7:00 pm. Thank you, Mayor Konopa for your assistance.

### **4. Bargaining Update**

Executive Director Aoulosleman commented that this year's bargaining was one of the fastest sessions that OCWCOG has ever done. There were 14 people at the table. This year, SEIU (the union) has a new position called the Bargainizer from the State who bargains multiple contracts at the same time. Executive Director Aoulosleman explained that Staff still maintains their union contacts on staff, but this is an additional contact for them. He noted that unions are pushing hard across the State this year, but overall, he feels good about where the contract ended up. The highlights include a 2.5% cost-of-living-adjustment (COLA) for both years of the contract, as well as longevity steps (not classification steps); no changes to healthcare.

Finance Director Forty noted that OCWCOG budgeted more than what the costs would be, so the organization could be flexible with healthcare, if need be, therefore management offered a one-time payment of \$1,200 to employees. The longevity steps were 1.9% the first step and 1.5% each step after that. Mayor Konopa praised the longevity steps to help encourage staff to stay.

Finance Director Forty noted that the Collective Bargaining Agreement is a two-year agreement. The dates on the agreement were changed, so that they now align with the healthcare open enrollment dates.

Mayor Konopa asked about the Public Employees Retirement System (PERS). Finance Director Forty noted that the increase for this year was 20.2% and the organization will not see another increase for two years. OCWCOG has budgeted this.

Mayor Jim Lepin asked about staff salaries and whether these are locked in. Executive Director Aoulosleman replied that line staff salaries are comparable to sister agencies across the State. Management and supervisors are seeing compression. A Management salary study will be completed by December. The Executive Committee will see a plan on how to adjust senior staff and management salaries to account for this compression; staff salaries are fine. Executive Director Aoulosleman stressed though, any increase in OCWCOG costs, which includes salaries, increase the costs to programs.

### **5. December Board of Directors' Meeting Agenda Updates**

Executive Director Aoulosleman noted that there are two additions to the December Board of Directors' meeting agenda, including: 1) approval of the CBA, and 2) member dues discussion.

Executive Director Aoulosleman suggested to hold off a year before raising dues, as this is a year in transition. Acting Chair Cutter requested that Staff present the dues and allow the

Board to decide what to do. Mayor Lepin asked what the dues are used for. Executive Director Abousleman responded that dues are used purely for program match and not for administrative purposes. He noted that OCWCOG does not have a general fund, unlike other Councils of Governments, which is why OCWCOG has a Special Project Fund.

Commissioner Hall motioned to approve the addition to the December Board of Directors' meeting agenda; Mayor Lepin seconded. Motion passed unanimously.

## **6. Transition Discussion**

Acting Chair Cutter commented on what the transition will look like post Executive Director Abousleman. He noted that the Executive Committee will meet tomorrow, where there will be a much longer discussion about what the transition will look like, however fundamentally it will look like the following.

- Acting Chair Cutter and Mayor Biff Traber are looking for a smooth and easy next six-to-nine-months. They are becoming Fred. A chain-of-command / decision-making process has been worked out; what would have gone to Fred, now goes to Acting Chair Cutter and Mayor Traber.
- Weekly Staff meetings will still happen, though more than likely on a different day.
- No big programmatic or staffing changes will take place.

Acting Chair Cutter noted that tomorrow's discussion will provide a better idea of what the Executive Committee is looking for in terms of the next Executive Director.

Executive Director Abousleman noted that there has been several staff meetings and has provided the following direction to Staff.

- There are two Interim Directors (Acting Chair Cutter and Mayor Traber).
- There are two lines of delegated responsibility. Deputy Director Rachael Maddock-Hughes is distinctly programs, and Finance Director Forty is distinctly finance. Deputy Director Maddock-Hughes and Finance Director Forty will work together to bring issues to Acting Chair Cutter and Mayor Traber.
- No Senior Staff Member can be hired or fired without the majority vote of Acting Chair Cutter, Mayor Traber, Deputy Director Maddock-Hughes, Finance Director Forty, and Human Resources Manager Ryan Schulze.
- Items like checks, credit cards, deposits, etc., finances, Acting Chair Cutter and Mayor Traber will review.
- Deputy Director Maddock-Hughes, Finance Director Forty, and Human Resources Manager Ryan Schulze will have a direct line to Acting Chair Cutter and Mayor Traber.
- Executive Director Abousleman will be an advisor to the Board of Directors.

Executive Director Abousleman commented that there will be a lengthy conversation about the Community Services Consortium tomorrow. Thus far, there has not been a lot of conversation about this internally or with the Executive Committee or Board of Directors, but there may be more to come.

## **7. Other Business**

No other business.

**8. Adjournment**

Meeting adjourned at 3:50 pm.

*Meeting minutes taken by Lindsey Riley.*

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS  
EXECUTIVE COMMITTEE RETREAT MINUTES  
October 25, 2019**

**MEMBERS:** Commissioner Pat Malone, Benton County; Mayor Sharon Konopa, City of Albany; Mayor Jim Lepin, City of Millersburg; Commissioner Claire Hall, Lincoln County; Mayor Biff Traber, City of Corvallis; and Mayor Dan Cutter, City of Waldport.

**STAFF:** Executive Director Fred Abousleman; Deputy Director Rachael Maddock-Hughes; Finance Director Sue Forty; Ryan Schulze, Human Resources Manager; and Communications Consultant Lindsey Riley.

The Oregon Cascades West Council of Governments (OCWCOG) Executive Committee Retreat was called to order by Chair Biff Traber at 10:05 am on Friday, October 25, 2019 at the Firehouse Station #1 in Corvallis.

Chair Traber apologized for missing yesterday's Executive Committee meeting. He thanked Vice Chair Dann Cutter for taking his place as Chair during that meeting. Chair Traber noted that the topics of this meeting included OCWCOG transitions and a potential merger with the Community Services Consortium (CSC). He commented that this is a public meeting, but that no member of the public was present for the meeting, so there was no need to go into Executive Session for this meeting.

**1. Further Discussion Regarding CSC and OCWCOG**

Vice Chair Cutter commented that this discussion should start with Commissioner Xan Augerot and Mayor Traber's meeting on a potential merger with CSC.

Chair Traber noted that he met with Commissioner Augerot, who is on the Executive Committee of the CSC and is very enthusiastic about a merger with OCWCOG. She recommended a facilitated discussion with the CSC and OCWCOG Executive Committee, using an outside facilitator. Chair Traber noted that he has not been through this type of merger. Commissioner Augerot referred to the merger with Willamette Neighborhood Housing Services and Neighborhood Economic Development Corporation (NEDCO). She noted that the facilitator of this merger did a good job and would like to use the same facilitator for the CSC and OCWCOG merger. Chair Traber was not sure if Commissioner Augerot was looking for this facilitator for the discussion or the merger. He did not that the merger for those organizations took between 18 months to two years.

Chair Traber notes that this timeframe will not work for OCWCOG in terms of an Executive Director recruitment. Mayor Sharon Konopa commented that if she was part of the CSC Executive Committee, she would want to be part of the Executive Director recruitment process. Chair Traber agreed.

Vice Chair Cutter asked if the OCWCOG Executive Committee (or member of) had communicated OCWCOG's timeline on their Executive Director recruitment timeline to anyone on the CSC Executive Committee. Chair Traber replied that the only timeframe that had been discussed was with Commissioner Roger Nyquist, a Chair of the CSC Executive Committee, who was eager for a merger sooner rather than later, no later than a few months.

Commissioner Claire Hall noted that while he is a member of both Executive Committees, she has not been a part of any CSC Executive Committee merger conversations. Chair Traber would like a joint meeting of the Executive Committees to take place in November to discuss a timeframe. Vice Chair Cutter agreed, noting that if a timeframe cannot be agreed upon, then OCWCOG needs to move forward. Mayor Konopa agreed, though noted that there are many unknowns at this time.

Commissioner Hall commented that she has 15 years on both Boards of Directors (Boards) and noted that the concern of late that has been brought up by Commissioner Will Tucker is about the governance structure of both Boards, as they are different. Vice Chair Cutter replied that there are many models that could be discussed for governance for both organizations; he noted that this would not be the biggest sticking point for a merger.

Executive Director Fred Abousleman noted CSC still has an Executive Director who is still running the organization. OCWCOG, beginning on December 7th will not have an Executive Director, so OCWCOG has a different timeline that is not negotiable.

Mayor Konopa noted that OCWCOG is either pursuing a merger or is hiring a new Executive Director. Commissioner Hall asked if OCWCOG could hire an Interim Executive Director for the next nine months to a year. Vice Chair Cutter said that he did not like the idea of an Interim Executive Director as it creates the idea of additional uncertainty inside and outside the organization. He would like to hire an individual that can handle a merger, should that decision come.

Mayor Konopa agreed that OCWCOG should look for someone that could handle a merger with CSC and could take on both roles – the Executive Director of both organizations.

Chair Traber noted that he would like to start recruiting for an Executive Director immediately and that it sounded like that was the way the Executive Committee was leaning.

Chair Traber also noted that he would like to have a meeting with the Executive Committee of CSC to provide them with OCWCOG's timeline. He commented that Commissioner Augerot was looking for a facilitated meeting and asked what the thoughts were from the Executive Committee. Vice Chair Cutter asked that a meeting of the Executive Committees be held without a facilitator to discuss timelines. Commissioner Hall agreed that having a facilitated meeting was premature.

Executive Director Abousleman noted that the Boards will determine if the merger will move forward. A facilitator will assist with this conversation and will ultimately assist in determining if the Boards and organizations have the capacity to merge. He commented that this is a C suite merger, as CSC has four different non-profits. If this moves forward, he believes that there will be two Boards for some time.

Vice Chair Cutter agreed and asked Chair Traber to set-up a meeting as soon as possible to talk about timelines, preferably without a facilitator.

Mayor Lepin agrees with moving forward with finding a new Executive Director of OCWCOG as soon as possible. He commented that OCWCOG should be the priority for this Executive Committee, with an eye towards CSC. He is concerned about the length of time it is going to take to replace Executive Director Abousleman.

Vice Chair Cutter asked what OCWCOG's timeframe was. Chair Traber commented that he thought the timeframe should be no more than three-to-six months. If both organizations agree to a merger, then no more than 18-months. Vice Chair Cutter agrees with the three-to-six-month timeframe. Executive Director Abousleman commented that the timeline for the recruitment should be six-months.

Chair Traber asked if electronic approval could be received from the OCWCOG Board to move forward with the Executive Director announcement. Finance Director Sue Forty noted that she was not sure that would be appropriate, as there needed to be a discussion on the incoming Executive Director's wage and overall compensation package. Vice Chair Cutter said that he thought it was fine to wait until December for the Board meeting to do this correctly. Chair Traber does not want to hurt the organization, but does want the recruitment settled as early as possible.

Vice Chair Cutter commented on a recruitment timeline for OCWCOG to begin before the end of the year, then to focus on CSC over the next three-to-six months. Chair Traber agreed and said he would set up the CSC meeting.

Chair Traber asked to reexamine how OCWCOG's Board is formed, as too many members are disengaged. Executive Director Abousleman provided several examples of how different Council of Government's (COGs) Boards of Directors are made up.

## **2. Transition**

Mayor Konopa asked who will be signing checks when Executive Director Abousleman leaves? Finance Director Forty replied that Chair Traber and Vice Chair Cutter are authorized signers on each of OCWCOG's bank accounts, as well as the Foundations, so nothing needs to change there. Additionally, Deputy Director Rachael Maddock-Hughes, Senior and Disability Service (SDS) Director Randi Moore, Community and Economic Development Director (CED) Phil Warnock, Community Services Program (CSP) Director Jennifer Moore, and SDS Supervisor Ann Johnson are signers.

Executive Director Abousleman reviewed the high-level duties of the Executive Director, which includes: line staff hiring and firing; supervisors hiring and firing; communications; reviewing financial statements; reviewing batch reports for investments and AP batch transfers; reviewing reserve account statements; signing checks; reviewing contracts over \$25,000; and review credit card usage.

Executive Director Abousleman on December 7th, internally the financial controls of the organization will be with Finance Director Forty and the program controls with Deputy Director Maddock-Hughes, both reporting directly to Chair Traber and Vice Chair Cutter. He noted that all program Directors report to Deputy Director Maddock-Hughes; all finance Staff reports to Sue.

Vice Chair Cutter noted that OCWCOG Board members should contact Chair Traber and himself, if they would have asked Executive Director Abousleman first, and CC Chair Traber and himself on all emails to Program Directors.

Mayor Konopa commented that this will work out fine, as everyone is seasoned Staff.

Vice Chair Cutter commented that his biggest concern are contracts or payments to staff and/or new contracts.

Chair Traber asked about auditors. Finance Director Forty noted that the annual audit will be in the January Board meeting packet. The auditors will be present at the meeting to present the audit that just ended.

Chair Traber clarified that he was referring to the recruitment of the new Executive Director. Does this process need an audit? Vice Chair Cutter asked is there are any red flags in the process that would trigger an audit? Finance Director Forty commented that she would ask the auditors and Executive Director Abousleman said he would ask OCWCOG's attorney, but did not believe that the process was triggering anything that would flag either the auditors or legal.

Deputy Director Maddock-Hughes and Finance Director Forty left the meeting.

### **3. Human Resources Discussion**

Mayor Lepin noted that he did not know OCWCOG did not have a full-time communications staff. Executive Director Abousleman noted that this was correct, and due in part to the cost. He noted that OCWCOG needs communications. For this reason, OCWCOG opted to bring on two contractors to do the on-going work of communications, graphic design, and the website.

Executive Director Abousleman introduced Human Resources Manager Ryan Schulze. Human Resources Manager Schulze commented that he would like to spend time this after talking about hiring the next Executive Director, the position description, and the hiring profile. He emphasized that both documents should be accurate and need to be updated to the current for the organization. Executive Director Abousleman noted that when you come out of this discussion, the Executive Committee will have a clear direction about what the next Executive Director will be like.

Before beginning, Human Resources Manager Schulze asked the Executive Committee where OCWCOG is today, including strengths and weaknesses, and where do they want it to be. He was looking for the objective for the Executive Director to better guide the position description. Chair Traber asked why the Board was not doing this visioning exercise. Executive Director Abousleman noted that this was not an OCWCOG vision, but a OCWCOG vision for the recruitment. He said that the last recruitment was very quick, and we are trying to think this through.

Mayor Konopa asked what type of Executive Director do we want? Vice Chair Cutter asked if the Executive Committee wants a Manager, Caretaker, Visionary. He commented that Executive Director Abousleman was brought into reorganize OCWCOG, but we do not need that now. So, what do we want?

Mayor Konopa commented that when Executive Director Abousleman was hired, the Executive Committee wanted OCWCOG to be more known within the Region. She noted that everyone knew Former OCWCOG Executive Director Bill Wagner, then Former OCWCOG Executive Director Cynthia Solie was more of a Manager.

Chair Traber would like to see a visionary, who appreciates outbound communications, new programs, and would like to see a cultural change internally.

Vice Chair Cutter said that the Executive Committee got exactly what they wanted last time with the hiring of Executive Director Abousleman, specifically that he came in and changed the culture internally. Vice Chair Cutter noted the level of professionalism that has not been present at the organization before. He said that Executive Director Abousleman elevated OCWCOG in the right direction.

Vice Chair Cutter noted that the Executive Committee is not looking for the next Fred Abousleman. The Executive Committee has a different idea of the next OCWCOG, as the Executive Committee needs someone that can see the organization through a merger, someone who can manage up.

Mayor Konopa said she was looking for a visionary who was willing to look for new opportunities for the organization. Commissioner Hall said the individual needs to have entrepreneurial skills.

Mayor Lepin likes the visionary piece. He commented that Executive Director Abousleman has been a visionary, but has not received the support of the smaller cities in the Region. This support is critical to develop within the Board for many efforts to move forward. Vice Chair Cutter noted that it would be helpful to have a Communication and Outreach Director on staff to support these efforts. Mayor Lepin agreed and noted that the support has mainly been from the large cities and Vice Chair Cutter.

Mayor Konopa asked that the ability to establish goals and procedures be added to the job description. Executive Director Abousleman commented that in his six years, the Executive Committee has never questioned his performance or goals. Mayor Konopa asked that performance measures be added to the job description; she is looking for applicants to be able to meet qualifications.

Human Resources Manager Schulze asked what a visionary looked like for the Executive Committee? Does this include adaptability and flexibility; stakeholder engagement?

Chair Traber is looking for someone who is proactive and drives change, but also someone who understands Board culture and would feel responsible for what the Board is doing.

Executive Director Abousleman asked the Executive Director to consider an Executive Director who could work within the organization to promote breaking down the siloes. He commented that both he and Former OCWCOG Executive Director Cynthia Solie were not good at this. The three Departments within OCWCOG – CSP, SDS, and CED – are still siloed. He commented that someone that could drive this change for them to work better together would be great for the organization. Executive Director Abousleman used the example of being a health services organization verses an SDS organization. Mayor Lepin was supportive of this conversation and agreed with hiring an individual that could continue breaking down these siloes. Mayor Lepin noted that some of this conversation is about making the organization more efficient.

Chair Traber noted that this comes back to the entrepreneurial model of an Executive Director. Mayor Lepin asked that the Executive Committee not leave out the importance of the customer model Executive Director.

Vice Chair Cutter noted that he did not want an Executive Director who would have a high learning curve, so the interview would be an important piece of the recruitment strategy. He also stressed that the organization needs to be as explicit as it can in the documents regarding who we want. He thinks this is a good job description, but it does not description what the organization needs. For example, he would suggest including someone with an MBA or MPA is preferred, as it may be necessary to merge two budgets.

Chair Traber commented that an individual will need to understand financial statements; this information will come out through the interview process. Human Resources Manager Schulze noted that he often included the language “or demonstrated equivalent experience for MBA/MPA,” which the Executive Committee agreed with.

Executive Director Abousleman suggested to the Executive Committee that if they choose not to hire a program-focused individual, then they should give that individual the resources to hire someone else to run the programs. He also asked the Executive Committee how important legislative experience was for this new hire.

Vice Chair Cutter commented that legislative experience was not important to him; this was not a strength he was worried about. He noted that if CSC/OCWCOG does not merge, then the focus of OCWCOG will be to grow programs, and the new Executive Director will need to be able to grow the programs. Executive Director Abousleman said that program growth and legislative experience within the current OCWCOG staff is very limited. Vice Chair Cutter noted this and said that this change must come from the new Executive Director then.

Human Resources Manager Schulze asked the Executive Committee how important wraparound services were to the organization. Vice Chair Cutter said these, and an incoming Executive Director’s ability to grow and manage these services, are very important. The organization should be pushing towards a more sustainable and more financially returnable suite of services, so if it does hit a downturn, then the organization will be okay.

Mayor Konopa commented that she is concerned that the application / job description will be written all about growth of the organization, but if growth does not happen, then the new Executive Director will look like things have failed. Chair Traber said he wants to find someone that is up for the challenge and thinks that the applicant is out there. Vice Chair Cutter said he is looking for an innovator.

Human Resources Manager Schulze asked the Executive Committee to run through the list of job duties with him.

1. Chair Traber commented that the objectives and goals are developed by the OCWCOG Board, this should be clarified. Vice Chair Cutter asked that an emphasis be placed on program growth, diversification, and integration.
2. Executive Committee discussed clients versus customers and what language should be used in the job description, as well as what type of customers. Human Resources Manager Schulze to include “required to provide superior service to supported communities.”
3. Human Resources Manager Schulze commented that this bullet was about organization structure; Vice Chair Cutter asked to take personnel out and add language about “an emphasis on intra-agency operations.”
4. Recommendation is to make this bullet into two bullets and add a piece about credibility.

5. No change.
6. Recommendation is to remove piece about operation and program direction.
7. Request to change approve to implement.
8. No change.
9. Request to add "reports on" budget piece.

Mayor Lepin asked what type of growth the Executive Committee was looking for; when he talks about growth, he's looking for program growth. Chair Traber is thinking about services and customers when he thinks growth.

Vice Chair Cutter commented that there are opportunities where a coordinated and collaborated solution exist, so that we all get the type of growth that we are looking for. Executive Director Abousleman noted that COGs across the country (small and large) have varying structures (internally) to allow for many program types and sizes. Jack Steele in Houston is just one example; it depends on what type of manager and who you hire.

Human Resources Manager Schulze will add growth of different functions and services to the Executive Committee's "want" list.

Commissioner Pat Malone arrives at meeting.

Chair Traber commented that there are opportunities throughout the Region and OCWCOG needs an Executive Director that is willing to be looking for these opportunities. Executive Director Abousleman noted that the Executive Committee is looking for someone who can find these opportunities.

Vice Chair Cutter noted that communications with members is critical. He would like to see a comprehensive communications outreach program built. Chair Traber asked Human Resources Manager Schulze to add a new bullet point about ability to steward member interests and resources, communicating with governments and their resources, or something along these lines.

Executive Director Abousleman suggested the Executive Committee allow Human Resources Manager Schulze to come up with a better Summary of the Position for the Executive Director, including updating items such as travel requirements, ADA language, MBA/MPA language, experience working with a union, etc.

Vice Chair Cutter agreed, and also asked Human Resources Manager Schulze to come back with changes to the Ideal Candidate Profile, as discussed during this meeting.

#### **4. Compensation**

Executive Director Abousleman noted that staff is still waiting to hear back on the Executive Director salary survey, however, staff does have the COG Directors' salaries and benefits from across the State. He noted that in terms of total compensation, he is the third highest paid across the State. When looking at just salary, he is the sixth highest in the State. Executive Director Abousleman noted that the Public Employees Retirement System (PERS) is valuable within the State, but outside of the State, it is not. He noted that this is a PERS organization and offers no other retirement option, which is something to consider when putting together the compensation package.

Chair Traber agreed that PERS is not attractive outside of the State, as an employee must work within the State (at a PERS agency) for at least six-to-ten years for PERS to be worthwhile for them. Executive Director Abousleman noted that OCWCOG is required to offer PERS. He commented that \$110,000 is not going to get the Executive Committee the next Executive Director that they want.

Vice Chair Cutter would like OCWCOG to be competitive with the other COGs in the State.

## **5. Recruiting**

Executive Director Abousleman asked the Executive Committee how they wanted to recruit the next Executive Director. Mayor Konopa is a fan of the hybrid approach – internally and with a recruiting agency. Executive Director Abousleman clarified her thoughts by asking a firm for logistics, but collaborate on the actual recruitment? He noted that Former Deputy Director Lydia George hired him.

Chair Traber agreed on the first part, have a firm do the outreach through the interview selection, but have OCWCOG staff do the interviews. He asked about the costs.

Executive Director Abousleman noted that a hybrid would cost between \$15,000 - \$20,000, \$30,000 - \$50,000 for a recruiting agency to do everything, and approximately \$10,000 for OCWCOG staff.

Vice Chair Cutter wants to complete the recruitment internally. Mayor Konopa agrees and wants to see all the applicants. Executive Director Abousleman notes that Former Deputy Director George may be able to help.

Vice Chair Cutter asked to release the recruitment to the Board of Directors on December 5th for their review and approval to move forward. Unanimous agreement by the Executive Committee.

## **6. Adjournment**

Meeting adjourned at 11:15 am.

*Meeting minutes taken by Lindsey Riley.*



1400 Queen Ave SE • Suite 201 • Albany, OR 97322  
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## MEMORANDUM

**DATE:** December 5, 2019  
**TO:** OCWCOG Board of Directors  
**FROM:** Mayor Biff Traber, Chair, OCWCOG Board of Directors  
**RE:** **Merger of Oregon Cascades West Council of Government and Community Services Consortium**

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The Executive Committees of both Oregon Cascades West Council of Governments and Community Services Consortium met on November 22, 2019 to explore the potential merger of the two agencies. After significant discussion of potential benefits, summarized below, the Executive Committees have decided to recommend moving forward with a merger.

To that end, the Executive Committees would like their Boards to consider this opportunity and hopefully recommend a motion of support to move forward with the process.

The Executive Committees has concluded that a merger would take a multi-phased, multi-year approach, ensuring feedback and timely communication with all local governments, unions, and impacted agencies for the best possible outcome. Shared resources would be allocated to support this merger.

The primary benefits of a merger include, but are not limited to:

- ***Better, broader services for clients***, a true “no wrong door” policy throughout the Region;
- ***Efficiencies of scale for administrative services*** for more efficient use of resources;
- ***Systemic impact on poverty regionally***, improving community resiliency, and supporting long-term growth,
- ***Greater leverage on legislative priorities***, enabling the agencies to move forward with greater strength at the State and national level, and
- ***Larger-scale funding opportunities*** that will build the strategic capacity of the agencies and the Region.

The next step in the process is a formal motion of support by each of the respective agency boards; and then the preparation of a Memorandum of Understanding between the agencies to be drafted and presented at the full board meetings of both agencies by March of 2020.

The Executive Committees respectfully thank their boards for consideration on this matter. They remain open to questions and ensuring a fully transparent and efficient process moving forward.

# 2020 OCWCOG Meeting Schedule

<b>EXECUTIVE COMMITTEE</b> Thursdays 9:00-11:00 am Albany Upstairs Conf Rm	<b>FINANCE/BUDGET COMMITTEE</b> Thursdays 1:00-2:00 pm Albany Upstairs Conf Rm	<b>FULL BOARD OF DIRECTORS</b> Thursdays 2:00-4:00 pm Albany Upstairs Conf Rm
	<b>January 16</b>	<b>January 16</b>
<b>February 20</b>		
	<b>March 19***</b>	<b>March 19</b>
<b>April 16</b>		
	<b>May 21***</b>	<b>May 21</b>
<b>June 18</b>		
	<b>July 16</b>	<b>July 16</b>
<b>August 20</b>		
	<b>September 17</b>	<b>September 17</b>
<b>October 15</b>		
<b>December 3**</b>	<b>December 3*</b>	<b>December 3*</b>

\* Full Board and Finance Committee November meeting change due to Association of Oregon Counties Annual Conference and Thanksgiving.

\*\* Executive Committee December meeting change due to holiday week. Special December meeting time will be determined in late November and based on agendas.

\*\*\* Indicates that a Budget and Finance Committee meeting will be held on these dates. Otherwise, only a Finance Committee meeting will take place.

*Notes*



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