



OREGON
Cascades West
Council of Governments

Board of Directors Meeting Packet

January 15, 2025
2:00 pm - 4:00 pm

Attend In Person at

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

Or Attend Virtually:

[Click to Join Teams Meeting](#)

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



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

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

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

**BOARD OF DIRECTORS' AGENDA
January 15, 2026
2:00 – 4:00 pm**

1400 Queen Ave SE Albany, OR 97322

Join Teams Meeting

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

NOTE: Please contact Angelykah Light at 541.405.8420 or alight@ocwcog.org no later than noon on Wednesday, January 14, 2025, to confirm your attendance.

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

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

The floor will be open to the public for comment.

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

- a. Approve meeting minutes from October 23, 2025 ([Page 6](#))
- b. Approve meeting minutes from December 4, 2025 ([Page 11](#))
- c. Financial Report Memo ([Page 20](#))
- d. Accounts Receivable Aging FY Dec 2025 Report ([Page 22](#))
- e. Year-to-date FY 2026 Dec 2025 Report ([Page 23](#))

ACTION: Motion to approve Consent Calendar items.

4. **2026 Meeting Calendar** (*Executive Director Ryan Vogt*)
(2:15 pm – 2:25 pm)

Survey Response Memo ([Page 26](#))
2026 Proposed Meeting Calendar ([Page 28](#))

ACTION: Motion to approve the 2026 meeting schedule.

5. **Acknowledgment of Commissioner Claire Hall** (*Executive Director Ryan Vogt*)
(2:25 pm – 2:40)

ACTION: Election of Lincoln County Representative to Vice Chair.

6. **Appointment of Benton County At Large Member** (*Executive Director Ryan Vogt*)
(2:40 pm – 2:45 pm)

ACTION: Information only, no action needed.

7. **New Member Appointment Loan Program Advisory Committee** (*CED Director Matt Lehman*)
(2:45 pm – 2:50 pm)

New Membership Appointment Memo ([Page 29](#))

ACTION: Motion to approve LPAC membership appointment of Sarah Buddingh.

8. Cascades West Economic Development District (CWEDD) Updated Bylaws and Articles of Agreement (CED Director Matt Lehman)
(2:50 pm – 2:55 pm)

CWEDD Bylaws and Articles of Agreement Memo ([Page 30](#))
CWED Articles of Agreement Amendment Document ([Page 31](#))
CWEDD Bylaws Amendment Document ([Page 34](#))

ACTION: Motion to approve the CWEDD Bylaws updates and Article of agreement updates.

9. SSAC & DSAC Bylaws Updates (SDS Director Randi Moore)
(2:55 pm – 3:00 pm)

SSAC Bylaws Memo ([Page 38](#))
SSAC Bylaws Amendment Document ([Page 40](#))
DSAC Bylaws Memo ([Page 46](#))
DSAC Bylaws Amendment Document ([Page 48](#))

ACTION: Motion to approve the SSAC Bylaws updates and the DSAC Bylaws updates.

10. Newport & Regional Implications (Mayor Jan Kaplin, Newport)
(3:00 pm – 3:20 pm)

CWCOG Proposal Document ([Page 54](#))
Regional Response Fund Resolution ([Page 55](#))

ACTION: Motion to approve the resolution for CWCOG's involvement in establishing a Regional Response Special Fund.

11. CWCOG Strategic Planning (Agency Director Paul Egbert)
(3:20 pm – 3:40 pm)

Strategic Planning Document ([Page 57](#))

ACTION: Information only, no action needed.

12. Agency Director Update (*Agency Director Paul Egbert*)
(3:40 pm – 3:45 pm)

COG Blog ([Page 63](#))

ACTION: Information only, no action needed.

13. Executive Director Update (*Executive Director Ryan Vogt*)
(3:45 pm – 3:55 pm)

ACTION: Information only, no action needed.

14. Other Business
(3:55 pm – 4:00 pm)

15. Adjournment
(4:00 pm)



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

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' MEETING MINUTES**

**October 23, 2025
9:30 – 11:30 pm**

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

Attendees: **Chair** Commissioner Pat Malone, Benton County; **Treasurer** Commissioner Sherrie Sprenger, Linn County; Mayor Alex Johnson II, Albany; Mayor Jan Kaplin, Newport; Mayor Rod Cross, Toledo; Mayor Christopher McMorrان, Philomath; Councilor Debbie Poland, Depoe Bay; Councilor Mike Caughey, Harrisburg; and Councilor Rick Booth, Waldport.

Absent: **Vice Chair** Commissioner Claire Hall, Lincoln County; Mayor Charles Maughn, Corvallis; Mayor Scott Cowan, Millersburg; Mayor Loel Trulove, Tangent; Councilor Kevin Hohnbaum, Lincoln City; Councilor Ken Bronson, Sweet Home; Councilor Jeanni Cuthbertson, Monroe; Councilor Joseph Parsons, Sodaville; Commissioner Gil Sylvania, Port of Newport; and Member Robert Kenta, Confederated Tribe of Siletz Indians.

Staff: Executive Director Ryan Vogt, Agency Director Paul Egbert; Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; Human Resources (HR) Director Ryan Schulze; Senior and Disability Services (SDS) Director Randi Moore, Planning and Transportation Program Manager Matt Lehman; Ride Line Program Manager Jesus Jara, Operations Supervisor Emma Chaves-Sosa, Loan Officer Didi Aho; Organizational Development and Training Specialist Vanessa Rusch; Communications Officer Karla Brouhard, SEIU 503 Union Representative Mandi Craig, Executive Assistant Celina Franklin and Executive Assistant Angelykah Light.

Public: None

Welcome and Introductions

The Oregon Cascades West Council of Governments (OCWCOG) Board of Directors Meeting was called to order by Chair Malone on October 23, 2025, at 9:36 am Via

Teams Video and Audio Conferencing, and in-person attendees. Introductions were completed by the attendees.

Public Comment

No Comments from the Public.

Consent Calendar

Mayor Cross moved to approve the Consent Calendar including the Board of Directors July 17, 2025, meeting minutes, and the Board of Directors September 18, 2025, Meeting Minutes. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

Bylaws Updates to Reflect CWACT Changes

Executive Director Vogt states the CWACT was historically a body of work overseen by OCWCOG. CWACT work will now be overseen by Oregon Department of Transportation (ODOT) staff due to changes in funding.

Mayor Cross moved to approve the proposed changes to the Bylaws as reflected in the draft document. Treasurer Sprenger seconded the motion.

Chair Malone allowed for discussion.

Mayor McMorrان asked if ODOT overseeing the CWACT is a permanent change.

Chair Malone stated he has not heard any indication of the change being permanent or temporary.

Mayor Cross stated he is on the Continuous Improvement Advisory Committee and described a variety of changes that he has experienced with ODOT.

Executive Director Vogt stated the purpose of the motion request is to remove CWACT from the OCWCOG Bylaws as a subcommittee of the OCWCOG Board of Directors expressed in the Bylaws.

Chair Malone asked for all in favor of the motion stated by Mayor cross. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

Cascades West Business Lending (CWBL) Resolution

Loan Officer Aho presented the resolution for the Economic Development Administration (EDA) funding presented in 2021. This loan requires annual or semiannual reporting. In the past, OCWCOG has provided Loan Program Advisory Committee (LPAC) meeting notes as the annual reporting documents. Going forward, EDA Resolutions will be provided to the OCWCOG Board of Directors annually.

Mayor Cross moved to approve the CWBL Resolution. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

Approval of the Collective Bargaining Agreement

HR Director Schulze provided summary of the changes in the new bargaining agreement. Changes include updates to layoffs or furlough language and procedure. HR Director Schulze stated there are updates to the procedure in the event of a catastrophic event resulting in OCWCOG office closures for an extended amount of time. Changes have been made to the rate of vacation accruals, vacation cash outs, Cost of Living Adjustments (COLA), a one-time payment of \$550 Friday prior to the Thanksgiving Holiday, and the Bargaining Agreement will now cover three years instead of the historic cadence of two years.

Mayor Cross moved to approve the changes and implement the new collective bargaining agreement. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

Sub local Officer 937, Mandi Craig thanked Paul Egbert, Ryan Schulze, Marit Nelson, Alicia Lucke, and Ashley Bogue Brown on behalf of the other Union Representatives for their collaborative efforts while bargaining.

Management Compensation Package

Executive Director Vogt requested the management compensation package reflect the newly approved bargaining agreement for represented staff.

Mayor Cross moved to approve the changes and implement the management compensation package. Treasurer Sprenger seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorrان, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

New Logo

Communications Officer Brouhard presented the new logo proposed for OCWCOG. The proposal is to request review and move to approve the new logo for use going forward.

Treasurer Sprenger asked what the cost implications will be for updating materials with the new image.

Finance Director Nelson stated current materials will be used first and replaced with the new logo as needed.

Treasurer Sprenger asked for clarification on the roll out timeline and the cost of items such as signs, and tablecloths.

Executive Director Vogt stated items such as lanyards and tee shirts will be distributed to staff and events like the All Staff. Additional items such as the sign for the building will be aligned with the flexible budget. The Board of Directors will not be requested to approve special funding. If additional funds are needed, they will be outlined in the next budget cycle.

Communications Officer Brouhard explained the variety of uses the new logo will have and how each might be used.

Chair Malone stated the logo is attractive and expressed agreement with the update.

Communications Officer Brouhard stated the change will assist with leaning into the identifier of the agency as Cascades West. There has also been development of a new brand guideline that will be available internally and externally.

Treasurer Sprenger moved to approve the adoption of the new logo. Mayor Cross seconded the motion. Chair Malone, Treasurer Sprenger, Mayor Johnson, Mayor Kaplin, Mayor Cross, Mayor McMorran, Councilor Poland, Councilor Caughey, and Councilor Booth all voted in favor. With no opposition, the motion was approved.

Executive Director Update

Executive Director Vogt states the Fiscal position in the agency remains stable and is not of immediate concern in the face of the Federal Shutdown. OCWCOG is preparing internally for the full stoppage for the delay of Supplemental Nutrition Assistance Program (SNAP) benefits. Preparations include cataloging alternative food resources, staff driven food collection and increased access to educational materials. OCWCOG is also preparing for an increase in consumers that may become emotionally elevated with additional manager level support for reception staff.

Mayor Cross asked if Meals on Wheels accepts donations and where the money needs to be directed too.

SDS Director Moore stated donations can come in a variety of ways including a link on the OCWCOG website, or in person at any of the OCWCOG offices. Donations can even be made to specific meal sites.

Executive Director Vogt stated he had attended a variety of conferences held by the National Association of Regional Councils (NARC). The meeting assists in allowing Executives to speak on a variety of agency successes and learning opportunities.

Agency Director Egbert stated he was also able to attend the conference and was given inspiration for internal and external priorities. Agency Director will be increasing partnership conversations and increasing community exposure. Interviews for the Community and Economic Development (CED) Director position have been completed, more updates to come. OCWCOG Senior Leadership will soon be spending time in Benton County to refresh the Strategic Priorities.

Executive Director Vogt stated there have been some additional intentional efforts to celebrate staff including a recent luncheon event for staff who have met specific milestones. Executive Director Vogt states he wishes to continue finding ways to celebrate and thank the staff for the work they do and their impact on the region.

Other Business

Chair Malone took some time to express the importance of quorum. The next meeting will be held on December 4th at 2 pm in the Albany OCWCOG conference room.

Adjournment

Chair Malone adjourned the meeting at 10:59 am.

Meeting minutes taken by Angelykah Light.



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**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS' MEETING MINUTES**

**December 4, 2025
2:00 – 4:00 pm**

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

Attendees: **Chair** Commissioner Pat Malone, Benton County; **Treasurer** Commissioner Sherrie Sprenger, Linn County; Mayor Jan Kaplin, Newport; Mayor Rod Cross, Toledo; Mayor Christopher McMorran, Philomath; Councilor Ken Bronson, Sweet Home.

Absent: **Vice Chair** Commissioner Claire Hall, Lincoln County; Mayor Scott Cowan, Millersburg; Mayor Loel Trulove, Tangent; Councilor Kevin Hohnbaum, Lincoln City; Councilor Jeanni Cuthbertson, Monroe; Councilor Joseph Parsons, Sodaville; Commissioner Gil Sylvia, Port of Newport; Councilor Debbie Poland, Depoe Bay; Councilor Mike Caughey, Harrisburg; Councilor Rick Booth, Waldport; Mayor Alex Johnson II, Albany; Councilor Jim Moorefield, Corvallis, and Member Robert Kenta, Confederated Tribe of Siletz Indians.

Staff: Executive Director Ryan Vogt, Agency Director Paul Egbert; Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; Human Resources (HR) Director Ryan Schulze; Senior and Disability Services (SDS) Director Randi Moore, Community and Economic Director (CED) Matt Lehman; Community and Services Program Manager Alicia Lucke; Community and Economic Development Supervisor Justin Peterson; Organizational Development and Training Specialist Vanessa Rusch; Executive Assistant Celina Franklin and Executive Assistant Angelykah Light.

Public: Community Services Consortium Executive Assistant Emely Day

Welcome and Introductions

The Oregon Cascades West Council of Governments (OCWCOG) Board of Directors Meeting was called to order by Chair Malone on December 4, 2025, at 2:01 pm Via Teams Video and Audio Conferencing, and in-person attendees. Introductions were completed by the attendees. Quorum was not met.

Public Comment

No Comments from the Public.

Consent Calendar

Approval of the Consent Calendar was not voted on; quorum was not met.

2026 Meeting Calendar

Chair Malone stated that the 2026 Meeting Calendar will need to be approved when quorum can be met.

Benton County At Large Member

Executive Director Ryan Vogt stated that Mayor Charles Maughn from Corvallis has stepped down from the Board of Directors, which creates a vacancy for an at-large position representing Benton County on the Executive Committee comprised of three officers and one representative each from Linn, Benton, and Lincoln counties.

In response to Chair Malone’s question, Executive Director Vogt confirmed that Councilor Jim Moorefield is officially recognized as a representative on the Board of Directors although Councilor Moorefield’s interest in serving on the Executive Committee is uncertain. Executive Director Vogt explained that under the bylaws, Benton County members will propose a candidate, and the Board will affirm the selection.

Chair Malone suggested that the Benton County group address this matter before the next Board meeting, and follow-up will occur via email.

New Member Appointment Loan Program Advisory Committee

Community and Economic Development Director Matthew Lehman brought forth the recommendation to appoint Sarah Buddingh, staff member with the Economic Development Alliance of Lincoln County, to the Loan Program Advisory Committee. Action could not be taken due to lack of quorum.

Program Highlight Cascades West Economic Development District (CWEDD)

CED Supervisor Justin Peterson presented the CWEDD development strategy. CED Supervisor Peterson stated that following challenges of CWEDD Board membership turnover and membership structure, there will be a bylaw update brought forth in the future for Board review and approval.

VISION



Vision

The District's preferred future includes a growing diversified and resilient economy with a range of employment opportunities that provide stable family wage jobs, lifelong learning and training opportunities, sustainable natural resources, an integrated infrastructure, and coordination among economic development efforts throughout the region.

CWEDD AND COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATES

DECEMBER COG BOARD MEETING



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)



- Adopted September 2025
- Locally-based, regionally driven
- A planning process and a document
- Engage with the EDA
- Access to funds
- Prerequisite for federal designation
- Scaffolding for regional collaboration

Comprehensive Economic Development Strategy 2025-2030



RECENT REGIONAL EDA AWARDS SUMMARY



- Cottage Grove Main Street Improvements – \$5 million. Improvements include sidewalks, roads, and replanting trees.
- Cottage Grove Bohemian Park (Bohemia Foundation) - \$1.1 million. Improvements to Bohemia Park.
- Eugene – Suzanne Arlie Bike Trails Project – \$1.2 million. Improvements include dedicated mountain bike trails and a mountain bike skills park.
- Mass Timber Phase II – \$41.2 million from Build Back Better. Partners include the Port of Portland, Oregon Department of Forestry, DLCD, the Tallwood Institute, and Business Oregon. Industry cluster development, modular housing facility at the Port of Portland, city code updates, and other work.
- Broadband – OCWCOG – \$300k - Strategic Plan (2022)
- Sweet Home Emergency Generators - \$875k – (2024)
- Corvallis Microfluidics Tech Hub –Phase I awarded. Applied for Phase II. The CorMic consortium is a diverse, strong, collaborative group at the forefront of developing, scaling, and commercializing microfluidics technologies that range from high-speed computing to life-saving biosciences applications. (Award not obligated - CorMic may reapply)

STRATEGY COMMITTEE

- Met three times during the update process

Name	Title	Agency
Paul Schuytema	Executive Director	Economic Development Alliance of Lincoln County
Paula Miranda	Director	Port of Newport
Pam Barlow Lind	Tribal Planning Director	Confederated Tribes of Siletz Indians
John Pascone	President	Linn Economic Development Group (LEDG)
Dale Moon	Director, Workforce Development	Linn Benton Community College
Sophie Adams	Economic Development Manager	City of Albany
Karl Mundorff	Senior Program Manager	Oregon State University (OSU)
Christopher Jacobs	Community and Economic Development Manager	City of Corvallis and Benton County
Nate Conroy	Venture Catalyst	RAIN Catalysts
Courtney Flathers	South Valley/Mid-Coast Coordinator	Regional Solutions
Matt Michel	City Manager	City of Veneta
Greg Ervin	City Councilor	City of Cottage Grove
Jason Harris	CED Manager	Lane County
Tina Goldberg	Assistant VP - ED and Strategic Relations	University of Oregon
Nicole Desch Matthews	VP of Business & Workforce Development	CEDO
Allie Camp	Economic Development Director	City of Springfield

CEDS PRIORITY AREAS



Priority Area 1

Regional Collaboration and Partnerships



Priority Area 2

Grow Economic Vitality Through Business Development



Priority Area 3

Infrastructure Resilience



Priority Area 4

Foundations for Economic Wellbeing



Priority Area 5

Rural Vitality

What Priority Areas align with your jurisdiction?

KEY LOCAL, REGIONAL, AND FEDERAL PRIORITIES

Local Priorities (2025)		Regional Solutions Priorities February 2025		EDA Priorities February 2025	
	Infrastructure Resilience	Infrastructure		Critical Infrastructure	
	Regional Collaboration and Partnerships	Community Resilience		Economic Recovery and Resilience	
	Grow Economic Vitality Through Business Development	A Thriving Business Environment		Innovation and Entrepreneurship	
	Foundations for Economic Wellbeing	Accessible and Affordable Child Care		Workforce	
	Rural Vitality	Housing Production		Manufacturing	

Priority Area 2 Grow Economic Vitality Through Business Development

#	Approach	Recommended Lead	Key Partners
1	Provide support to entrepreneurship, industrial innovation, business retention and business expansion efforts combined with workforce development efforts to create a thriving business environment.	CWEDD	Workforce dev agencies, SBDCs, entrepreneurship leads.
2	Facilitate connections between business development centers, economic development organizations, business incubators and accelerators to create a clear and obvious bridge of support between the start-up and growth phases of new businesses.	Workforce dev agencies	CWEDD, workforce investment boards, incubators, accelerators, SBDCs, state and federal regulatory agencies
3	Facilitate collaboration between educational institutions (both higher education and community colleges), economic support organizations and regional businesses to continue to grow our regional entrepreneurial ecosystem supporting innovative businesses region-wide.	School districts, community colleges, and universities	Workforce dev agencies
4	Develop a future-ready workforce pipeline by coordinating current & future business needs with higher education training, from STEM disciplines to career technical education.	WIBS and community colleges	Workforce dev agencies
5	Provide start-ups and existing businesses with technical assistance, resources and incentives to help SBDCs them better thrive in our region.		Accelerators
6	Identify resources and develop relationships before shocks so that businesses can immediately access financial assistance post-shock.	Government loan officers, Business Oregon	CWEDD, EDA, Small Business Administration, community banks
7	Support discussions for regulatory changes at the local, state, and federal level to facilitate business growth and health.	CWEDD	Business Oregon, RST, city and county partners

Description: In order to thrive, the region must foster entrepreneurship, innovation, and workforce development through collaboration with educators, business support organizations, and economic development partners. Key initiatives include expanding technical assistance, bridging gaps between business incubation and growth, aligning workforce training with industry needs, and advocating for regulatory improvements. This approach ensures businesses at all stages and of all sizes have the resources, talent, and supportive policies needed to thrive and drive long-term economic prosperity.

CWEDD's Role: As the designated economic development district of the region, CWEDD provides access to unique sources of Economic Development Administration (EDA) funding and programming. The District has an opportunity to offer resources and coordination that will support local-level business retention and expansion efforts and entrepreneurial ecosystems builders. **Over the next five years**, the District will provide research capacity, serve as an information hub, and facilitate important connections between business support providers, members, and federal programming.

Alignment			
	    		
	    		
	<p>US Economic Development Administration</p> <p>Regional Solutions</p>		
Grow Economic Vitality Through Business Development Approach 1			
Provide support to entrepreneurship, industrial innovation, business retention and business expansion efforts combined with workforce development efforts to create a thriving business environment through regional coordination.			
Implementation Strategies			
a) Create and promote a database of incubators, accelerators, capital sources, and business support services available in the region.			
b) Assist with identifying and pursuing funding that would increase capacity of Small Business Development Centers, business incubators and accelerators.			
c) Help counties and cities establish their own business registration or tracking systems that will allow the collection of more and better data about business' needs in order to facilitate responsive government.			
d) Establish a network of local and regional staff who can help businesses navigate through permitting and other processes.			
e) Develop and publicize educational opportunities about the advantages of international trade for regional businesses that are interested in expanding into new markets.			
f) Coordinate workforce and entrepreneurship efforts through the CEDS working group process, including integrating the Innovation Hub work as a working group.			
Indicators of Success			
Supporting Metrics	Collection Frequency	Data Lead	Sources
The databases as described in strategies (a), (b) and (c), number of businesses engaged as described in strategies (d) and (e).	Every plan update	CWEDD, member cities	CWEDD, regulatory partners, and its membership

CWEDD'S STRUCTURE AND ROLE

- CWEDD Board - Decision-making body that approves regional priorities through adoption of CEDS. The Board will provide direction to CWEDD staff as appropriate.
- CWEDD Executive Committee - The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD board between meetings. Taking action in situations determined by the Chair to be urgent.
- CWEDD Staff - Conduit between decision-makers (the Board) and economic development staff. CWEDD staff will convene regional and local stakeholders through CEDS implementation meetings and provide support through outreach, facilitation aid, and relevant economic development opportunities to the region.

Decision-making	Convening & Support	Advisory	Action
CWEDD Board Adopt CEDS, direct CWEDD Staff priorities	CWEDD Staff Convene CEDS Implementation Meetings and support Working Groups	Economic Development Practitioners & Stakeholders Provide local updates during CEDS Implementation Meetings, advise on priority projects, and join Working Groups	Working Groups (composed of ED Practitioners & Stakeholders) Carry out action on priority projects identified during CEDS Implementation Meetings; a project must have a Champion to be viable

CWEDD'S CAPACITY

- CWEDD is funded by an EDA Planning Partnership grant (3-year cycle)
- Funding is limited to \$75,000/year that is split and then matched by OCWCOG and LCOG
- As an example, OCWCOG solely from grant funds can fund less than a 0.50 FTE
- Limited funding/capacity requires us to rely on our partners to help implement the CEDS

FORMALIZING WORKING GROUPS

- Determine:
 - Topics – Are the existing working groups still relevant? Are new working groups beneficial?
 - Representation – Who should be on the working group?
 - Capacity – Who has capacity to lead?
 - Roles – Who is the project champion?
- Review at annual gathering
- How do we improve the feedback loop from working groups to the CWEDD Board?

IMPLEMENTATION MEETING

- Goals of CEDS and implementation
 - CEDS as a scaffolding to have conversations throughout the region
 - Tie in activities already happening in the region
 - What regional projects have funding that we can tie into the CEDS work?
 - Applying for EDA funding
- Implementation meeting
 - Recent example of an implementation meeting – October 2024 Regional CEDS Meeting
 - Moving towards annual implementation meetings in the Fall or combined with an existing regional event
- Challenges
 - Board membership turnover and current membership structure (possible future bylaw update for more WIB, SBDC, Community College, etc. representation)
 - Who is doing what and how it is being done?
 - Herding cats and keeping track of everything happening in the region

PROPOSED CWEDD BOARD UPDATES

- No change to the CWEDD Board size.
- Oregon Cascades West Council of Governments (OCWCOG) membership shall include twelve (12) members.
 - Three (3) members shall be on the Oregon Cascades West Council of Governments Executive Board with one from each county.
 - Six (6) members shall be representatives of a city, county, or tribal government with two (2) from each county.
 - Three (3) members shall be representatives of an economic interest group in the OCWCOG region (e.g. University, Community College, Chamber of Commerce, Workforce Board, Small Business Development Center, Business Representative, etc.)
- Lane Council of Governments (LCOG) membership shall include eight (8) members.
 - Six (6) members shall be members of the Lane Council of Governments Board of Directors.
 - Two (2) members shall be members of the Lane Economic Committee (LEC).

Newport & Regional Implications

Mayor Jan Kaplan shared the background of issues impacting the city of Newport and the surrounding region: the potential establishment of an ICE facility at the Newport Municipal Airport, the process to facilitate the return of the U.S. Coast Guard rescue helicopter to Newport, and rumors of ICE seeking to lease 200 Newport hotel rooms for up to a year. Mayor Kaplan asked OCWCOG to consider serving as a fiscal sponsor to manage donations for anticipated costs for pursuing legal counsel if a fund could be established that could potentially assist any member governments in the region going through a similar situation. Mayor Kaplan further proposed an MOU for local governments to create a plan of response for future events.

Executive Director Vogt answered Chair Malone's question affirmatively that OCWCOG has the logistical capacity to act as a fiscal sponsor to receive funds from member agencies or community partners at the direction of the Board of Directors. Executive Director Vogt identified further considerations: potential administrative overhead,

establishing a process for distributing funds, and addressing scenarios where donations fall short or exceed anticipated needs.

Following discussion of regional impacts on infrastructure, safety, sewage systems, and tourism, Chair Malone stated that without a quorum, further discussion and action will occur at a future meeting.

OCWCOG Program Updates

SDS Director Moore Provided a verbal summary of the SDS and CSP update provided in the packet highlighting several positive developments. Director Moore highlighted an emergency preparedness event attended by 70 participants from Linn and Benton Counties and noted plans to deliver emergency preparedness packs to communities in the spring. SDS Director Moore reported on the Meals on Wheels program, emphasizing the achievement of maintaining a record of no waiting list and the ongoing returns of efforts to increase volunteerism and fundraising.

HR Director Schulze provided a verbal summary of the HR memo provided in the meeting packet. HR Director Schulze highlighted staffing changes with the addition of Nick Andrews to the HR team in support of Organizational Development and shared that the employee engagement survey results reflected improvements overall in response rate and key measures.

CED Director Lehman provided a verbal summary of the CED Update provided in the Board packet noting the Ride Line department is fully staffed with his promotion to the Director role, Jesus Jara's transfer to Brokerage Program Manager, and a return of a supervisor from leave. CED Director Lehman reported on the Innovative Mobility Grant to support programming to promote alternative forms of transportation and projects to improve safety. Director Lehman highlighted the ongoing work of the Local Government Network that has assigned OCWCOG staff members to specific jurisdictions for a mutual information exchange, with community need assessments as the first step in identifying priorities and increasing awareness.

Chief Information Officer Sele provided a verbal summary of the memo provided in the meeting packet informing of the City of Monroe being added as a member agency to receive technology support services and the successful launch of the new internal agency intranet, which is built on SharePoint.

Subcommittee Reports

Chair Malone stated that the subcommittee reports for the Transportation Brokerage Advisory Committee (TBAC) and Cascades West Economic Development District (CWEDD) are provided in the meeting packet, in addition to the verbal update from CED Supervisor Peterson earlier in the meeting.

Agency Director Update

Agency Director Egbert shared an update on branding, including gradual implementation of the new logo, and expressed appreciation for the integration of the intranet and newsletter to enhance communication and collaboration across the agency,

Agency Director Egbert provided an update on the ongoing development of the 2025–2029 OCWCOG Strategic Plan, including updates to the Mission, Vision, and Values. Director Egbert invited the Board of Directors to participate as part of the internal and external audiences in providing feedback on the three new priority areas of focus: Convening, Customer Service, and Organizational Excellence. Director Egbert stated that based on input received in the meeting, he will bring more information to present to the Board at future meetings.

Executive Director Update

Executive Director Vogt shared a moment of gratitude for the Board of Directors and staff for their contributions to the agency and region.

Other Business

No other Business was discussed.

Adjournment

Chair Malone adjourned the meeting at 3:52 PM.

Meeting minutes taken by Celina Franklin.



MISSION

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

VISION

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

DATE: January 15, 2026
TO: OCWCOG Finance Committee
FROM: Marit Nelson, Finance Director
RE: **OCWCOG Financial Update**

Please find below the financial snapshot year-to-date (December) FY 2026.

	FY 2026 Budget	12/31/2025
Dues	391,816	391,816
State Contracts	23,229,240	10,441,079
Donations	150,800	493,379
Intergovernmental Contracts	42,326,545	18,390,132
Total Revenues	\$ 76,971,637	\$ 23,457,352
Total Payroll Expenses	\$ 32,906,557	\$ 8,329,040
Professional Services	15,721,535	13,336,550
Internal Service Charges	3,354,755	1,665,166
Maintenance & Utilities	181,792	100,335
Supplies (Meetings, Office, etc.)	180,200	188,151
Travel/Training	340,308	220,947
Total Expenses	\$ 63,408,896	\$ 25,491,336

We are completing the closing process for our financials through December 2025 which is 50% of the fiscal year. We are currently at 30.5% for revenue, without beginning balance entries. And have reached 40.2% for expenses.

As expenditures have not been posted completely for December, our accounts receivable postings are also short on this snapshot. Monthly trends for revenue have stabilized since the finalization of the Title XIX contract. Currently we are completing postings for Meals on Wheels receipts and donations, Title XIX reimbursable expenses as well as quarterly reports for most of our federal contracts and ODOT agreements.

Our current outstanding Accounts Receivable is ~\$2,500,000. 56% of that balance is made up of an outstanding make whole payment from IHN as well as an end-of-life

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donation that is coming through Senior Services Foundation. Both will be paid to Cascades West by the end of January. Our Contracts team works our outstanding invoice lists consistently and we see fairly quick turnaround. This balance for 12/31 will increase over the course of the next two weeks as we complete the above-mentioned billings for our reimbursable grants and contracts.

Trending out to the end of the fiscal year, it does currently look like we will be a little short on our revenue budget and slightly under on expenditures. There are currently 19 open positions being recruited, this includes six SDS Case Managers for Albany and Toledo. In the month of December, we onboarded eight employees. Three new employee orientations are already scheduled for January.

I am currently working through each department budget to more accurately plan for what we anticipate the end of year to look like. I believe we could have a supplemental budget in February or March. It will depend on the timing of a few of the projects that are proposed this spring. anticipate some budget adjustments and updates in the next few months.

If there are any questions or concerns, please let me know.

**OCWCOG
OCWCOG
A/R Aging Summary
As of December 31, 2025**

Customer	Current Open Balance	12/14/2025 - 1/12/2026 (30) Open Balance	11/14/2025 - 12/13/2025 (60) Open Balance	10/15/2025 - 11/13/2025 (90) Open Balance	Before 10/15/2025 (>90) Open Balance	Total Open Balance
- No Customer/Project -	\$0.00	\$0.00	\$0.00	\$0.00	\$550,162.20	\$550,162.20
C000002 Oregon Department Human Services (ODHS)	\$0.00	\$155,170.96	\$0.00	\$0.00	\$6,572.00	\$161,742.96
C000005 Samaritan Health Services	\$125,289.78	\$0.00	\$0.00	\$130,024.58	\$0.00	\$255,314.36
C000007 Benton County	\$0.00	\$0.00	\$0.00	\$0.00	\$3,499.85	\$3,499.85
C000008 ODOT	\$0.00	\$0.00	\$0.00	\$0.00	(\$0.22)	(\$0.22)
C000009 City of Albany	\$0.00	\$0.00	\$0.00	\$0.00	\$192.00	\$192.00
C000015 Intercommunity Health Plans dba IHN-CCO	\$238.72	\$0.00	\$0.00	\$1,111,595.61	\$0.00	\$1,111,834.33
C000021 Community Services Consortium CSC	\$495.06	\$688.00	\$0.00	\$0.00	\$0.00	\$1,183.06
C000035 City of Lincoln City	\$0.00	\$0.00	\$0.00	\$0.00	\$1,140.00	\$1,140.00
C000036 City of Newport	\$0.00	\$0.00	\$0.00	\$0.00	\$16,023.67	\$16,023.67
C000037 Port of Newport	\$0.00	\$0.00	\$0.00	\$0.00	\$4,942.02	\$4,942.02
C000039 Confederate Tribes of Siletz	\$0.00	\$0.00	\$384.00	\$0.00	\$0.00	\$384.00
C000040 City of Toledo	\$8,904.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,904.00
C000068 TDM Rideshare	\$0.00	\$0.00	\$0.00	\$0.00	(\$0.01)	(\$0.01)
C000069 Benton County For Veterans Services	\$0.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00
C000080 City of Sodaville	\$0.00	\$0.00	\$0.00	\$0.00	\$820.06	\$820.06
C000088 Grace Center for Adult Day Services	\$6,716.16	\$0.00	\$0.00	\$0.00	\$0.00	\$6,716.16
C000091 Department of Human Services (DHS)	\$37,244.99	\$0.00	\$0.00	\$24,130.82	\$0.00	\$61,375.81
C000119 State of Oregon: Aging and People with Disabilities	\$0.00	\$6,955.30	\$0.00	\$0.00	\$0.00	\$6,955.30
C000142 SENIOR SERVICES FOUNDATION	\$0.00	\$6,500.00	\$290,072.37	\$0.00	\$0.00	\$296,572.37
C000150 Assured Ride	\$0.00	\$0.00	\$0.00	\$0.00	\$888.00	\$888.00
C000171 Linx Transit Program	\$0.00	\$252.00	\$0.00	\$0.00	\$0.00	\$252.00
C000175 Ammar Transport LLC	\$0.00	\$0.00	\$0.00	\$0.00	\$576.00	\$576.00
C000183 Oregon State Credit Union	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$5,000.00
C000184 Siletz Tribal Transportation	\$0.00	\$384.00	\$0.00	(\$384.00)	\$0.00	\$0.00
C000185 Oregon State University	\$0.00	\$600.00	\$0.00	\$0.00	\$0.00	\$600.00
Total	\$178,888.71	\$175,550.26	\$290,456.37	\$1,270,367.01	\$584,815.57	\$2,500,077.92



Quarterly Actuals v Annual Budget
 Total Department
 Total Fund
 Generated on: January 13, 2026 9:06 AM

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget		
	Q1	Q2	Oct	Nov	Dec	Q3	Q4	YearTotal	YearTotal	Balance		FYE Projection
Net Income/(Loss)	-2,047,805	303,821	187,692	1,664,943	-1,838,814	-	-	-2,033,984	13,562,741	15,596,725		15,211,732
Total Revenues	10,171,248	13,286,104	4,661,780	6,312,748	2,311,576	-	-	23,457,352	76,971,637	53,514,285	30.5%	76,273,625
Revenues	10,171,248	13,286,104	4,661,780	6,312,748	2,311,576	-	-	23,457,352	76,322,737	52,865,385		
40000 - Beginning Balance	-	-	-	-	-	-	-	-	24,833,642	24,833,642		25,300,000
Total 42000 - Fees & Dues	2,299,324	1,710,723	579,135	520,575	611,013	-	-	4,010,048	7,476,710	3,466,662	53.6%	8,020,096
42000 - Fees & Dues	-	-	-	-	-	-	-	-	4,338	4,338		
42100 - Dues	391,816	-	-	-	-	-	-	391,816	391,816	0		
Total 42200 - Program revenue (including Fees)	829,999	645,923	220,123	161,387	264,413	-	-	1,475,921	2,742,765	1,266,844	53.8%	2,951,842
42200 - Program revenue (including Fees)	829,999	645,923	220,123	161,387	264,413	-	-	1,475,921	2,742,765	1,266,844		
42800 - Internal service charges revenue	1,077,510	1,064,800	359,012	359,188	346,601	-	-	2,142,310	4,337,791	2,195,481		
Total 43000 - Intergovernmental	7,518,522	10,871,610	3,677,196	5,677,205	1,517,209	-	-	18,390,132	42,326,545	23,936,413	43.4%	37,780,264
43000 - Intergovernmental	-	-	-	-	-	-	-	-	1,779,960	1,779,960		
43100 - Contracts	3,117,454	3,462,144	1,060,894	1,132,268	1,268,982	-	-	6,579,597	14,050,600	7,471,003		
43200 - FedDir	128,280	-	-	-	-	-	-	128,280	753,970	625,690		
43300 - FedInd	-	12,534	-	12,534	-	-	-	12,534	808,740	796,206		
43400 - State	3,691,956	6,749,123	2,162,161	4,387,512	199,449	-	-	10,441,079	23,229,240	12,788,161		
43500 - Local	580,832	647,810	454,141	144,891	48,778	-	-	1,228,642	1,704,035	475,393		
44100 - Rents	32,906	28,467	9,428	14,234	4,806	-	-	61,373	114,537	53,164		
Total 46000 - Interest & Misc & Donations	320,497	965,302	396,021	100,734	178,548	-	-	995,799	1,571,303	285,504	63.4%	1,572,523
46100 - Interest Revenue	213,094	196,012	59,452	65,413	71,147	-	-	409,107	614,659	205,552		
46110 - Lending Program Interest revenue	31,114	29,856	10,268	9,963	9,626	-	-	60,970	122,417	61,447		
46200 - Donations	-	20	-	-	20	-	-	20	300	280		
46210 - Donations Received: Money	40,747	447,612	326,301	25,360	95,951	-	-	488,359	143,500	-634,859		
46240 - Donations Received: Private Grants	5,000	-	-	-	-	-	-	5,000	7,000	2,000		
46700 - Matching Contributions	24,131	1,002	-	-	1,002	-	-	25,133	680,936	655,803		
46900 - Misc Revenue	6,410	800	-	-	800	-	-	7,210	2,491	-4,719		
46910 - Over/short	-	0	-	-2	2	-	-	0	-	0		
Other Income	-	-	-	-	-	-	-	-	648,900	648,900	0.0%	648,900
Total 48000 - Transfers In	-	-	-	-	-	-	-	-	648,900	648,900		
48000 - Transfers In	-	-	-	-	-	-	-	-	648,900	648,900		
Total Expenses	-12,219,054	-13,272,282	-4,474,088	-4,647,805	-4,150,390	-	-	-25,491,336	-63,408,896	-37,917,560	40.2%	61,061,894



Quarterly Actuals v Annual Budget
 Total Department
 Total Fund
 Generated on: January 13, 2026 9:06 AM

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget		
	Q1	Q2	Oct	Nov	Dec	Q3	Q4	YearTotal	YearTotal	Balance		FYE Projection
Expense	12,166,703	13,246,247	4,470,683	4,644,493	4,131,071	-	-	25,412,951	61,794,761	36,381,810		
Personnel	6,295,475	7,041,075	2,030,543	2,543,429	2,467,104	-	-	13,336,550	32,906,557	19,570,007	40.5%	30,007,238
51000 - Wages	3,750,465	4,206,420	1,242,604	1,624,703	1,339,113	-	-	7,956,885	19,407,015	11,450,130		
52000 - Benefits	2,545,010	2,834,656	787,939	918,726	1,127,991	-	-	5,379,665	13,499,543	8,119,877		
Supplies & Services	5,806,711	6,108,225	2,381,326	2,090,731	1,636,169	-	-	11,914,936	28,541,219	16,626,283	41.7%	29,808,606
Total 61100 - Supplies	46,285	141,866	23,985	97,112	20,768	-	-	188,151	180,200	-7,951		
61100 - Supplies	44,464	47,000	21,228	16,464	9,308	-	-	91,464	135,200	43,736		
61200 - Supplies: Volunteer recognition	1,768	6,129	2,674	1,592	1,863	-	-	7,897	30,000	22,103		
61250 - Supplies: Food MOW	52	88,737	83	79,057	9,597	-	-	88,790	15,000	-73,790		
Total 61300 - Equipment (non-capitalized)	17,169	161,316	8,193	148,505	4,619	-	-	178,485	175,730	-2,755	101.6%	
61300 - Equipment (non-capitalized)	17,169	161,316	8,193	148,505	4,619	-	-	178,485	175,730	-2,755		
61400 - Furniture	11,362	7,176	5,486	-	1,690	-	-	18,538	12,700	-5,838		
Total 62000 - Services	5,731,895	5,797,717	2,343,512	1,845,114	1,609,091	-	-	11,529,612	28,170,721	16,641,109	40.9%	
62000 - Services	-	-	-	-	-	-	-	-	231,859	231,859		
62100 - Professional Services	3,972,733	4,321,514	1,803,007	1,343,299	1,175,208	-	-	8,294,247	15,721,535	7,427,287		
62110 - Legal services	130	1,911	388	1,239	284	-	-	2,041	51,450	49,409		
62120 - Marketing services	9,300	23,344	2,098	15,749	5,497	-	-	32,644	35,113	2,469		
62130 - Insurance services	29,379	36,213	-	36,213	-	-	-	65,592	152,200	86,608		
62140 - Banking services	887	1,599	577	484	538	-	-	2,486	12,775	10,290		
62150 - Grants to subrecipients	323,009	31,750	31,750	-	-	-	-	354,759	6,476,753	6,121,994		
62210 - Printing/copying	25,543	16,333	7,822	7,478	1,033	-	-	41,877	109,138	67,261		
62220 - Postage	14,132	13,150	5,453	7,251	446	-	-	27,282	45,096	17,815		
62300 - Software	80,197	28,245	4,188	6,868	17,188	-	-	108,442	281,520	173,078		
62400 - Telephone/internet	11,883	14,957	4,143	4,209	6,605	-	-	26,840	70,584	43,744		
62500 - Memberships/Dues	5,248	61,881	58,664	1,000	2,217	-	-	67,130	78,200	11,070		
62600 - Travel and training	43,016	19,341	8,711	6,398	4,232	-	-	62,356	118,708	56,352		
62610 - Trainers	21,140	7,012	5,638	249	1,125	-	-	28,152	22,700	-5,452		
62621 - Employee mileage	48,866	49,926	19,493	15,591	14,842	-	-	98,792	146,400	47,608		
62622 - Company automobile	542	1,813	1,691	122	-	-	-	2,355	6,000	3,645		
62623 - Other employee travel	1,495	238	238	-	-	-	-	1,733	-	-1,733		
62630 - Volunteer travel	12,147	12,281	4,151	1,534	6,597	-	-	24,429	42,000	17,571		
62640 - Employee travel meals	721	216	216	-	-	-	-	937	2,500	1,563		



Quarterly Actuals v Annual Budget
 Total Department
 Total Fund
 Generated on: January 13, 2026 9:06 AM

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Balance	FYE Projection
	Q1	Q2	Oct	Nov	Dec	Q3	Q4	YearTotal	YearTotal			
62650 - Employee lodging	348	1,845	1,845	-	-	-	-	2,193	2,000	-193		
62700 - Facility and Utilities	31,287	38,521	12,711	10,456	15,355	-	-	69,808	131,792	61,984		
62710 - Rent expense	224,837	240,611	74,946	90,720	74,946	-	-	465,449	884,583	419,134		
62720 - Facility maintenance svcs	3,126	5,490	1,531	2,706	1,253	-	-	8,615	50,000	41,385		
62721 - Janitorial Service	24,464	29,385	10,834	9,986	8,564	-	-	53,849	93,060	39,211		
62731 - Electricity	10,181	11,730	4,482	3,921	3,328	-	-	21,912	50,000	28,088		
62741 - Facilities Permits	-	529	-	529	-	-	-	529	-	-529		
62800 - Internal service charges expenditure	837,284	827,882	278,936	279,112	269,833	-	-	1,665,166	3,354,755	1,689,590		
62900 - Miscellaneous Expenses	-	150	150	-	-	-	-	150	1,869	1,719		
Total 64000 - Client Assistance	35,308	84,882	46,750	10,333	27,799	-	-	120,190	273,984	153,794	43.9%	240,380
64000 - Client Assistance	-	-	-	-	-	-	-	-	47,000	47,000		
64300 - Client Assist: Program wages	12,620	60,299	32,783	210	27,307	-	-	72,920	176,984	104,064		
64400 - Client Assist: Support services	22,688	24,582	13,967	10,123	492	-	-	47,270	50,000	2,730		
67000 - Resource Reserves	-	12,065	12,065	-	-	-	-	12,065	48,000	35,935		
70000 - Capital	29,209	-	-	-	-	-	-	29,209	25,000	-4,209		
Other Expense	52,350	26,035	3,405	3,312	19,318	-	-	78,385	1,614,135	1,535,750	4.9%	356,770
71000 - Equipment	17,691	-	-	-	-	-	-	17,691	-	-17,691		
74000 - Capital Improvements	-	-	-	-	-	-	-	-	235,000	235,000		
77000 - Software (multi-year)	34,659	26,035	3,405	3,312	19,318	-	-	60,694	177,248	116,554		
Debt, Transfers & Contingency	-	-	-	-	-	-	-	-	1,201,887	1,201,887	0.0%	
95000 - Contingency	-	-	-	-	-	-	-	-	552,987	552,987		
Total 98000 - Transfers Out	-	-	-	-	-	-	-	-	648,900	648,900	0.0%	648,900
98000 - Transfers Out	-	-	-	-	-	-	-	-	648,900	648,900		



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

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

January 15, 2026

Dear Board of Directors:

Over the last calendar year, there has been a struggle to regularly reach a quorum. This prompted the use of a survey to gather input from our member governments. Survey questions reflected multiple areas of feedback including meeting times, common obstacles for attendance, and suggestions for improvement. Out of the current 25 member governments, 12 responses were collected. This is roughly a 48% response rate.

Attendance:

Participants were asked how frequently they are able attend board meetings in the current Thursday 2pm – 4pm schedule. Most respondents indicated they have been able to attend frequently.

Main Obstacles:

Participants were asked to identify the primary obstacles to attending meetings. The most common challenges reported were overlapping commitments and scheduling conflicts, with meeting times and days of the week also cited frequently.

Suggestions to Improve Attendance:

When participants were asked for ways to improve attendance, the most common suggestion was to offer more flexible scheduling.

Preferred meeting times:

Participants were asked to select two options for the most convenient time to attend board meetings. Afternoon scheduling was the most preferred option, followed by evening meetings that included food.

Additional Suggestions:

Suggestions include shortening meeting length to 1-1.5 hours and shifting meeting contents to include and emphasize discussion of regional issues.

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Albany, OR 97322

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1121 NW 9th Street
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Toledo Office

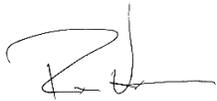
203 North Main Street
Toledo, OR 97391

www.ocwcog.org

Recommendation:

The recommendation is for the Board of Directors to consider if meetings should remain at the 2pm – 4pm timeframe or if meetings should be held later in the evening.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Vogt', with a stylized flourish at the end.

Ryan Vogt

Executive Director

2026 OCWCOG MEETING SCHEDULE

	BUDGET COMMITTEE	FINANCE COMMITTEE	FULL BOARD OF DIRECTORS	EXECUTIVE COMMITTEE	LPAC COMMITTEE	LOCATION
	1:00P - 1:30P	1:30P-2:00P	2:00P-4:00P	9:30A-11:30A	9:00A-9:30A	
	Thursday	Thursday	Thursday	Thursday	Thursday	
January	**15	15	15			Albany
February				26	26	Albany
March	*19	19	19			Toledo
April	*16			23	23	Albany
May	21	21	21			Albany
June				25	25	Toledo
July		16	16			Albany
August				27	27	Albany
September		17	17			Toledo
October				22	22	Albany
November	-	-	-	-	-	-
December	**3	3	3			Albany

Budget Committee meeting is Thursday's before the Finance Committee meeting.

Finance Committee meeting is Thursday's before the Full Board of Directors meeting.

Board of Director meeting is 3rd Thursday of the month.

Executive Committee meeting is the 4th Thursday of the month.

Loan Program Advisory Committee (LPAC) meeting is Thursday's directly before the Executive Committee meeting.

* Budget Committee work group meetings.

**Budget Committee may call an additional session to cover a Supplemental Budget.



V I S I O N

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

M I S S I O N

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

January 15, 2026

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

FROM: Loan Program Advisory Committee Members, and staff

RE: Loan Program Advisory Committee Member Appointments

ACTION: Appointment of a Community Economic Development Member

BACKGROUND:

The Loan Program Advisory Committee was established by the Oregon Cascades West Council of Governments to advise the Cascades West COG staff and COG Board on matters relating to the development and operations of the Small Business Lending Program (Cascades West Business Lending – CWBL).

The Loan Program Advisory Committee is requesting the appointment of Sarah Buddingh, as the community and economic development member seat on the committee. This seat was left vacant after the departure of the Kelly Hart, from Lebanon. Sarah Buddingh will serve in the community and economic development seat and bring a strong knowledge of economic development and community impact as an economic development practitioner serving in our Cascades West Region. Sarah comes to us as an Economic Development Practitioner in Lincoln County but works with our Cascades West COG region. She currently serves as the project manager for the Economic Development Alliance of Lincoln County (EDALC).

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www.ocwcog.org

The Cascades West Economic Development District (District) is governed by a board of twenty (20) members, appointed as specified by the Articles of Agreement.

In Summary, the District Board is made up of Lane Council of Governments (LCOG) and Oregon Cascades West Council of Governments (OCWCOG) members. LCOG and OCWCOG each have 6 members appointed from their respective Boards. Then the other representatives have an economic interest in the region.

Staff believe the current membership structure lacks representation from some economic interests in the region. For example, the current structure does not explicitly include Community Colleges, Small Business Development Centers, Chambers, or Universities.

Based on the discussion at the September CWEDD Board meeting, discussion at the November CWEDD Executive Committee meeting, and discussion with partners the proposed membership updates are attached.

- Board Membership is not proposed to increase.
- Board Membership for OCWCOG is proposed to reduce the number of COG Executive Committee members and increase other economic interests from the region.
- Board Membership for LCOG is proposed to be expanded to include any LCOG Board Member rather than only Executive Committee members

Proposed Board membership:

- Oregon Cascades West Council of Governments (OCWCOG) membership shall include twelve (12) members.
 - Three (3) members shall be on the Oregon Cascades West Council of Governments Executive Board with one from each county.
 - Six (6) members shall be representatives of a city, county, or tribal government with two (2) from each county.
 - Three (3) members shall be representatives of an economic interest group in the OCWCOG region (e.g. University, Community College, Chamber of Commerce, Workforce Board, Small Business Development Center, Business Representative, etc.)
- Lane Council of Governments (LCOG) membership shall include eight (8) members.
 - Six (6) members shall be members of the Lane Council of Governments Board of Directors.
 - Two (2) members shall be members of the Lane Economic Committee (LEC).

Staff believe that the proposed minor amendments will increase regional economic interests on the CWEDD board.

ARTICLES OF AGREEMENT

CASCADES WEST ECONOMIC DEVELOPMENT DISTRICT

ARTICLE I. NAME

The name of this organization shall be Cascades West Economic Development District, hereinafter referred to as the District.

ARTICLE II. AUTHORIZATION

The authorization for the establishment of this agreement is set forth in state enabling legislation (ORS 190.003 to 190.110) and by agreement between its parties.

ARTICLE III. PURPOSE

(A) Purpose

This agreement is entered into by Oregon Cascades West Council of Governments, hereinafter “OCWCOG,” and Lane Council of Governments, hereinafter “LCOG,” for the purpose of allowing Benton, Linn, Lincoln, and Lane Counties to benefit from the services of an Economic Development District Organization recognized by the federal Economic Development Administration, an agency of the U.S. Department of Commerce.

(B) Duties

1. To assist in the preparation and adoption of a Comprehensive Economic Development Strategy for the District and expand upon and update the Strategy document thereafter.
2. To prepare and execute such programs of research and services as may be necessary and advisable to carrying out its purposes.
3. To contract with persons or firms or other units and levels of government to carry out the purposes of the Economic Development District.
4. To prepare periodic reports as may be required by the bylaws of the Economic Development District or federal or State legislation or regulations pertaining thereto.
5. To purchase, receive, lease, take by gift or bequest, or otherwise acquire, own, hold, improve, and use real or personal property, or any interest therein, wherever situated within the District.
6. To incur expenses as necessary and permitted by law to carry out its functions.

7. To receive grants, gifts, contributions, and donations which may be made to it for its use and purposes.
8. To publish reports and studies in connection with its work which may be of benefit to its members or other agencies or programs within or outside the District.
9. To prepare an annual report on the economic development activities of the District since its previous report.

ARTICLE IV. DISTRICT BOARD AND STRATEGIC COMMITTEES

- ~~(A) The District shall be governed by a Board of twenty (20) members.—Six (6) members shall be the members of the Oregon Cascades West Council of Governments Executive Board, six (6) members shall be members of the Lane Council of Governments Executive Committee, and eight (8) members shall be representatives of economic interests. These eight (8) representatives shall be representatives of each District County who are not elected officials.~~
- (B) Economic Committees on the Board shall be appointed to the Board by the Councils of Governments which are parties to this agreement in any manner which those Councils may provide. It is the intent that the appointee represents the economic interest of the county.
- (C) The members of the Comprehensive Economic Development Strategy Committee for the District shall be appointed by the Councils of Governments which are parties to this agreement in any manner which those Councils may provide. Federal requirements and an equal membership between the two Council of Governments areas will be considered in making appointments to this Committee.

ARTICLE V. STAFF

The Oregon Cascades West Council of Governments provides the primary staff to the District Board, and serves as the lead administrative unit of the District.

ARTICLE VI. BYLAWS

Bylaws for the Economic Development District Governing Board shall be adopted by the Councils of Governments which are parties to this agreement. The Economic Development District shall not prescribe its own bylaws.

ARTICLE VII. AMENDMENTS

Amendments to this agreement may be made by agreement of the parties.

ARTICLE VIII. TERMINATION

This agreement may be terminated upon mutual agreement at any time by either party provided that a 30-day written notice has been given to the other party and at least 30 days before the next District Board meeting.

IN WITNESS WHEREOF, the parties hereto have³² caused this Agreement to be executed in the

names of the respective agencies by resolution adopted by the governing bodies, signed by the Chief Executive, as appropriate, duly attested to by the respective clerk, recorder, or secretary.

OREGON CASCADES WEST
COUNCIL OF GOVERNMENTS

Date: _____

LANE COUNCIL OF
GOVERNMENTS

Date: _____

CASCADES WEST ECONOMIC DEVELOPMENT DISTRICT GOVERNING BOARD

BYLAWS

I. PURPOSE AND DUTIES

The purpose of the Cascades West Economic Development District Governing Board (District Board) is to serve as the governing body of the Cascades West Economic Development District (District), which is an Economic Development District Organization recognized by the federal U.S. Department of Commerce Economic Development Administration. Purpose and duties of the District are enumerated in its Articles of Agreement.

II. MEMBERSHIP, TERMS, VACANCIES, AND REMOVAL

(A) The District shall be governed by a District Board of twenty (20) members, appointed as specified in the District's Articles of Agreement.

- **Oregon Cascades West Council of Governments (OCWCOG) membership shall include twelve (12) members.**
 - **Three (3) members shall be on the Oregon Cascades West Council of Governments Executive Board with one from each county.**
 - **Six (6) members shall be representatives of a city, county, or tribal government with two (2) from each county.**
 - **Three (3) members shall be representatives of an economic interest group in the OCWCOG region (e.g. University, Community College, Chamber of Commerce, Workforce Board, Small Business Development Center, Business Representative, etc.)**
- **Lane Council of Governments (LCOG) membership shall include eight (8) members.**
 - **Six (6) members shall be members of the Lane Council of Governments Board of Directors.**

Two (2) members shall be members of the Lane Economic Committee (LEC).

(B) Each District Board member serving as a representative of the Lane Council of Governments (LCOG) Executive Committee or the Oregon Cascades West Council of Governments (OCWCOG) Executive Board shall serve on the Cascades West Economic Development District Governing Board as long as their Council of Governments term lasts. Each District Board member who is a **county** representative shall be reaffirmed or reappointed, annually.

(C) County District Board Members are subject to removal if they miss two (2) consecutive District Board meetings. In such an event, the Council of Governments which originally appointed the representative may remove that member from the District Board. The district Governing Board may request the removal, but shall not have the power of removal.

(D) In order to be eligible for various types of federal Economic Development Administration assistance, including public works and loan guarantee programs, areas must actively participate in the Economic Development District's planning process. County government participation provides for inclusion of its incorporated area. Active participation is defined as being a member of the Oregon Cascades West Council of Governments, Lane Council of Governments, or an Economic Development Professional in either Benton, Lane, Lincoln, or Linn Counties.

III. ORGANIZATIONAL PROCEDURES

- (A) The District Board shall meet at least once a year. At least one (1) month notice shall be given to the membership for a regular meeting. Regular meetings shall be held in Benton, Lincoln, Lane, or Linn Counties.
- (B) Additional meetings in person, or electronically, may be called by the Chair with the concurrence of two (2) additional members, or by a majority of the full membership of the District Board.
- (C) Meetings may be held by telephone or other means of electronic communication, and the District Board members may participate in any meeting by telephone or other means of electronic communication with advance notice of 48 hours given to staff. Such telephonic or electronic participation may only occur if the meeting is called to order at a location where all District Board members and any member of the general public can attend, understand, and either hear or read the comments of all members participating in the meeting.
- (D) Each member shall be entitled to one vote on matters before the District Board.
- (E) A quorum shall consist of a simple majority of the membership of the District Board.
- (F) Except as otherwise provided in these Bylaws, a simple majority of the members present and voting shall be sufficient to decide a question before the District Board.
- (G) Unless otherwise specified, Roberts Rules of Order Revised shall govern the proceedings of the meetings of the Board.

IV. OFFICERS

- (A) The officers of the District Board shall consist of a Chair and Vice-Chair elected from among the representatives and by the duly appointed representatives on the District Board for one-year terms after March 1st. Officers may be re-elected for up to three consecutive terms.
- (B) A vacancy in the office of Chair of the District shall be filled by the Vice-Chair for the unexpired term. In such an event, a new Vice-Chair shall be elected, at the next regular or special meeting of the District Board and they shall serve the balance of their term of that office.
- (C) Duties of the Chair: The Chair shall have general supervisory and direction powers of the District, shall preside at all District meetings, and shall be a non-voting ex-officio member of all committees of the District. The Chair is the sole official spokesperson of the governing body on all matters of policy and position, unless this responsibility is delegated in writing or electronically, to another member of the governing body, or a member of a board or committee appointed by the governing body.
- (D) Duties of the Vice-Chair: In the absence of the Chair, the Vice-Chair shall execute all the powers of the Chair.

The Chair and Vice-Chair shall not be residents of the same Council of Governments Region.

V. ELECTION OF OFFICERS

- (A) An annual organizational meeting shall be held by the District Board no later than June 30th of each year during which officers for the coming year will be elected at

that meeting

- (B) Nominations may be made from the floor and candidates receiving a simple majority vote of those members present at the annual organizational meeting shall be declared elected.

VI. COMMITTEES OF THE DISTRICT BOARD

- (A) A Comprehensive Economic Development Strategy Committee for the District will be appointed by the Boards of the Councils of Governments. Federal requirements and balancing membership between the two Council of Governments areas will be considered in appointing the Strategy Committee.
- (8) Executive Committee
 1. Composition: An executive committee shall consist of one representative from each County, and one at large member for a total of five. The board chair, and board vice chair, shall serve as the chair and vice chair respectively, of the executive committee. The representatives of each County shall be selected annually by the CWEDD board.
 2. Duties: The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD board between meetings. Taking action in situations determined by the Chair to be urgent. Be responsible for routine housekeeping duties, such as determining the content of agendas. Taking needed timely action on issues within the context of decisions or positions previously taken by the CWEDD board. However, the executive committee shall refrain from action on items that can wait for a regular CWEDD board meeting, and refrain from making decisions regarding project priorities.
 3. Chair and Vice-Chair: The chair and vice-chair of the board shall serve as the chair and vice chair of the executive committee and will have similar roles and authority as the chair and vice-chair of the board.
 4. Meeting and Quorum: A quorum shall be three of five members present. Alternates may serve on the executive committee if the representative is not able to attend a meeting and if the representative so decides. The Executive Committee shall meet as called by the Chair or CWEDD Staff. Meetings of the Executive Committee shall be conducted in compliance with the Oregon Public Meetings Law as described in ORS 192.610 through ORS 192.690.
 5. Decisions and Recommendations: Decisions and recommendations of the Executive Committee will be communicated to the CWEDD board. When possible that communication shall be in writing via a memorandum.
- (C) In order to carry out work of the District Board, committees may be created by a majority vote of the District Board. The purpose and scope of activity of each committee shall be outlined in writing.
- (D) The Chair may appoint committee chairs and members.

VII. STAFF AND FINANCES

- (A) The OCWCOG shall provide staff and administrative services for the Cascades West Economic Development District. The Executive Director of OCWCOG shall be the Executive Director of the Cascades West Economic Development District.
- (B) At the direction of the District Board, the Executive Director is empowered to pursue and enter into such contracts, grants, and agreements as to carry out the planning functions of the district consistent with the adopted Comprehensive Economic Development Strategy (CEDS).
- (C) The District shall be funded by grants, gifts, contracts, and contributions. All revenue shall be deposited with the OCWCOG for use in conducting the Cascades West Economic Development District work program. Cascades West Economic Development District funds so deposited shall be accounted for in a manner that maintains this identity separate from other revenues of OCWCOG; however, they shall be integrated into the OCWCOG normal accounting system and audited as a part of the OCWCOG's annual audit. OCWCOG will provide an annual account summary at the same meeting in which the Chair and Vice Chair will be elected.
- (D) Expenditures shall be authorized, approved and completed as if they were OCWCOG expenditures. The Cascades West Economic Development District shall be assessed its share of OCWCOG indirect costs in the same manner as other programs of OCWCOG.

VIII. AMENDMENTS

Amendments to these Bylaws shall be adopted by the Councils of Governments which are parties to the Articles of Agreement establishing the Cascades West Economic Development District. The District Board shall not amend its own bylaws, but may propose amendments for the consideration of the Councils of Governments.

IN WITNESS WHEREOF, the parties hereto have caused these Bylaws to be adopted by motion of their respective governing bodies, signed by the Chief Executive Officer and duly attested to by the respective clerk, recorder, or secretary.

OREGON CASCADES WEST
COUNCIL OF GOVERNMENTS

LANE COUNCIL OF COUNCIL OF
GOVERNMENTS

Date

Date

ATTEST:

MEMORANDUM

DATE: January 15, 2026

TO: OCWCOG Board of Directors

FROM: Mitzi Naucler, SSAC Chair

RE: **Revision of the SSAC Bylaws**

The Meals on Wheels Advisory Committee (MOWAC) is in the process of being revised, which will affect the current 2023 SSAC Bylaws. The proposed revision consists of:

MOWAC Job Description Draft General Responsibilities

- Three – six Advisory Council Committee Representatives, at least one from each of the three Counties who will:
 - Serve as an advisor to the Senior and Disability Services Advisory Councils (SSAC and DSAC) and Meals on Wheels (MOW) Program Management.
 - Act as a liaison between meal sites/site managers and program supervisors.
 - Review and provide feedback on MOW program policies and actions affecting meal sites and their participants.
 - Represent meal site consumers, site managers, and local communities at the Senior Services and Disability Services Advisory Councils by presenting reports on meal site visits.
 - Participate in Meals on Wheels Advisory Committee and Community Ambassador team meetings.
 - Ensure regular attendance and notify if unable to attend scheduled meetings.

Key Activities:

- Visit a meal site in the assigned county every other month.
- Complete a meal site monitoring form during each visit and report findings to the Meals on Wheels Community Ambassador Team and Program Management via follow-up email.
- Submit completed monitoring reports to the MOW Program Supervisor.

Meeting Information:

- Meals on Wheels and Community Ambassador Meetings are held on alternating months.
- Ambassador Meetings will be held in person in county of assignment and MOWAC meetings will be virtual.
- In-person meetings are conducted at meal sites within the assigned county, with members attending each site over the course of a year and staying for a meal.
- Meetings start at 10:00 am and last approximately 90 minutes.

- Online MOWAC meetings are one hour long and include updates from the Meals on Wheels Community Ambassador Team on the latest changes, needs, or updates in the community.

Community Ambassadors:

- Eleven Community Ambassadors - one from each meal site community.
- Acts as the eyes and ears of their community for opportunities for:
 - Fundraising.
 - Interfacing with the community.
 - Spending time at the meal site.
 - Out in the community looking for volunteers.

On Tuesday, December 2, 2025, the Senior Services Advisory Council (SSAC) met and approved the recommended revisions of their 2023 revised bylaws.

The SSAC requests the approval of the OCWCOG Board of Directors to replace the 2023 revised SSAC bylaws with the 2025 recommended revised SSAC bylaws under Article V Committees; c) Joint Meals on Wheels.



Senior Services Advisory Council Bylaws

Adopted November 22, 1983
Revised September, 1986
Revised June, 1988
Revised January, 1989
Revised March, 1989
Revised December 18, 1989
Revised July 19, 1990
Revised March 28, 1991
Revised September 1992
Revised January 1994
Revised June 1994
Revised May 1996
Revised February 2002
Revised October 2009
Revised December, 2014
Revised May, 2023

ARTICLE I - Organization

The name of the organization is Senior Services Advisory Council (SSAC) of Oregon Cascades West Council of Governments (OCWCOG). All SSAC meetings are open public meetings.

ARTICLE II – Purpose and Objective

SSAC is established by OCWCOG to advise OCWCOG staff and the OCWCOG Board of Directors on matters relating to the development and operation of a comprehensive service delivery system for elderly persons in the OCWCOG's area of jurisdiction and to assist in monitoring the implementation of the Area Plan as defined in the Older Americans Act (OAA) and ORS 410.010-410.990.

- a) SSAC will, when needed or required, conduct appropriate public hearings and will review and recommend appropriate final action to OCWCOG Board of Directors regarding the following:
 - 1. Selection of priority services to be included in the four (4) year Area Plan and reviewed annually;

2. Adoption of standards or specifications for services in the Area Plan;
3. Adoption or modification of the Area Plan;
4. Commencement, termination, or modification of all service activities designed to implement the Area Plan;
5. Annual review of Senior and Disabilities Services (SDS) budget and workplan;
6. Contracts for State and Federal funds for services and facilities affecting the elderly in Linn, Benton, and Lincoln Counties;
7. Improvement of the monitoring and assessment system;
8. Appointment of members to SSAC;
9. Advocacy activities to support appropriate policies, services, and facilities for elderly persons at local, State, and national levels.

b) SSAC will also monitor the progress of direct and contractual services by:

1. Reviewing program reports and comparing actual accomplishments to annual objectives;
2. Participating in on-site assessments of direct and contractual services and assisting in the development of appropriate recommendations to improve services for elderly persons.

ARTICLE III - Membership

Definitions:

- a) Council member - a person whose application for membership has been approved by the Council and the OCWCOG Board of Directors.
- b) Ex officio member - is a member of a body (notably a board, committee, or council) who is part of it by virtue of holding another office. They have all the rights and obligations of the Council/committee that they serve on. This includes the right to discuss, debate, make decisions, and vote. Ex officio members should not be included in the count when determining the number needed for a quorum and they should not be counted when determining if a quorum is present.
- c) At-large (Associate) member – is a person united with another or others in an act, enterprise, or business; a partner or colleague. The Associate members shall have all the rights and privileges of regular members except for the right to vote.
- d) Inactive member – any member who has missed three (3) consecutive meetings in a row.

Ideally SSAC shall consist of at least nine (9), and no more than fifteen (15), voting members but may operate with less, with representation as follows:

- a) One (1) member of the OCWCOG Board of Directors who will act as an ex officio member;
- b) At least fifty percent (50%) of the membership shall be aged 60 or older.
- c) Membership shall include older persons with greatest economic or social need; participants in services administered through OCWCOG; representatives of older persons, health care providers and supportive service organizations; local elected officials; and the public.
- d) A maximum of five (5) members may be employees of current contractors of OCWCOG/SDS. Such members shall be clearly identified as contractors and shall have full voting privileges, except in the instance where a possible conflict of interest is identified, in which case they shall not vote.
- e) The term of membership shall be for two (2) years with no term limits. One half of the terms will expire in alternating years, so that SSAC member terms don't all expire in the same year.
- f) Vacancies may be declared by SSAC when a member has three (3) absences in a twelve (12) month period. Extended illness or other major problems may be considered as reasonable excuses for not attending meetings if regular attendance can be expected in the future.

The Joint Membership and Nominating Committee shall recruit and nominate persons to fill vacancies for the remainder of the term. SSAC will act on nominations and submit recommendations to fill vacancies to OCWCOG Board of Directors. Applicants may be considered for membership after attending no fewer than three (3) of the most recent five (5) SSAC meetings.

ARTICLE IV – Officers

Officers shall consist of a Chairperson and Vice-Chairperson selected from and by the Council's membership for two (2) year terms. Nominations shall be proposed by the Joint Membership and Nominating Committee at the Council's April meeting. In addition, nominations may be made from the floor for either office. Officers shall be voted on at the June meeting and shall assume office July 1st.

In case of vacancy in the office of Chair, the Vice Chair will be recommended to the OCWCOG Board of Directors for appointment as Chair. In case of a vacancy in the office of Vice Chair, the Joint Membership and Nominating Committee shall recommend a replacement SSAC member to the SSAC at the next regular meeting.

An individual may serve in the Chair position for up to two (2) consecutive two (2) year terms. After the second term, that person will fill the role of immediate past Chair on the Joint Executive Committee.

An individual may serve in the Vice Chair position for up to two (2) consecutive two (2) year terms. After the second term, that person will be eligible to serve as Chair if nominated by the SSAC and appointed by OCWCOG Board of Directors.

An individual will be required to have a one (1) year break from either the Chair or Vice Chair position before they can serve in the same position after serving two (2) consecutive terms.

- a) Chairperson - Shall preside at all SSAC meetings and shall be an ex officio member of all subcommittees, except the Joint Membership and Nominating Committee. The Chairperson may vote on any item before the Council; however, in the event the Chairperson's vote results in a tie vote, the Chairperson shall call for a revote on the item and shall refrain from voting in the revote. The Chairperson is the sole official spokesperson for SSAC unless this responsibility is specifically delegated.
- b) Vice-Chairperson - In the absence of the Chairperson, the Vice-Chairperson shall execute all the functions of the Chairperson. The Vice Chairperson will have accessibility to the same meetings and trainings as the Chair.
- c) Immediate past Chairperson - In the absence of the Chair and Vice Chair, the Immediate Past Chair shall execute all the functions of the Chairperson.

OCWCOG will provide staff support for SSAC and provide staff to serve as recording secretary for the Council.

ARTICLE V - Committees

The following standing committees are established with memberships and chairmanship, to be appointed by the SSAC and Disability Services Advisory Council (DSAC) Chairpersons, and ratified by the Council, for one (1) year terms, starting September 1st. Chairpersons shall be members of SSAC or DSAC.

- a) Joint Monitoring and Review - Responsible for reviewing contracts for Federal and State funds, making recommendations to SSAC and DSAC on contracts, and assisting staff in monitoring and assessment activities. Advises staff on appropriate procedures to carry out its functions.
- b) Joint Issues and Advocacy - Responsible for reviewing major issues and legislation affecting elderly persons and people with disabilities, making recommendations to SSAC and DSAC on appropriate actions, developing strategies to effectively advocate in the best interests of the elderly and people with disabilities. Represents area of jurisdiction on significant positions adopted by OCWCOG Board of Directors, coordinates advocacy activities with other appropriate local and statewide groups, evaluates strategies, and reports regularly to SSAC and DSAC.
- c) Joint Meals on Wheels - Responsible for ~~keepingstaying~~ informed ~~on~~about the Meals on Wheels program, ~~considering within in the region, including upcoming~~ needs and recommendations ~~submitted byfrom~~ the Meals on Wheels ~~Supervisor, makingSupervisory~~ team. ~~The committee makes~~ recommendations on nutrition policies, procedures, and specifications, ~~assistingand assists~~ in securing funds for the nutrition program, ~~and assisting staff in reviewing, monitoring and assessing.~~

Committee members are required to attend monthly Meals on Wheels program contract(s). Community Ambassador meetings for their county and report all findings to the Meals on Wheels Supervisory team and Councils.

Any contractual changes or recommendation for continuation, probation, or termination, shall be in consultation with the Joint Monitoring and Review Committee. Serves

e) The committee serves as a resource to the Advisory Councils on matters pertaining to the Meals on Wheels Program.

ideally, the The Joint Meals on Wheels Advisory Committee shall ideally consist of a minimum of ~~six (6)~~ three (3) members, one from each county, and a maximum of ~~nine (9)~~ six (6) members. The committee Chair may appoint up to ~~four (4)~~ two (2) at-large members to help reach/achieve the ideal membership, if there is insufficient SSAC/DSAC member representation on the committee.

- d) Joint Executive - Shall include officers and Chairs of the previously listed standing committees. Responsible for providing leadership for SSAC and DSAC and shall act for the Advisory Councils in urgent situations when it is impossible to call a meeting of the entire SSAC and DSAC membership. The Joint Executive Committee shall meet at least once a year for general assessment and planning of SSAC and DSAC activities and, as necessary, at the request of the Chairpersons. An Executive Committee member shall represent the Councils at the OCWCOG Board of Directors meetings to update the Board on what the Councils are doing. This may be assigned on a rotational basis.

Outgoing SSAC and DSAC Chairpersons shall serve in ex officio capacity on the Joint Executive Committee for the remainder of his/her two (2) year term on the Advisory Councils.

- e) Joint Membership and Nominating - Shall ideally consist of six (6) SSAC and DSAC members, at least one (1) from each County, to be appointed by the Chairpersons in September, and to be appointed by the committee Chair. The committee shall conduct on-going recruitment and orientation activities for SSAC and DSAC and monitor monthly attendance. Also responsible for reporting a slate of nominees for members and officers at the April Advisory Council meeting. Shall also recommend nominees to fill vacancies in membership and officer positions.
- f) Joint Care Planning - Responsible for keeping informed about needs and services, advising and assisting staff and the Advisory Councils to develop plans and policies for a comprehensive system of long-term care services for elderly persons and people with disabilities, including identification of needs, recommendations regarding service priorities, services standards/specifications, and funding allocation plans.

Chairs of the Joint Meals on Wheels Advisory Committee, Joint Monitoring and Review Committee, and the Chairs and Vice-Chairs of SSAC and DSAC shall participate in meetings to develop recommendations for service priorities.

To carry out the work of the Council, ad hoc committees, or workgroups, may be created by a majority vote of the membership. The purpose and scope of activity of each committee shall be outlined in writing. Subject to ratification by Council membership, the Chairperson shall appoint

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ad hoc committee Chairpersons and members from the Council's membership.

Committee Chairpersons will provide periodic written and/or oral reports of their activities to the Advisory Councils and to Council Chairpersons. Committee membership is not limited to members of SSAC and DSAC; Chairpersons may appoint additional at-large members. SSAC and DSAC members shall constitute a majority of each committee. Committee Chairpersons may also obtain assistance from resource persons as needed.

ARTICLE VI – Organizational Procedures

SSAC shall hold meetings as necessary, at least every two (2) months, at a time and place designated by the Chairperson.

Fifty-one percent (51%) of the voting membership of SSAC, excluding inactive members, shall constitute a quorum for the transaction of business and if there is not a quorum than an email vote can take place following the conclusion of the SSAC meeting. Staff shall conduct the email vote process and shall certify the results to Counsel members by email.

Roberts' Rules of Order Revised will serve as the parliamentary authority for the operation of SSAC in all cases not covered by these bylaws. SSAC may formulate additional specific standing rules and rules of order to govern the conduct of its meetings provided they do not conflict with these by-laws.

Each Councilperson shall be permitted one (1) proxy vote per fiscal year.

All meetings of SSAC are subject to the Oregon Public Meeting Act.

Special meetings, for any purpose or purposes, may be called by the Chairperson, or, in the absence of the Chairperson, by the Vice-Chairperson. Notice of time and place of any special meeting shall be given to each member, either personally, by email, or by mail, at least three (3) days prior to such meetings. Notice shall state the purpose of the meeting.

Each SSAC member shall be given a copy of these bylaws and amendments.

ARTICLE VII - Amendments

Recommendations to OCWCOG Board of Directors to repeal, amend, add to, or replace these bylaws may be made by a two-thirds majority vote of the membership. Such changes shall be presented at one meeting of the Advisory Council and acted upon at a subsequent meeting. A positive vote to change shall be forwarded to the OCWCOG Board of Directors for action at their next meeting.

The OCWCOG Board of Directors may initiate a change to the bylaws. Such change shall be presented at one meeting of OCWCOG Board of Directors. If it receives a positive, fifty-one percent (51%) majority vote, it shall be referred to the Advisory Council for comment. Subsequently, it shall be presented for adoption by OCWCOG Board of Directors with the comment of the Advisory Council. A simple, positive fifty-one percent (51%) vote of OCWCOG Board of Directors is required to adopt the proposed change.

MEMORANDUM

DATE: January 15, 2026

TO: OCWCOG Board of Directors

FROM: Michelle Giammona, DSAC Chair

RE: **Revision of the DSAC Bylaws**

The Meals on Wheels Advisory Committee (MOWAC) is in the process of being revised, which will affect the current 2023 DSAC Bylaws. The proposed revision consists of:

MOWAC Job Description Draft

General Responsibilities

- Three – six Advisory Council Committee Representatives, at least one from each of the three Counties who will:
 - Serve as an advisor to the Senior and Disability Services Advisory Councils (SSAC and DSAC) and Meals on Wheels (MOW) Program Management.
 - Act as a liaison between meal sites/site managers and program supervisors.
 - Review and provide feedback on MOW program policies and actions affecting meal sites and their participants.
 - Represent meal site consumers, site managers, and local communities at the Senior Services and Disability Services Advisory Councils by presenting reports on meal site visits.
 - Participate in Meals on Wheels Advisory Committee and Community Ambassador team meetings.
 - Ensure regular attendance and notify if unable to attend scheduled meetings.

Key Activities:

- Visit a meal site in the assigned county every other month.
- Complete a meal site monitoring form during each visit and report findings to the Meals on Wheels Community Ambassador Team and Program Management via follow-up email.
- Submit completed monitoring reports to the MOW Program Supervisor.

Meeting Information:

- Meals on Wheels and Community Ambassador Meetings are held on alternating months.
- Ambassador Meetings will be held in person in county of assignment and MOWAC meetings will be virtual.
- In-person meetings are conducted at meal sites within the assigned county, with members attending each site over the course of a year and staying for a meal.
- Meetings start at 10:00 am and last approximately 90 minutes.
- Online MOWAC meetings are one hour long and include updates from the Meals on Wheels Community Ambassador Team on the latest changes, needs, or updates in the community.

Community Ambassadors:

- Eleven Community Ambassadors - one from each meal site community.
- Acts as the eyes and ears of their community for opportunities for:
 - Fundraising.
 - Interfacing with the community.
 - Spending time at the meal site.
 - Out in the community looking for volunteers.

On Tuesday, December 2, 2025, the Disability Services Advisory Council (DSAC) met and approved the recommended revisions of their 2023 revised bylaws.

The DSAC requests the approval of the OCWCOG Board of Directors to replace the 2023 revised DSAC bylaws with the 2025 recommended revised DSAC bylaws under Article V Committees; d) Joint Meals on Wheels.



Disability Services Advisory Council Bylaws

Adopted, July, 1996
Amended December, 2014
Amended May, 2023

ARTICLE I - Organization

The name of the organization is Disability Services Advisory Council (DSAC) of Oregon Cascades West Council of Governments (OCWCOG) as per ORS 410.210. All DSAC meetings are open public meetings.

ARTICLE II – Purpose and Objective

DSAC is established by OCWCOG to advise OCWCOG staff and the OCWCOG Board of Directors on matters relating to the development and operation of a comprehensive service delivery system for the care of people with disabilities in the OCWCOG's area of jurisdiction and to assist in monitoring the implementation of the Area Plan.

- a) DSAC will, when needed or required, conduct appropriate public hearings and will review and recommend appropriate final action to OCWCOG Board of Directors regarding the following:
 1. Selection of priority services to be included in the four (4)-year Area Plan and reviewed annually;
 2. Adoption of standards or specifications for services in the Area Plan;
 3. Adoption or modification of the Area Plan;
 4. Commencement, termination, or modification of all service activities designed to implement the Area Plan;
 5. Adoption, or modification, of project workplans for DSAC committees;
 6. Applications for State and Federal funds for services and facilities affection people with disabilities in Linn, Benton, and Lincoln Counties;

7. Improvement of the monitoring and assessment system;
 8. Appointment of members to DSAC;
 9. Advocacy activities to support appropriate policies, services, and facilities for people with disabilities at local, State, and national levels.
- b) DSAC will also monitor the progress of direct and contractual services by:
1. Reviewing program reports and comparing actual accomplishments to annual objectives;
 2. Reviewing financial reports in comparison to approved budgets;
 3. Participating in on-site assessments of direct and contractual services and assisting in the development of appropriate recommendations to improve services for people with disabilities.

ARTICLE III - Membership

Definitions:

- a) Council member - a person whose application for membership has been approved by the Council and the OCWCOG Board of Directors.
- b) Ex officio member - is a member of a body (notably a board, committee, council) who is part of it by virtue of holding another office. They have all the rights and obligations of the Council/committee that they serve on. This includes the right to discuss, debate, make decisions, and vote. Ex officio members should not be included in the count when determining the number needed for a quorum and they should not be counted when determining if a quorum is present.
- c) At large member – is a person united with another or others in an act, enterprise, or business; a partner or colleague. The Associate members shall have all the rights and privileges of regular members except for the right to vote.
- d) Inactive member – any member who has missed three (3) consecutive meetings in a row.

Ideally DSAC shall consist of at least six (6), and no more than 12, voting members but may operate with less, with representation as follows:

- a) One (1) member of the OCWCOG Board of Directors who will act as an ex officio member;
- b) At least fifty-one percent (51%) of the membership shall be people with disabilities;
- c) Membership shall include consumers of Disability Services; participants in services administered through OCWCOG; representatives of people with disabilities, health care providers and supportive service organizations; local elected officials; and the general public;

- d) Vacancies may be declared by DSAC when a member has three (3) absences in a 12-month period. Each situation will be reviewed by the Joint Membership and Nominating Committee and referred back to DSAC for a decision.
- e) A member may be removed from DSAC by a two-thirds vote of the membership. Harassment or misrepresentation to the general public may be reasons for removal.

The Joint Membership and Nominating Committee shall recruit and nominate persons to fill vacancies for the remainder of the terms. DSAC will act on nominations and submit recommendations to fill vacancies to OCWCOG Board of Directors. Applicants may be considered for membership after attending no fewer than three (3) of the most recent five (5) DSAC meetings.

ARTICLE IV – Officers

Officers shall consist of a Chairperson and Vice-Chairperson selected from and by the Council's membership for two (2)-year terms. Nominations shall be proposed by the Joint Membership and Nominating Committee at the Council's April meeting. In addition, nominations may be made from the floor for either office. Officers shall be voted on at the June meeting and shall assume office July 1st.

In case of vacancy in the office of Chair, the Vice Chair will be recommended to the OCWCOG Board of Directors for appointment as Chair. In case of a vacancy in the office of Vice Chair, the Joint Membership and Nominating Committee shall recommend a replacement DSAC member to the DSAC at the next regular meeting.

An individual may serve in the Chair position for up to two (2) consecutive two (2)-year terms. After the second term, she/he will fill the role of immediate past Chair on the Joint Executive Committee.

An individual may serve in the Vice Chair position for up to two (2) consecutive two (2)-year terms. After the second term, she/he will be eligible to serve as Chair if nominated by the DSAC and appointed by OCWCOG Board of Directors.

An individual will be required to have a one (1)-year break from either the Chair or Vice Chair position before they can serve in the same position after serving two (2) consecutive terms.

- a) Chairperson - Shall preside at all DSAC meetings and shall be an ex officio member of all sub-committees, except the Joint Membership and Nominating Committee. The Chairperson may vote on any item before the Council; however, in the event the Chairperson's vote results in a tie vote, the Chairperson shall call for a re-vote on the item and shall refrain from voting in the re-vote. The Chairperson is the sole official spokesperson for DSAC unless this responsibility is specifically delegated to another DSAC member.
- b) Vice-Chairperson - In the absence of the Chairperson, the Vice-Chairperson shall execute all the functions of the Chairperson.
- c) Immediate past Chairperson - In the absence of the Chair and Vice Chair, the Immediate

Past Chair shall execute all the functions of the Chairperson.

- d) Vice-Chairperson – The Vice Chairperson will have accessibility to the same meetings and trainings as the Chair.

OCWCOG will provide staff support for DSAC and provide staff to serve as recording secretary for the Council.

ARTICLE V - Committees

The following standing committees are established with memberships and chairmanship, to be appointed by the SSAC and DSAC Chairpersons, and ratified by the Council, for one (1)-year terms, starting September 1st. Chairpersons shall be members of SSAC or DSAC.

- a) Joint Monitoring and Review - Responsible for reviewing contracts for Federal and State funds, making recommendations to SSAC and DSAC on contracts, and assisting staff in monitoring and assessment activities. Advises staff on appropriate procedures to carry out its functions.
- b) Joint Issues and Advocacy - Responsible for reviewing major issues and legislation affecting elderly persons and people with disabilities, making recommendations to SSAC and DSAC on appropriate actions, developing strategies to effectively advocate in the best interests of the elderly and people with disabilities. Represents area of jurisdiction on significant positions adopted by OCWCOG Board of Directors, coordinates advocacy activities with other appropriate local and statewide groups, evaluates strategies, and reports regularly to SSAC and DSAC.
- c) Joint Care Planning - Responsible for keeping informed about needs and services, advising and assisting staff and the Advisory Councils to develop plans and policies for a comprehensive system of long-term care services for elderly persons and people with disabilities, including identification of needs, recommendations regarding service priorities, services standards/specifications, and funding allocation plans.

Chairs of the Joint Meals on Wheels Advisory Committee, Joint Monitoring and Review Committee, and the Chairs and Vice-Chairs of SSAC and DSAC shall participate in meetings to develop recommendations for service priorities.

- d) Joint Meals on Wheels - Responsible for ~~keepingstaying~~ informed ~~enabout~~ the Meals on Wheels program ~~considering within in the region, including upcoming~~ needs and recommendations ~~submitted byfrom~~ the Meals on Wheels ~~Supervisor,~~ ~~making~~Supervisory team. The committee makes recommendations on nutrition policies, procedures, and specifications, ~~assistingand assists~~ in securing funds for the nutrition program ~~and assisting staff in reviewing, monitoring and assessing.~~

~~Committee members are required to attend monthly~~ Meals on Wheels ~~program~~ ~~contract(s).~~ Community Ambassador meetings for their county and report all findings to the Meals on Wheels Supervisory team and Councils.

Any contractual changes or recommendation for continuation, probation, or termination, shall be in consultation with the Joint Monitoring and Review Committee. ~~Serves~~

d) The committee serves as a resource to the Advisory Councils on matters pertaining to the Meals on Wheels Program.

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~~ideally, the~~The Joint Meals on Wheels Advisory Committee shall ideally consist of a minimum of ~~six (6) three (3) members, one from each county,~~ and a maximum of ~~nine six (6)~~ members. The committee Chair may appoint up to ~~four (4) two (2)~~ at-large members to help reach/achieve the ideal membership, if there is insufficient SSAC/DSAC member representation on the committee.

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- e) Joint Executive - Shall include officers and Chairs of the previously listed standing committees. Responsible for providing leadership for SSAC and DSAC and shall act for the Advisory Councils in urgent situations when it is impossible to call a meeting of the entire SSAC-DSAC membership. The Joint Executive Committee shall meet at least once a year for general assessment and planning of SSAC-DSAC activities and, as necessary, at the request of the Chairpersons. An Executive Committee member shall represent the Councils at the OCWCOG Board of Directors meetings to update the Board on what the Councils are doing. This may be assigned on a rotational basis.

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Outgoing SSAC and DSAC Chairpersons shall serve in ex officio capacity on the Joint Executive Committee for the remainder of his/her two (2)-year term on the Advisory Councils.

- f) Joint Membership and Nominating - Shall ideally consist of six (6) SSAC-DSAC members, at least one from each County, to be appointed by the Chairpersons in September, and to be appointed by the committee Chair. The committee shall conduct on-going recruitment and orientation activities for SSAC and DSAC and monitor monthly attendance. Also responsible for reporting a slate of nominees for members and officers at the April Advisory Council meeting. Shall also recommend nominees to fill vacancies in membership and officer positions.

To carry out the work of the Council, ad hoc committees, or workgroups, may be created by a majority vote of the membership. The purpose and scope of activity of each committee shall be outlined in writing. Subject to ratification by Council membership, the Chairperson shall appoint ad hoc committee Chairpersons and members from the Council's membership.

Committee Chairpersons will provide periodic written and/or oral reports of their activities to the Advisory Councils and to Council Chairpersons. Committee membership is not limited to members of SSAC/DSAC; Chairpersons may appoint additional at large members. SSAC/DSAC members shall constitute a majority of each committee. Committee Chairpersons may also obtain assistance from resource persons as needed.

ARTICLE VI – Organizational Procedures

DSAC shall hold meetings as necessary, at least every two (2) months, at a time and place designated by the Chairperson.

Fifty-one percent (51%) of the voting membership of DSAC, excluding inactive members, shall constitute a quorum for the transaction of business and if there is not a quorum than an email vote can take place following the conclusion of the DSAC meeting. Staff shall conduct the email

vote process and shall certify the results to Counsel members by email.

Roberts' Rules of Order Revised will serve as the parliamentary authority for the operation of DSAC in all cases not covered by these by-laws. DSAC may formulate additional specific standing rules and rules of order to govern the conduct of its meetings provided they do not conflict with these by-laws.

Each Councilperson shall be permitted one proxy vote per fiscal year.

All meetings of DSAC are subject to the Oregon Public Meeting Act. Special meetings, for any purpose or purposes, may be called by the Chairperson, or, in the absence of the Chairperson, by the Vice-Chairperson. Notice of time and place of any special meeting shall be given to each member, either personally, by e-mail, or by mail, at least three (3) days prior to such meetings. Notice shall state the purpose of the meeting.

Each DSAC member shall be given a copy of these by-laws and amendments.

ARTICLE VII - Amendments

Recommendations to OCWCOG Board of Directors to repeal, amend, add to or replace these by-laws may be made by a two-thirds majority vote of the membership. Such changes shall be presented at one meeting of the Advisory Council and acted upon at a subsequent meeting. A positive vote to change shall be forwarded to the OCWCOG Board of Directors for action at their next meeting.

The OCWCOG Board of Directors may initiate a change in the by-laws. Such change shall be presented at one meeting of OCWCOG Board of Directors. If it receives a positive, majority vote, it shall be referred to the Advisory Council for comment. Subsequently, it shall be presented for adoption by OCWCOG Board of Directors with the comment of the Advisory Council. A simple, positive majority vote of OCWCOG Board of Directors is required to adopt the proposed change.

To: OCWCOG Board of Directors
From: Jan Kaplan, Mayor of Newport
Subject: Proposal for OWCOG to administer fund to assist local governments' legal expenses re: federal litigation
Date: January 9, 2026

Newport is currently engaged in on-going litigation to 1) prevent DHS and ICE from establishing a detention center in Newport and, 2) keep the search and rescue helicopter stationed in our municipal airport. These are existential issues for our city and neighbors. We have engaged outside counsel, Stoll Berne, and anticipate costs from at least \$200,000 up to more than a million.

We are asking Board approval to create a fund with a goal of raising at least \$1,500,000 that is accessible to all jurisdictions in the COG for ICE related work, not just litigation. TNewport's costs may be \$500,000 or more, depending on how things go. It would be very challenging for Newport to create this fund on our own.

We have been confronted with the unannounced removal of the Coast Guard helicopter stationed at our airport. It has been returned, for now, due to a lawsuit filed by the Newport Fishermens' Wives, and Lincoln County. That lawsuit is ongoing. Newport has participated in that process by filing an Amicus brief. We have recently submitted an additional complaint asking the Court to, among other things:

- Identify that ICE's decision to build a detention facility in Newport violates the Coastal Zone Management Act, National Environmental Policy Act, and the Administrative Procedure Act and require compliance before any further work is done.
- The lawsuit provides multiple instances of activities conducted by federal contractors attempting to rent blocks of hotel rooms, contract for septic services, contract for potable water, catering and other services.

This proposal is not about immigration policy. It is about preserving local control and requiring major projects to comply with state and federal laws and requirements. It is existential in that:

- Loss of the helicopter will result in loss of lives and harm our fishing industry.
- Location of a detention center will result in a significant loss of tourism and hospitality. It likely would result in reducing the workforce needed to operate medical facilities, food service, fishing, schools and core industry.
- It would result in tremendous loss of tax revenue because federal agents do not pay room tax and stays in lodging facilities over 30 days do not pay room tax. We note that ICE through contractors has been seeking 200 hotel rooms for a year.
- Our drinking and wastewater systems cannot service a detention center for hundreds of detainees.

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

RESOLUTION 2026-01-001

Regional Response Special Fund

WHEREAS, Oregon Revised Statutes 294.346 gives authority to the governing body of a municipal corporation to establish by ordinance or resolution one or more reserve funds to accumulate and expend monies for purposes specified in ORS 280.050; and

WHEREAS, the OCWCOG Board of Directors heard testimony December and January from member agencies regarding the need for a centralized fund to address special regional needs that are outside of an organization’s normal or emergency response operations; and

WHEREAS, the OCWCOG Board of Directors recognizes that situations can arise affecting multiple agencies in our region that require a rapid response and are not associated with a federal or state emergency declaration but have potential impacts on infrastructure, economic sustainability and local citizens; and

WHEREAS, the OCWCOG Board of Directors wishes to support the agency strategic priorities of convening by cultivating partnerships to identify and align regional priorities to advance well-being and customer service by delivering high-quality service experience with each interaction guided by a commitment to ensure all are seen, heard, and valued;

NOW THEREFORE, the OCWCOG Board hereby establishes the Regional Response Special Fund detailed in Attachment A. The Regional Response Special Fund will not be available for general OCWCOG operations.

ADOPTED on this 15th day of January 2026 at Albany, Oregon.

Patrick Malone
Chair

Ryan Vogt
Executive Director

ATTACHMENT A

REGIONAL RESPONSE SPECIAL FUND

The agency will maintain a fund balance generated from member agency special voluntary contributions and donations from the public. Funds will remain separate from administrative, programmatic, operational and OCWCOG reserves.

Funding Level: Unknown. The balance will be driven by voluntary contributions from member agencies and donations from the public.

Fund Use:

- Requests to use funds must be approved by simple majority of the Executive Board.
- Requests cannot also be covered by a state or federal emergency declaration reimbursement process, agency insurance, tax anticipation notes or other sources that may not meet timeliness restrictions.
- Requests should affect multiple agencies in the region and/or multiple government sections, including but not limited to economic sustainability, regional infrastructure, citizen populations, etc.
- Distribution of funds will require agencies to submit invoices, credit card statements, checks or other forms of payment prior to release of funds.
- Funds may not exist to cover all requested expenditures and OCWCOG is not required to supplement any unpaid balances with its administrative, programmatic or operational funds.



OREGON

Cascades West

Council of Governments

2026 STRATEGIC PLAN DEVELOPMENT

Vision – Make lives and communities better

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

Values:

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

Strategic Priority Areas & Statements

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

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

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

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

High-level Goals:

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

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

High-level Goals:

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

Champion a culture of excellence, empowerment & learning

High-level Goals:

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



THE COG BLOG

CONNECT

*

INFORM

*

INSPIRE

*

ENGAGE

Message from the Director - Paul Egbert

Happy Holidays, Everyone!

December often brings traditions of gift giving. Economic and ethical considerations prevent my ability to provide material gifts to everyone in the agency—so that got me thinking...



What could I offer that moves beyond materialism yet provides **real value**? Could these gifts be **shared by all** of us with one another? And **could they last** beyond the holiday season?

Here is my personal and intentional gift list:

- **Empathy and understanding**
- **Generous interpretation and listening**
- **Sharing power and co-creation**
- **Humility and accountability**
- **Help and reliability**
- **Kindness and clarity**

As we head into our holiday seasons—filled with family, reflection, love, and joy—I ask:

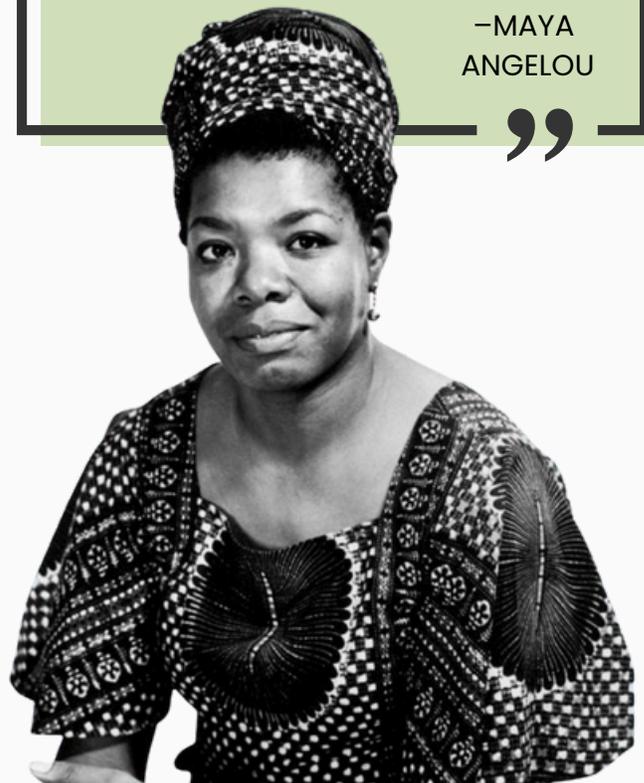
What is on your personal gift list for others?

What intention or offering might you extend to make work and life better for yourself and those in your circles of influence?

May your holidays be filled with kindness, gratitude, and the gifts that **truly matter**.

“ I have found that among it’s other benefits, giving liberates the soul of the giver.

—MAYA ANGELOU





Staff Spotlight: Director's Pins

This month, Director's Pins were awarded to **Taylor Thorn** and **Brittany Kosydar**, CSP Eligibility Specialists, in recognition of their exceptional dedication and support for our AmeriCorps Seniors volunteers.

Taylor and Brittany support a diverse network of volunteers, ensuring each feels valued and supported. *Volunteers **consistently** share how much they appreciate the care and professionalism these two bring to their roles.*

From early October through December, they managed 2,682 SHIBA-related calls, a surge of

1,000 more than usual, and **sent 800 additional letters** following a major Medicare program change. They also coordinated hundreds of SHIBA counseling sessions across the region.

Supporting volunteers who range from individuals facing housing insecurity to professionals like the Dean of Pharmacy at OSU requires skill, empathy, and adaptability. Taylor and Brittany embody these qualities **every day**. We're proud to recognize their outstanding contributions.

Cascades West Knows How to Party! Holiday Festivities & Mug Exchange

Albany Regional Office



Corvallis Regional Office



Toledo Regional Office





Program Highlight:

AmeriCorps Seniors **AmeriCorps Seniors Programs**

Senior Companion Program: **Service Comes Full Circle**

Since 2018, OCWCOG's Senior Companion Program has helped rural seniors stay independent by providing transportation to medical appointments, grocery stores, and senior centers.

Sandra K., a longtime Otis resident and volunteer driver, served countless clients before retiring. In 2024, at age 84, Sandra needed support herself and SCP was there. This month, her volunteer, Debby, will drive her to a critical out-of-county appointment, *even during the holiday break.*

Want to help? Volunteers (55+, income near 200% FPL, background check required) can email aseniors@ocwcog.org or call 541-812-0849.

Know someone who needs a visit or ride? Start with the ADRC and complete the CSP referral form on the intranet.

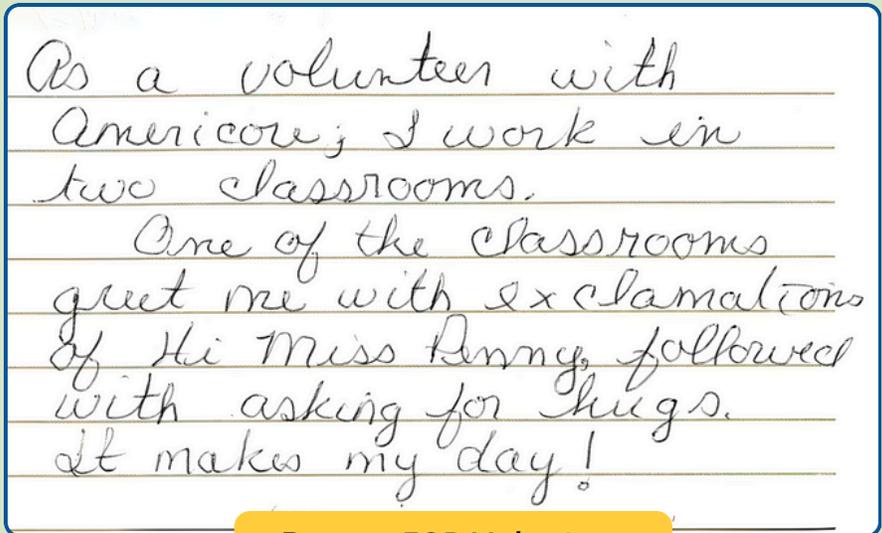


Debby, SCP Volunteer

Foster Grandparent Program: **Connection After Loss**

Foster Grandparents mentor and tutor in schools and early learning sites across Lincoln County, Corvallis, Albany, and beyond. For many, *primarily women who've faced profound loss*, volunteering is about rebuilding community as much as helping students succeed.

Volunteers earn a tax-exempt \$4/hr stipend and complete 24 hours of annual training, which offers learning, connection, and friendship. Through service, they rediscover joy and belonging while making a lasting impact on local youth.



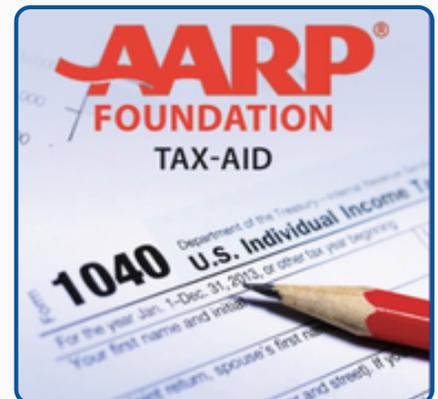
Penny, FGP Volunteer

Retired and Senior Volunteer Program (RSVP): **AARP Tax-Aide**

Since 2013 RSVP has partnered with AARP Tax-Aide to provide **free** tax preparation for anyone—**no age or income requirement!** Volunteers help with simple returns at Corvallis Community Center, Benton County Library, and Hill Street Church in Albany.

Want to volunteer? Training for new Tax-Aide volunteers starts *January 5, 2026 at LBCC*. If you enjoy crunching numbers and want to make a difference, this is a great way to serve your community!

Need tax help? Appointments are required and can be scheduled by calling 541-250-0268.



Learn more about the CSP Team & offerings by visiting the new OCWCOG Intranet!

Team Tidbits

NEW FACES

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



Kari Ainsworth, Clerical Specialist, Albany

Jaylin Gann, Case Manager, Albany

Tonia Brown, Case Manager, Toledo

Latera Namera, Case Manager, Albany

Alejandra Byers, HR Generalist II, Albany

FAREWELLS

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



Deborah Park, Case Manager

Melissa Derrick, ADRC Specialist

DECEMBER MILESTONES

*Your hard work and dedication make Cascades West who we are!
Thank you for all your time, we look forward to more years together!*



Angie Macmullen - 13 years

Sharon Kroll - 12 years

Jackie Hoyer - 11 years

Michelle Drebin - 9 years

Wanda Miller-Mills - 9 years

Sarah Ogren - 8 years

Patrick Christensen - 8 years

Kent Wullenwaber - 7 years

Taylor Thorn - 7 years

**Correction from October*

Aneka Acuna - 4 years

Kara White - 4 years

Kaitlyn Lundgren - 4 years

Brett Tieszen - 3 years

Megan Dulley - 2 years

Shea Patee - 2 years

Ariana Bennett - 1 year

Shandi Decker - 1 year

Steven Jensen - 1 year

Nominate your peers!

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

Use the NEW COG Star form to nominate them! 

*These amazing COG Stars below were recognized for the values of **compassion**, **collaboration**, and **respect**. Thank you for making a difference!*

September

Charlie Duffy

Andres Ojeda

Kara White

October

Crystal Mohamed

Randie Monson

Casey Putnam

Nora Rodriguez

November

Rachelle Godinho

Sheen Kearney

Alexis Odel

Amy Peer

Kara White

December

Cassandra Atlas

Tonie Fisher

Updates from Admin

HR

This Month's Focus

We're excited to have recently shared the results of the *Fall Employee Engagement Survey*. These insights reflect your voices and help us understand how our culture is evolving. If you haven't already, please read the all-staff email announcement and visit the Intranet News to see the survey breakdown, trends, and next steps.

Reflection Prompt

- What do these results mean for you in your role?
- Why is this important or valuable to you?

Follow-Up Actions

- Share your reflections with your manager at your next 1:1
- Ask your manager about their action steps and commitments related to the results
- Discuss how this connects to your development and ongoing growth
- Log your reflections as a conversation or a goal in Dayforce

Combined, these *small but intentional steps* help us build stronger teams, deeper connections, and a more engaged agency. ***Thank you for taking these steps with us!***

FACILITIES

- Please turn off lights and heaters when leaving for the day or weekend.
- If icy or snowy conditions occur, Facilities staff will schedule de-icer and/or plowing as early as possible. Please use caution and watch for slippery areas.
- Carpet cleaning is planned for January or February—dates will be announced soon.

COMMS

Our team is kicking off two major projects: a **website redesign** and the **annual reports**. Both will require cross team collaboration and data review, but the *effort will pay off by improving how we serve and share information with our communities about our **impact**.*

Our website will be live sometime in March, stay tuned for updates!! Big thank you to all the teams collaborating together and with the comms team to bring the new site to life.

Keep an eye out for exciting updates about these big projects in the coming months!

Value of the month: **Collaboration**

Collaboration is more than working side by side—it's a disciplined practice that drives results. At OCWCOG, our Collaboration Pyramid guides this work through four essential elements:

- **Trust:** Built through open communication, reliability, and empathy.
- **Conflict Management:** Addressing challenges respectfully and focusing on solutions.
- **Commitment:** Showing up fully, taking ownership, and aligning with team goals.
- **Accountability:** Setting clear expectations, checking progress, and sharing feedback.

When we practice these behaviors, **collaboration becomes a powerful force for innovation and impact.** Together, we create stronger partnerships and better solutions. This is how we amplify our mission and create stronger communities.

Watch our video on what compassion looks and feels like at Cascades West!



“If we adopt the same **collaborative mindset** and practices that got to the moon and back, and that built the International Space Station, we can alleviate poverty—and do so much more.”

MARY DAVIS

Upcoming Events

December 24 (Half Day) & 25 | Christmas Holiday, OCWCOG Offices Closed

January 1 | New Year Holiday, OCWCOG Offices Closed