

# Oregon Cascades West Council of Governments

*Strategic Plan 2023 - 2025*







I am incredibly proud and honored to present the Oregon Cascades West Council of Governments (OCWCOG) 3-year Strategic Plan. When I joined the OCWCOG, one of my top priorities was to move the organization forward with intention and focus, through clarity of vision and with a strategic road map. This Strategic Plan represents extensive feedback from partners, member agencies, elected officials, board members and staff gathered over the course of the last six months.

The OCWCOG began as the “Linn-Benton Association of Governments” in 1967. In 1970, it was formally created as the Oregon District 4 Council of Governments, then took its current name in 1996. For 55 years we have been serving the region with an array of services. Over that time, our identity and service footprint has changed considerably, bringing to light the need for updated Mission and Vision statements. It was such an honor to lead the discussions which established a new organizational mission statement and vision.

In addition to refreshing our Mission and Vision, we felt the need to develop a set of agency Values to hold ourselves accountable to. The values were created entirely by the incredible staff of OCWCOG who serve the region every day. We asked staff to individually note the five values they hold most dear and live by as they serve you. This resulted in over 150 non-duplicated values we bring to our work. We distilled the list to the most expressed values and asked staff to vote on those they believe the agency should use as a guide as we serve the community.

The Strategic Plan defines five Strategic Priorities for the next three years. These priorities create a clear path for enhancing and improving our core services while leaving plenty of room to explore how we can help the region in new and exciting ways. This plan emphasizes our need to invest in Diversity, Equity and Inclusion to ensure every resident of the region can fully participate and benefit from our agency. We also stress the importance of enhancing our partnerships to remove barriers and fill service gaps for everyone in the region. It recognizes and supports our most critical asset, our staff, and pushes us to be more visible in the community.

As we work to strengthen the region, I encourage you to get involved; share your voice, tell your story, volunteer for one of our programs, and tell me how we are doing.

A handwritten signature in black ink, appearing to read 'Ryan Vogt'.

Ryan Vogt, Executive Director





## Our Mission

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

## Our Vision

We are a regional leader and partner who provides inclusive services to meet individual and community needs.

We commit to:

- *Measure ourselves by staff developed agency values*
- *Align our daily work with our strategic priorities*
- *Identify and respond to service gaps in the region*
- *Use data and consumer input to continually improve*

## Our Values

**Compassion** - *Actively caring for others*

**Collaboration** - *Working together to achieve common goals*

**Diversity, Equity & Inclusion** - *Creating an environment where everyone is welcomed, supported, and given the resources to thrive*

**Integrity** - *Always doing the right thing*

**Respect** - *Honoring one another*



# Strategic Priority: Community Visibility



People know who we are, what we do, and how to access us.

Serving our region relies on connecting to people through a broad range of channels—including word-of-mouth—and awareness of the many ways we can impact lives and communities. We must build a more visible profile and understanding of the OCWCOG's role and offerings.

## *Key goals:*

- New compelling Mission, Vision, and Values
- Strong brand, effective communication and outreach
- Identify common problems and develop/promote regional solutions
- Consumers are aware of available services

## **Progress Objectives**

- > Higher local and regional awareness of our brand and service portfolio
- > Increased number of new consumers
- > Greater participation in community events





# Strategic Priority: Organizational Excellence

Recognized as a leader, continuously improving and adapting



The region deserves and expects us to be a well-run, efficient, and flexible organization. We constantly set a high standard for quality and responsiveness, both to the communities we serve and our staff. We achieve this by placing a strong emphasis on the recruitment, retention, and support of our exceptional workforce.

## *Key goals:*

- Efficient, high-value operations and processes
- Decisive, data-informed actions
- Support and empower staff in delivering programs
- Enhance teamwork and collaboration among staff

## **Progress Objectives**

- > Increased staff engagement and morale
- > Reduction of manual data work and processes
- > Decision making framework that includes data review and interpretation

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



# Strategic Priority: Partnerships & Collaboration



Build & strengthen relationships with partner agencies and member governments.

OCWCOG interacts with other local, state, and federal resources to best serve the region. Creating stronger partnerships will enhance our impact on consumers and remove barriers to service throughout the region.

## *Key goals:*

- Further alignment and systems improvement with Community Services Consortium (CSC)
- Expand engagement with non-profit organizations
- Deliver and align with key State agency partner services
- Strong engagement of Board and member governments

## **Progress Objectives**

- > Co-housed partnership with CSC
- > Strategic decision making process with multiple parties at the table
- > OCWCOG staff and services are available at more locations throughout the community





# Strategic Priority: Diversity, Equity and Inclusion



Strengthen our organizational commitment to employing and serving under-represented people and communities.

OCWCOG is embarking on a multi-year process to enhance our staff and workforce understanding of Diversity, Equity and Inclusion issues and their importance. We recognize the value of diversity in staffing and service offerings that allow us to best serve the region.

## *Key goals:*

- Identify and address historical gaps and barriers to accessing services
- Meaningful engagement of under-represented communities
- Enhance our workforce to reflect the diversity of our communities
- Position the agency to be a role model

## Progress Objectives

- > All staff are trained in Diversity, Equity and Inclusion matters
- > The diversity of the region is represented in OCWCOG staffing and service delivery model
- > Adoption of decision making processes with Diversity, Equity and Inclusion in mind

***Vision:*** A regional leader providing inclusive services to individuals and communities.



# Strategic Priority: Expansion & Innovation

Lead the region by driving new ideas, creative solutions, and purposeful growth.



We will leverage our role as a convener to understand the region's needs for today and tomorrow. Using the voice of the region, we will implement cutting-edge solutions that are responsive to the needs of the community.

## *Key goals:*

- Use data to assess the reach and impact of our programs
- Actively anticipate new regional needs before they emerge
- Be positioned to respond to national and statewide changes
- Take measured risks to deliver new programs and services

## **Progress Objectives**

- > Regional concerns are addressed by new lines of work
- > Recognized at the state and national level for creative solutions
- > Increased data-driven assessment of program reach and impact

**Values:** Compassion - Collaboration - Diversity, Equity & Inclusion - Integrity - Respect



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