



Board of Directors' Meeting Packet

December 3, 2020

2:00 pm - 4:00 pm

Videoconference Information:
<https://zoom.us/j/92942845769>

Meeting ID: 929 4284 5769

Passcode: 062905

**Next OCWCOG Board of Directors'
Meeting:**

January 21, 2020 at 2:00 pm

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, forty-eight (48) hours prior to the meeting.

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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' AGENDA
December 3, 2020
2:00 – 4:00 pm**

Zoom Video Conference
<https://zoom.us/j/93683652727>
Meeting ID: 936 8365 2727
Passcode: 235090

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

NOTE: Please contact Kathleen Codinha, at 541.967.8720 or AdminGA@ocwcog.org, no later than noon on Tuesday, December 1st to confirm your attendance.

1. **Welcome and Introductions** (Chair Biff Traber)
(2:00 – 2:05 pm)

2. **Public Comment** (Chair Biff Traber)
(2:05 – 2:10 pm)

Floor will be open to the public for comment.

3. **Consent Calendar** (Chair Biff Traber)
(2:10 – 2:15 pm)

a. Approval of the Board of Directors' Meeting Minutes from September 17, 2020 (Page 5).

4. **Executive Director Update** (Executive Director, Ryan Vogt)
(2:15 – 2:45 pm)

- a. Board Officer Elections (Page 11)
- b. COG/CSC Collaboration (Page 13)

ACTION: Information only, no action needed.

5. **OCWCOG Program Updates**
(2:45 – 3:50 pm)

Senior and Disabilities Services Program Director, Randi Moore (Page 15)

- Year End Review

Transportation Manager, Nick Meltzer (Page 18)

- Year End Review
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Technology Services Director, John Haytas (Page 21)

- Year End Review

Finance Director, Sue Forty (Page 22)

- Year End Review
- COVID Impacts

Human Resources Manager, Ryan Schulze (Page 24)

- Year End Review

ACTION: Information only, no action needed.

6. **Other Business** (*Chair Biff Traber*)
(3:50 – 3:55 pm)

7. **Adjournment** (*Chair Biff Traber*)
(4:00 pm)

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS COMMITTEE MINUTES
September 17, 2020
Via Zoom Video and Audio Conferencing**

Attendees: Commissioner Claire Hall, Lincoln County; Commissioner Pat Malone, Benton County; Mayor Rod Cross, Toledo; Mayor Sharon Konopa, Albany; Mayor Jim Lepin, Millersburg; Mayor Biff Traber, Corvallis; Councilor Judy Casper, Lincoln City; Councilor Mike Caughey, City of Harrisburg; Councilor Max Glenn, Yachats; Councilor Chas Jones, Philomath; Councilor Alan Rowe, Adair Village; Councilor Karun Virtue, City of Waldport; Commissioner Gil Sylvia, Port of Newport

Staff: Executive Director, Ryan Vogt; Finance Director, Sue Forty; Technical Services and Operations Director, John Haytas; Senior and Disability Services Director, Randi Moore; Human Resources Manager, Ryan Schulze; Transportation Manager, Nick Meltzer; Senior Loan Officer, Sandra Easdale; Executive Assistant, Kathleen Codinha

Public: None

The Oregon Cascades West Council of Governments' (OCWCOG) Board of Directors Committee Meeting was called to order by Chair Mayor Biff Traber on September 17, 2020 at 2:01 pm via Zoom Video and Audio Conferencing.

1. Welcome and Introductions

Chair Mayor Biff Traber welcomed everyone and asked everyone to introduce themselves.

2. Public Comment

No public, no comment.

3. Consent Calendar

Chair Mayor Traber asked for a motion to approve the Consent Calendar. Commissioner Pat Malone motioned to approve all items on the Consent Calendar; Councilor Chas Jones seconded the motion. A vote was taken and passed unanimously.

4. Discussion and Request for Approval for the FY2020-2021 Supplemental Budget

Finance Director Sue Forty directed everyone to page 24 of the Agency Consolidated Budget. Due to a typo, a walk-on document was sent out previous to the meeting to show the accurate number. The total for Personnel in the column under FY2020-2021 Proposed should read: \$18,958,714.

There was an increase in revenue for the Supplemental Budget of \$437,000 of which \$163,000 is payroll related, and approximately \$273,000 for materials & supplies. There was some shifting of how some staff were originally budgeted in the Adopted Budget in May. A Deputy Director was budgeted for General Administration (GA) which was exchanged for the Technology Services and Operations Director. A portion of the funds that were allocated for GA are now in the Technology Department, which reduced the in-directs for GA. Finance administration has also gone down. The COG secured a contract with the City of Waldport to do some financial work, which enabled

a cost reduction in the finance department. Then Finance Director Forty guided all to the Memo on page 11 of the packet and asked if anyone had any questions.

With no questions or comments for the Finance Director, Chair Traber entertained a motion to move, approve and adopt the FY2020-2021 Supplemental Budget. Commissioner Claire Hall moved to approve it, and Mayor Sharon Konopa seconded the motion. With no further discussion, a vote was taken and passed unanimously.

5. Executive Director Update

Executive Director, Ryan Vogt began by expressing his concern for anyone touched by the latest episode of wildfires; the impacts go far beyond any structural burn. Families that were already financially deficient or otherwise challenged, have been displaced and having to endure hardships never imagined. Communities rely on COG to deliver certain critical social services and economic growth, and Executive Director Vogt stated that COG will do whatever it has to in order for people to find healing.

He then revealed how some staff had undergone evacuation themselves. Some relocated, settled in, and then went back to working in very non-traditional work areas, while other staff members cared for family, friends, or pets that have been displaced. He expressed how the resilience of COG staff continues to impress him with their dedication to helping others, even in the face of their own burdens.

A meal site in Mill City was closed during the fires. At last report, that site still stands and will continue to provide needed meals for people in the area.

Executive Director Vogt stated that the Seniors and Disability Services (SDS) Director would provide a more detailed account of her team when the Program Updates followed his update, but said when the fires first hit, SDS banded together and made phone calls to try to locate each and every customer potentially impacted by the fires. They worked with local authorities and made sure their customers were accounted for.

The next topic was in regards to the current vacant position of Community and Economic Development (CED) Director. Mr. Phil Warnock had some personal matters in the past several months which led him to taking time off, and recently decided not to return to the agency. He grew the CED Program into something we've become very proud of. Due to his love for the community and economic growth, there is hope to see him reemerge in this arena. Since his absence, the COG is experiencing a challenge. In order to recruit for his position, a national search will be conducted. Executive Director Vogt extended an invitation to anyone on the Board that would be interested in participating in the panel interview, to let Human Resources (HR) know so they would be included in the process.

Executive Director Vogt spoke about two other positions that are open that the Board may be interested in; the first being the Communications Specialist which was filled by a contractor up until a few months ago. After the first round of interviews, the two top candidates notified the COG that they accepted other jobs. The team regrouped and made some changes to the job description and has reposted the position. The invitation was reiterated to Board members wanting to provide input or play a role in the interview process, to let HR know.

The COG applied for an Economic and Development Grant and was rewarded just under \$400,000, which includes an Economic Resilience Position. This is a testament to some of the work that Transportation Manager, Nick Meltzer, has accomplished as he stood in the gap while Mr. Warnock was out. As *COVID-19* came to life, followed by the wild fire disasters that 2020 has brought, it begs the question: “How do we as an agency, as an enterprise, as a community, prepare for the next disaster? On the economic side, what are the avenues to help people stand back up?”

Councilor Chas Jones asked if the COG posts open positions on our website because he didn't see the Communications Specialist posted there. Human Resources Manager, Ryan Schulze replied by stating the position is represented; therefore, it must be posted internally for five business days before it can be posted externally. Mayor Sharon Konopa stated her interest in being part of the interview process.

Executive Director Vogt transitioned the conversation to the merger opportunity between OCWCOG and Community Services Consortium (CSC). He has had multiple meetings with both Pegge McGuire and Martha Lyons, as well as group meetings with both management teams. They are making progress moving forward on joint elements; an area that has been identified is in reference to the Finance departments. The COG's Finance Director, Sue Forty and the CSC Finance Director, Connor Lyons have both discussed their desire to retire. With both Executive Directors, Finance Directors, and Human Resources talking, this demonstrates a prime example for an opportunity to explore shared contracts, shared finance, shared automated functions, shared processing, and possibly shared accounting software. Both Finance Directors will be meeting on regular basis to explore the strengths in each of the financial groups and come back with a project plan based upon “what if” we were one shop. This is putting aside the logistics of determining the location of whom would sit where, but rather focus on the vision of a single shop with shared resources and processes.

Director Forty said she has given a retirement date: January 1, 2022. She had a long meeting with Pegge McGuire, Connor Lyons, and the Human Resources staff from both agencies. She hopes to streamline some processes and work collaboratively to look for some solutions that will provide cost savings for both agencies.

Human Resources Manager Ryan Schulze has met with the CSC HR Manager. They will be recruiting a Finance Director position which the COG will be involved with.

6. OCWCOG Program Updates

Seniors and Disability Services (SDS) Director, Randi Moore apologized for not providing a written program update in time for the package, but explained how amazing her team was in response to the fires last week.

These were her talking points:

- Every consumer from all evacuations levels 1-3 in Lincoln City, Otis, Mill City, Gates, Scio, Sweet Home, Brownsville - were contacted to discuss evacuation plans and identify what supports were needed to evacuate. This was about 450 people across the three county region.
- A few consumers needed direct support to establish transportation out of evacuation zones; it was a nice collaborative effort between SDS and CED to get these rides arranged through Rideline and IHN.

- Home Care Workers (HCWs) played a huge role in getting people to safety and some recognition of that may be a nice thing for COG to arrange.
- Any consumer that couldn't be located within an evacuation level 2 or 3 zone was reported to law enforcement with varying degrees of success for follow through.
- As someone who placed 30 of those calls, Randi could feel the heart felt gratitude from people with the knowledge that they would be taken care of and weren't alone trying to figure it out.
- The COG staff also communicated with Adult Foster Homes (AFHs') and care facilities in evacuation levels 1-3 areas and communicated regularly with updates and were notified when they reached temporary setting.
- **Lincoln County:** Dorchester House, Lakeview Senior Living, Hillside Place, and 1 AFH evacuated, all have returned back to their home facilities and no structure loss reported.
- **Linn County:** One Limited Licensed AFH evacuated and home was lost. There was one displaced consumer and are staying in a hotel. They plan to place a new manufactured home on the property when it's safe to return.
- In addition to the people that have established relationships within the community at large, others reached out through the ADRC with concerns about transportation and temporary housing. They were given resources, triaged, and added to lists for contact if the area they lived in became a priority.
- Seven of COG staff members were evacuated from their homes and continued making calls until the time they had to leave themselves. They took their computer equipment with them and once they settled into their evacuated location, went back to work. All have been allowed to return home. The Mill City meal site manager returned home as well, with her house still standing. The Mill City Meal site is there too at the First Presbyterian Church. Unfortunately, the relief meal site manager at Mill City lost her home.
- The efforts taking place now is the Case Managers are reaching back out to call and identify consumers who are displaced for longer periods of time and are working to locate options. The biggest concern is a lack of housing resources for people whom we serve who have lost their homes. Is it possible to use COVID funds to help support them?
- Staff are now being sent to evacuation centers to provide onsite resources with extra DME that was on hand. Assessments of people in sites who have care needs are in process to get them placed in facilities.
- MOW not delivered in Linn County on Thursday and Friday were used to feed evacuees at the shelter locations. MOW donated a large number of 5,000 frozen stockpiled meals to help feed those that have been displaced.
- Our staff, Senior Corp Volunteers, and other community partners are working diligently to meet the both the physical needs of consumers, and providing daily support for emotional well-being as well.

Lessons learned:

1. Quickly pulling lists of the consumers we serve isn't easy and involves knowing area zip codes. Lists of all area zip codes are being created for future reference.
2. Other ways to streamline the process for knowing who is calling what consumers are being discussed, not only to save time, but also in case communication with our workforce isn't possible.
3. Emergency services in all three counties wanted us to share info of our At-Risk consumers a little differently and finding the right group to reach out to was challenging.

Upon the conclusion of the verbal report given by SDS Director Moore, several Board members expressed their appreciation for the team, the excellent detailed report, and the leadership for this effort. A suggestion was to do after action reports to determine how to handle these emergencies better.

The next Program to give an update was from Community and Economic Development. Transportation Manager, Nick Meltzer expressed his excitement to have received the EDA grant that would allow him to hire an Economic Recovery and Resilience Coordinator that would not only help the COG, but serve the local communities.

Nick then shared his screen to talk about the seamless transit project that they applied for in January, 2019 which has the goal of obtaining collaboration between seven transit agencies within the three counties. There are three pieces to that: the centralized website; real time vehicle information so the public can know where each bus is in real time; and a mobile ticketing app for cell phones so a consumer can purchase them from any of the providers at any time. The website isn't live yet, but Nick shared his computer screen and did a demonstration for the Board.

Chair Traber inquired if the experience with the subcontractors of Rideshare to move the evacuees was fairly straightforward. Nick replied there was a little back and forth between IHN and Rideline to give permissions and then coordinating drivers but felt it was an overall success.

Mayor Konopa asked about the ridership going up to Cascadia. Nick stated that the Linn Shuttle has experienced a consistent ridership during *COVID-19*. Also, with school starting soon, the Linn Benton Loop will be returning to full service and they are very hopeful they will be able to meet the demand even though the bus size doesn't have the same capacity.

Human Resources, Ryan Schulze had no updates.

Technology and Service Operations Director, John Haytas gave his update next. He's been working hard to improve the technology systems. A few weeks ago they replaced a firewall infrastructure which has enabled them to maintain a stable network connectivity to offices in Albany and Toledo. There have been positive noticeable differences in the way things are functioning now. They were able to document problems within the systems and put in place a preliminary road map to be executed over the next couple of years, which includes gathering quotes to upgrade the systems. The leadership has been involved in the decision making so they are aware of the path forward and the funding required to make these improvements.

Some of the items that will need work on are: name and address resolution capabilities, upgrading a number of servers; and process improvements. When changes to the infrastructure and technology are made, work flows and applications change along with it. The estimate changeover will happen within the next two year period. During the next Board meeting, TSOD Haytas will be able to share more of what has been accomplished and the roadmap ahead.

Executive Director Vogt encouraged TSOD Haytas to share some pictures taken during the past couple of months showed piles of old cabling taken out of the walls, and baling wire and duct tape removed from server racks.

Mayor Jim Lepin inquired why the email went down the week before. The problem was identified primarily due to a Microsoft update that had to be pushed to the server. Sometimes the Microsoft

updates break more than they fix which then causes a cascade affect. Because our systems have become customized over the years, anytime an adjustment is made to it the system becomes more fragile and brittle. The current VPN is also on its last legs and is next on the list to be replaced. Communication will be sent out before any major updates happen.

The last program update was given by Sandra Easdale, Senior Loan Officer. The Economic Development Agency (EDA) Cares Act rewarded the COG with a grant of \$825,000. They are now marketing those funds and will be used to assist businesses that have been impacted by COVID-19. Sandra continued with an update on Lending, stating the portfolio is strong and no one has deferred payment although the option was given. Executive Order #2037 from the Governor has a moratorium on any foreclosures to be extended through December 31st.

7. Other Business

Chair Mayor Traber asked if there was any other business. Councilor Chas Jones said a lot of communities have had many discussions in the past few months around diversity equity inclusion and justice. The City of Philomath is taking on an initiative to provide public information on the subject. They will be providing a lecture; information below.

September 22 at 7:00 PM: Oregon Black History. Ms. Gwen Carr, Director; Oregon Black Pioneers will offer a 45-minute presentation tells the stories of little-known Black pioneers who lived in Oregon as early as 1788. Some were brought to Oregon as slaves, some as free men and women. Despite harsh Black Exclusion laws, they thrived as explorers, cowboys, loggers, entrepreneurs, railroad and shipyard workers and community members. Oregon's legacy of racism led to the State's civil rights movement in the 1960's and 70's. Join us via the Philomath's Facebook page at <https://www.facebook.com/cityofphilomath> for a live stream of this little-known Oregon history. This does not require a Facebook account to view the live stream.

Councilor Jones suggested that communities work together to share the cost and knowledge regarding diversity equity inclusion and justice. He commented the City of Corvallis will be hiring someone dedicated to that work. Is there an opportunity for some communities to work together in some capacity? Mayor Traber noted that a lunch meeting for the Valley and Coastal City Managers and Administrators would be held the following day and he knew the topic would be brought up and specifically to request the COG to spearhead the project.

8. Adjournment

With no further discussions, Chair Mayor Traber adjourned the meeting at 3:22 p.m.

Meeting minutes taken by Kathleen Codinha.



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MEMORANDUM

DATE: December 3, 2020
TO: OCWCOG Board of Directors
FROM: Ryan Vogt, Executive Director
RE: OCWCOG Board of Directors Elections

Board Officer Elections:

Every two years, in odd-numbered years, the OCWCOG Board Officers are re-elected. The OCWCOG Bylaws call for the standing Chair, in November or December of even numbered years, to appoint a nominating committee for the January bi-annual election of Board Officers (Chair, Vice-Chair, and Treasurer).

In January, the Nominating Committee will propose a slate of candidates. Nominations may also be made from the floor.

Each of the Board Officer positions is to be filled by someone from each of the three Counties. Nominees may not represent a member government from the same County as the current officer. Officers may serve for two consecutive two-year terms. This year, all three positions will be vacant. Our current Chair has indicated his desire to step down, our Vice Chair has expressed a willingness to be nominated for the chair position, and our Treasurer will no longer be serving on the board. This year, Officers will need to be:

- **Chair – Lincoln or Linn County**
- **Vice Chair – Benton or Linn County**
- **Treasurer – Benton or Lincoln County**

Board of Directors Membership:

Each Member Jurisdiction is entitled to one Representative selected by and from Members of its elected governing board to serve on the OCWCOG governing board. In addition, each Member is entitled to one Alternate, who does not have to be part of the governing board. Representatives shall hold office on the OCWCOG board until their successors are appointed by the governing board of the Member.

Given the recent general elections, there are several Member Jurisdictions who need to appoint new Representatives. We will be distributing a Survey Monkey to all jurisdictions this month, asking for affirmation of current Representatives as appropriate, or the appointment of new Representatives where needed. Members will need to provide their selection prior to the January 21st Board Meeting, at which time they will be affirmed by Board vote.

Executive Committee:

The Executive Committee consists of the three elected Board Officers, and three At-Large members; one representing each County. At-Large members of the Executive Committee may serve an unlimited number of terms. This year, the At-Large Representative from Linn County (Commissioner Will Tucker) will no longer be serving as an elected official. Therefore, Linn County’s Members of the Board of Directors will need to caucus and propose a new At-Large Representative. Lincoln and Benton County Members may, if they choose, caucus to elect new At-Large Members.



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MEMORANDUM

DATE: December 3, 2020
TO: OCWCOG Board of Directors
FROM: Ryan Vogt, Executive Director
RE: OCWCOG / CSC Collaboration Update

This memo is being provided to update the Board of Directors on current collaboration and planning efforts between the COG and the Community Services Consortium (CSC).

History:

The board has communicated an interest in the COG and CSC evaluating the possibility of collaborating more, in order to serve the residents of Linn/Benton/Lincoln communities better. Both agencies provide services to some of the same consumers, serve the same geographic region, and have similar missions; especially as it relates to providing a safety net for low income families.

Current Situation:

Soon after I joined the COG in mid-July, I began meeting with the CSC acting Director, Pegge McGuire. We meet approximately weekly to discuss vision and leadership for approaching the collaboration. We also have a standing bi-weekly meeting with key agency division directors, and members of both agencies' Executive Boards. We are all in support of systematically looking for opportunities to better serve our consumers.

Both agencies' finance directors have given notice of their intent to resign/retire within the next 6-14 months. This presented as our first real opportunity to explore a shared-service model within the two agencies. We were hopeful that a comprehensive evaluation of the systems would produce a solid recommendation to move forward with hiring a single Chief Financial Officer, to orchestrate the financial departments for both agencies. Sue Forty (COG) and Connor Lyons (CSC) have been meeting regularly to discuss similarities and differences between the finance departments of the agencies. As these conversations have continued, we have discovered that the differences, both in complexity and process, are unfortunately greater than initially imagined. Examples of those differences include:

- Different Accounting Software
- Different Personnel/Payroll Software
- Substantially different budgeting and reconciliation processes
- Substantially different contracting processes

These differences are not insurmountable by any means. However, cataloguing, prioritizing and consolidating those processes is going to take time to thoughtfully implement. CSC is facing the reality of losing their Finance Manager in approximately 6-8 months. They have decided to move forward with hiring a new Finance Manager, to insure consistency of service delivery, and adequate time to transfer knowledge internally for their agency. The COG still has some time to decide how we wish to proceed.

In addition to the Financial Services Divisions meeting regularly, our Human Resources Divisions have also been meeting. Ryan Schulze (COG) and Rich Shelton (CSC) have been sharing the structures and job responsibilities of their divisions. Ryan and Rich have discussed training opportunities and needs, have collaborated on interpreting the new OSHA COVID guidelines, and have committed to assisting each other with certain job functions if the need arises. Our Technical Services Directors have also begun meeting more informally.

Finally, Pegge and I have been discussing the future of our workforce and facility needs. We have begun talking about our current leases in Corvallis, and the potential merits of co-locating our staff throughout the region. We are both committed to fully and honestly exploring those areas where collaboration will lead to better outcomes for our customers. We recognize that the determination as to whether we ultimately become one agency will take time to evaluate.

Next Steps:

The COG and CSC will continue to meet and explore areas of opportunities for greater collaboration. In the first quarter of 2021, each agency will provide orientation materials for our new respective board members. I will make CSC's materials available to COG board members, so you can be more familiar with their service array. Pegge and I have also made commitments to be available for future board meetings for each agency to discuss our ongoing collaboration efforts.

MEMORANDUM

DATE: December 3, 2020
TO: OCWCOG Board of Directors
FROM: Randi Moore, Senior, Disability, and Community Services Director
RE: **2020 Year End Review**

In reflecting back on the challenging year of 2020, I am in awe of the dedication, resiliency, enthusiasm, and creativity of the supervisors and staff that make up the hard working teams in our agency. Thank you for your support of, and for allowing me to highlight some of the triumphs and challenges of the last twelve months. I'm looking forward to a productive, but hopefully less tumultuous 2021!

SERVING THE MOST VULNERABLE DURING A PANDEMIC

- Within weeks of the Governor's Stay at Home order in March, 85% of Senior and Disability Services (SDS) and Community Services Programs (CSP) staff were working from home.
 - Processes were quickly adapted to allow workers and volunteers across the programs to continue meeting the needs of the public while also keeping them safe.
 - Guidance from the State changed several times per day in order to adapt and meet consumer and programmatic needs including: accepting self-attestation of consumer information regarding resources, ceasing adverse actions on cases, and completing service assessments over the phone.
 - Funding packages that provided for things such as emergency *SNAP* benefits and *COVID* funds through the *Older Americans Act* allowed us expand benefits and services helping countless numbers of consumers.
 - Alternatively, other programs faced cuts in funding based on concerns about decreases in State revenue. These included Veteran Services (10% reduction), *ADRC* mental health funding – *PEARLS* (cut), and workload reduction provided last legislative session (rolled back to 50% of increase).
 - Care facilities closed to visitors, which caused worry for both those in the facilities and those who have loved ones in facilities that they were now unable to visit.
 - Meal sites were closed to congregate diners with those consumers transitioning to receiving home delivered meals, resulting in more meals served to those that felt unsafe/unable to go into the community to purchase food.
 - The Corvallis office was closed to the public because there isn't enough square footage to staff ratio to make it safe.
 - The number of calls to the Aging and Disability Resource Connection call center increased significantly with support for getting medical and food benefits being the most requested resource.
 - OCWCOG Teams engaged in creative new partnerships to meet the needs of our communities. For example, working with Salvation Army to deliver weekly food boxes to
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homebound seniors identified as food insecure. Volunteers were organized to load cars with fresh produce, frozen meat, dairy, bread, and canned goods for Linn, Benton, and Lincoln neighbors in need. A total of seventy-two unduplicated consumers received 497 front porch deliveries.

RECOGNIZING OUR VOLUNTEERS

AmeriCorps Seniors staff typically hold summer and fall recognition events for its 100 volunteers, but had to be creative this year. In August and October recognition parades were held drive-through style in the OCWCOG parking lot to celebrate National Service in a safe way. It was a fantastic time to greet each other, gift lunches and other goodies, and meet our new Executive Director!

Despite being in the middle of a Pandemic, OCWCOG *Meals on Wheels* volunteers work every day to make sure the most vulnerable of their neighbors have nutritious food. This year 350 *Meals on Wheels* volunteers delivered over 255,000 meals across our region, an increase of 20% over last year. As a small token of our appreciation OCWCOG provided all *MOW* volunteers with an “Essential Worker – Meals on Wheels Volunteer” t-shirt.

ELIGIBILITY TRANSFORMATION IS HERE

- The *ONE* Integrated Eligibility system launched in our region on the first of November.
- This new way of doing business provides consumers a “no wrong door” entry to access medical, food, and cash benefits.
- OCWCOG believes that *ONE* will be good for many Oregonians, and is working to track and assess that none of our more vulnerable aging adult consumers fall through the cracks in this large statewide transition.
- The move to the new *ONE* system has been stressful for staff who have been actively training and preparing for the change for many months.
- Staff and management are working together to make the transition as smooth as possible for consumers and community partners.

WILDFIRE RESPONSE IN OUR COMMUNITIES

- Two large wildfires devastated communities in our region in September.
- Staff immediately mobilized to connect with consumers to assist with providing information about resources.
- Within a few days workers had called more than 670 service consumers and connected with them to assure their well-being. Staff also worked closely with Lincoln County long term care communities displaced by the fire to make sure their residents were safe and as comfortable as possible.
- Sadly, 25 consumers, including one limited license AFH, lost their homes to the wildfires. Countless others were displaced in shelters and hotels until they could return home.
- SDS staff worked closely with evacuation shelters to provide evacuees with special needs with the resources and supplies required.
- Volunteers from the Senior Companion Program reached out to over 150 non-service consumers in the affected areas to see if they needed resources or support.
- We are still trying to support those who lost their homes from the wildfires, and continue to touch base with them.

VETERAN SERVICE OFFICERS WORKING ON ACCREDITATION

Molly Murphy passed her state accreditation test and is a fully accredited Veteran Service Officer. Curtis Nelson passed the “mile stone test”, the half way point for state accreditation. Curtis also

attended the National Association of Veteran Service Officers annual training conference virtually and is now nationally accredited.

STAND BY ME OREGON COACHES STARTING TO WORK WITH FAMILIES

It's been a busy year for the financial empowerment program – Stand By Me (*\$BM*) Oregon. A lot of work has been accomplished in just a few months including: entering into contracts with partner agencies, getting coaches hired and trained, and now starting to have coaches work their first clients. Thank you to the community partners where coaches are embedded - Kidco Headstart and Strengthening Rural Families. OCWCOG also has an embedded coach working to support the staff of long term care communities, and the idea of a Veteran specific coach is still a priority.

Additionally, the Cascades West Community Development Corporation (CWCDC), a non-profit Board that can be used to support the rollout of future programs that bring economic strength to our region, but now is focused on stabilizing and moving \$BM forward, is fully up and running with six new dedicated Board members.

SUPPORTING COMMUNITY PROGRAMS

Supporting community partners and leveraging resources is a major component of the Older Americans Act. The Senior and Disability Services Advisory Councils are pleased to announce the disbursement of \$73,000 in grants funds to seven local agencies who are working to improve the quality of life of seniors and people with disabilities. These funds were directed to agencies that were providing programs to promote healthy aging, reduce isolation and loneliness, and increase the overall health and wellbeing of the people they serve. The agencies that received grant funds are: The Mid Valley YMCA, Grace Center Adult Day Services, The Samaritan Health Education Department, The Albany Senior Center, the Newport Community Center, Lumina Hospice, and North End Senior Solutions Adult Day Services.

LOOKING AHEAD TO 2021

- Looking into my crystal ball - I believe the State will keep many *COVID* precautions and policies in place including continuing work with consumers telephonically, taking no adverse actions on cases, taking self-attestation, and encouraging minimal staffing in offices.
- We will be submitting our four year Area Plan to the State Community Services and Supports Unit. Goals and objectives were developed around the focus areas of Elder Justice, Nutrition, Transportation, Family Caregivers, Native Elders, Information and Referral and Housing. The Plan will be our “playbook” for the next four years.
- Joint Council members from the Senior and Disability Services Advisory Committees are once again excited about providing advocacy around issues that affect seniors and people with disabilities in the 2021 Legislative session. Though this session will no doubt look different than in years past, we appreciate their diligence in supporting our programs and the consumers we serve.

M E M O R A N D U M

DATE: December 3, 2020
TO: OCWCOG Board
FROM: Nick Meltzer, Transportation Programs Manager
RE: **2020 Year End Review**

The Community and Economic Development Department finishes calendar year 2020 with a year full of change under our belts. In addition to responding to *COVID-19* remote work transitions, we have three new planning staff, bringing our total planning, transportation and lending team to ten people. Over the calendar year we have continued to build relationships with our members, who have in turn sought us out for new project opportunities. We end the year with nine long range projects underway. The Rideline team saw an initial steep decline in their trips during the shelter at home order; however, their brokerage trips have since rebounded to between 60 and 70% of normal. Rideline has been able to meet this fluctuation with a stable amount of current staffing and holding off on filling vacancies.

Some of our more exciting accomplishments and projects are listed below:

Calendar Year 2020 Highlights

- At the start of *COVID-19* precautions in March, transitioned the entire transportation and planning team to remote work overnight. We continued holding meetings remotely and were looked to for guidance by others across the state.
- Amongst *COVID*, completed a transit feasibility study covering four counties and five transit agencies. Significant in-person engagement efforts were redirected to account for public health concerns and the draft report was subsequently used to apply for a pilot service between Junction City and McMinnville.
- Applied for and received \$382,000 in economic recovery planning monies from the Economic Development Administration.
- Completed an update to the 2020-2025 Comprehensive Economic Development Strategy in less than four months.
- Drafted five letters from our advisory boards (CWACTION, CAMPO, AAMPO) related to state and federal funding. These letters provided a local voice to the conversation that otherwise wouldn't have been included.
- Initiated six transportation planning projects with local members using a combination of MPO and grant funds; projects they otherwise wouldn't be able to afford, including the following:

- Philomath School Safety Circulation Plan
- Adair Village Trails Plan
- Jefferson Transportation System Plan
- Albany Transit Service Implementation Plan
- Corvallis Public Transit Agency Safety Plan
- Albany Public Transit Agency Safety Plan
- Collaborated with partners in the Corvallis region to oversee the closure and shutdown of bikeshare operations and subsequently begin a new study to design a better functioning and more efficient bikeshare system.
- Secured a \$250,000 planning grant for Sweet Home.
- Provided planning and/or mapping support to six communities.
- On track to complete integration of transit information for all seven agencies across Lincoln, Benton and Linn Counties, including schedules, location of buses in real time, and mobile ticketing in January 2021. This type of integration is unique not just among Oregon, but across the country (i.e. neither the San Francisco nor the Seattle region has this level of integration).
- During the wild fires IHN approved Rideline to provide transport for members that were displaced to transport them to and from. We only received about half dozen different clients.

Departmental Updates

Shared Planning and Mapping Services

- Staff planner Justin Peterson helped the City of Toledo apply for \$5,000 for an abbreviated version of a Buildable Lands Inventory (BLI). The study will help the city understand the amount of residential land available for development and prepare them for a full Housing Needs Analysis, which is required by state land use laws.

Corvallis Area Metropolitan Planning Organization (CAMPO)

- CAMPO kicked off the update to their 2043 Regional Transportation Plan, which we anticipate doing primarily in-house. The plan will identify how the region will grow over the next 20 years and the subsequent transportation improvements needed to accommodate growth.

Albany Area Metropolitan Planning Organization (AAMPO)

- AAMPO is currently working on four transportation studies, including a Salem to Albany transit feasibility study, a transportation system plan update in Jefferson, a transit service implementation plan in Albany, and a regional bicycle/pedestrian plan.

Corvallis Bikeshare Study

- A bi-lingual survey is available for community members interested in sharing their views about the future of bikeshare in Corvallis. The survey will be open through the holidays and more focused outreach will begin in 2021.

Seamless Transit Experience

- This project explores how to coordinate traveler information, bus arrival times and mobile ticketing across the seven transit agencies in OCWCOG's region. The centralized website will be launched this month, and the automatic vehicle location (AVL) vendor has begun their work. Final negotiations with the mobile ticketing vendor are underway, with a contract expected in December. We anticipate launching the suite of new services in January 2021

Rideline

- When the pandemic started, Rideline had the majority of our staff teleworking within a couple of weeks. Currently only 1 out of 12 Ride Line staff are working in the office.
- We require all our drivers to wear masks. Our recording on our incoming message asks client to wear masks as well.
- Our most common COVID-19 related ride are the preemptive test before major medical procedures that was given to approximately 200 riders given at a drive through.

M E M O R A N D U M

DATE: December 3, 2020

TO: OCWCOG Board of Directors

FROM: John Haytas, Technical Services and Operations Director

RE: **2020 Year End Review**

2020 has been an extraordinary year on many levels, and the Oregon Cascades West Council of Governments (OCWCOG) has experienced extraordinary change with technology and technical services operations. Early in 2020, along with the rest of the world, OCWCOG rapidly responded to the global pandemic by transitioning nearly all of its workforce to telework by leveraging an aging technology infrastructure originally designed to support only a handful of remote connections. The OCWCOG Technical Services (TS) team adeptly scaled network services to accommodate the demand for remote work, adapted local onsite support processes, and deployed mobile workstations to better enable agency staff to deliver critical social services to our community.

Into the spring and summer, early successes started to combust as multiple, and venerable, agency information systems began to fail while team capacity was at an all-time low. Later in the summer, amidst the unprecedented wildfire crisis, TS arose from the ashes by accomplishing the following work:

- Rebuilt and bolstered TS team capacity
- Established an initiative to revitalize agency technology and information systems
- Removed and recycled nearly a ton of legacy analog phone cabling
- Renovated General Administration offices including network infrastructure improvements
- Replaced agency legacy firewalls at all three OCWCOG offices (Albany, Corvallis and Toledo) effectively increasing network security, reliability and capacity
- Replaced agency legacy virtual private networking (VPN) greatly enhancing and enabling telework while reducing complexity, simplifying administration, and improving both security and reliability of remote network connections.

Currently, OCWCOG is investing in modern hardware and software solutions to enable staff and contractors to securely leverage new tools and capabilities to accomplish daily tasks, evaluate and implement new work flow processes, and realize increases in efficiency, capacity and productivity. All of the investments to revitalize operations enable OCWCOG to target and support Senior and Disability Services, Community and Economic Development partnerships, and support our member local governments.

M E M O R A N D U M

DATE: December 3, 2020
TO: OCWCOG Finance Committee
FROM: Sue Forty, Finance Director
RE: **2020 Year in Review**

What a crazy year it has been. In the beginning of this pandemic we had concerns about the financial stability of the agency and funding streams critical to providing services to our consumers and members. As detailed in the financial memo in the Full Board packet you will see Oregon Cascades West Council of Governments (OCWCOG) is financially sound. Our revenue and expenses are very close to what they were in the prior year, through the first 4 months. While we have some areas where expenses might seem to be high, this is due to purchasing the needed supplies to keep our work place clean and safe. Grants and donations are actually up a bit from the prior year, due to the outpouring of community support.

The COG finance team was not a remote team before the *COVID* pandemic, but has done an outstanding job figuring it out and getting their jobs done. These committed staff have achieved processing all of the agency's accounts payable, payroll, and all necessary items to keep the agency financial status healthy and whole.

Kristy Nofziger and Sharlene Wullenwaber, our accounts payable and payroll staff have provided the critical support for staff, volunteers and community members by processing all payments and payroll while working remote. Ellen Valentine, our coastal accounting clerk, continues to support to the City of Yachats and City of Waldport; the two coastal communities that we have contracts with.

Contracts have been a steady stream of paper during the last year. We have successfully managed over 200 contracts during this this time. I do not believe that one ball has been dropped in this unit. We recently lost one of our Contracts Coordinators, Christine Kennedy, to a promotion with the State; we wish her well in her new position. With the unit vacancy, Pamela Fields our part time Contract Coordinator, has stepped in and is covering the needs of the department. This team, in coordination with Randi Moore, Senior and Disability Service Director (SDS), reviews and bills for the CARES funding available through the intergovernmental agreement (IGA) with the State. To date, the SDS program has been able to use the CARES funds and reserve some of the OAA contract funds for future expenses. COG was also awarded with additional *COVID* funds in the amounts of:

- **\$213,362 in Family First** - supporting Meals on Wheels, we bought shelf stable meals, frozen meals, an extra freezer etc. We also purchased PPE for meal sites to protect drivers.
- **\$168,707 in Title III-B Support Service** - We used this to provide meals for food insecure older adults, to support workers teleworking, and provided contracts to community partners to support programs in the communities that reduce isolation and loneliness.
- **\$425,531 in Nutrition and Meals Services** - Used to pay for the higher demand on meals.
- **\$85,396 in Title III –E Family** - Used to provide stipend money to family caregivers for respite, technology and other supports. Also for contracts with Lumina and Grace Center Adult Day Services, and North End Senior Solutions Adult Day Services to adapt their classes that support family caregivers such as Powerful Tools for Caregivers and Family Caregiver Support Groups to a virtual platform.

Thank goodness our former Finance Manager Janet Cline, has stepped in and is ensuring that the work is getting done, due to losing our Finance Manager. Janet has picked up the FEMA and CARES work needed to recover as much funding as we possibly can. To date we have recovered **\$76,037.00** in FEMA funds for the expanded FMLA time used by staff to self-quarantine, or take care of vulnerable family members and children. We continue to monitor the opportunity to recover additional funds when they are made available. Janet is meeting with our FEMA representative twice a month.

Sandra Easdale, COG's Senior Loan Officer, applied for and received \$750,000.00 in *COVID* funds from the USDA; with an additional \$75,000 administrative grant to support her efforts in lending out these funds. Since the pandemic started, we have been able to offer loan payment deferments to our borrowers who were financially harmed, due to closure, restrictions and less customer traffic. We had 7 COG loan recipients take advantage of the deferments. However, we currently only have 2 still deferring. Additionally, 7 other borrowers have paid off their loans during this time, and Sandra is working with several businesses to process new loans using COVID, SBA, and local loan funds.

We look forward to next year. The challenges we faced this year will continue into the beginning of the New Year, but we have great processes to allow us to be successful with any new challenges.

Sue

M E M O R A N D U M

DATE: December 3, 2020
TO: Oregon Cascades West Council of Governments Board of Directors
FROM: Ryan Schulze, Human Resources Manager
RE: **2020 Year End Review**

The purpose of this memo is to give the members of the Board a brief overview of HR activities in 2020. The challenges presented by a pandemic, wildfires, and staff changes have been significant and changed the way we conduct business at OCWCOG as you all are aware. I am proud of the accomplishments of my team and the organization as whole. A few accomplishments I would like to highlight include:

Recruitment

This year has seen a decrease in total number of recruitments as we stopped all recruitments for several weeks in the early days of the COVID-19 pandemic. In total we have had 35 recruitments as of November 20, 2019, 30 of those due to employee turnover. Of the 35 recruitments, three have been higher profile recruitments including the Executive Director, CED Director, and Technology Services and Operations Director.

In the last year we have been able to successfully move all recruitments into Suti HR, reducing paper and providing a more modernized way for candidates to apply for positions at OCWCOG. This step has further streamlined the process of setting up interviews and data entry for new hires into our personnel database.

We had some early growing pains utilizing video conferencing technology, but have adapted well to utilizing Zoom to conduct interviews as well as other daily meetings.

FMLA/OFLA

2020 has seen a significant increase in the use of FMLA as a result of COVID-19. In all of 2019 we approved 19 staff for use of FMLA leave for a total of 2960 hours. Between January 1, 2020 and February 29, 2020 we approved 9 employees for a total of 539 hours; since that time, through October 31, 2020 we have approved an additional 58 employees for FMLA leave primarily under the FFCRA for a total of 5227 hours.

Other Accomplishments

Adjusting to the rollout of the new ORCHARDS system with the state Background Check Unit. This has required learning a new system in the midst of the pandemic and has increased data entry for HR staff. Our HR team has adapted quickly to these changes and worked directly with BCU staff to work through challenges as they have come up.

Our Employee Handbook received a major overhaul this last year. This change brought some outdated policies up to current standards and added detail to others for increased clarity. This is the first step in making sure all of our policies are reviewed and updated periodically.

Other work efforts worth mentioning include HR support provided to Yachats to create new Position Descriptions for many of their employees and conduct a salary study to ensure they are able to assess how competitive their wages are in the market. We continue to engage with CSC as we look at the possibility of merging our organizations and are assisting with some HR services.

Perhaps most notable is our response and resiliency to the ongoing changes created by COVID-19 has been nothing short of amazing. We have had to adjust policy and procedure, stay on top of continually changing regulations and guidance and communicate throughout the agency so employees are able to understand and adapt to these changes. In a matter of days we went from having only a handful of staff working remotely to approximately 80% of staff working remotely at least part of the time. We've worked closely with our Union Officers to evaluate staff safety and be as adaptable as possible offering leave benefits, flexible schedules and providing PPE before it became a mandate. The fact that we have not had an outbreak in our workforce I think can be attributed to these efforts and the teamwork of all our employees.