



Budget Committee Meeting Packet

May 15, 2025
1:00 pm - 1:30 pm

Attend In Person:

Cascades West Albany Center

1400 Queen Ave, SE, Albany, OR 97322

Or Attend Virtually:

[Click to Join Teams Meeting](#)

The meeting locations are wheelchair accessible. If you need special assistance, please contact Oregon Cascades West Council of Governments at 541-936-9006 or adminGA@ocwcog.org, forty-eight (48) hours prior to the meeting.



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

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

OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

BUDGET COMMITTEE AGENDA

May 15, 2025

1:00 pm – 1:30 pm

Cascades West Albany Center
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 541.936.9006 or alight@ocwcog.org, no later than noon on Wednesday, May 14, 2025, to confirm your attendance.

1. **Welcome and Introductions** (*Chair, Commissioner Sherrie Sprenger*)
(1:00 – 1:05 pm)

2. **Public Comment** (*Chair, Commissioner Sherrie Sprenger*)
(1:05 – 1:10 pm)

Floor will be open to the public for comment.

3. **Consent Calendar** (*Chair, Commissioner Sharrie Sprenger*)
(1:10 – 1:15 pm)

Review of May 16, 2024, Budget Committee minutes. ([Page 4](#))

Review of March 20, 2025, Budget Committee minutes. ([Page 8](#))

ACTION: Motion to approve Consent Calendar items.

4. **Discuss FY 2025-26 Budget Process** (*Finance Director Marit Nelson*)
(1:15 pm – 1:25 pm)

Budget Committee memo ([Page 11](#))
OCWCOG Proposed Final Budget Document ([Page 12](#))

ACTION: Motion to approve proposed budget as reviewed and adjusted and send to the full Board of Directors for review and adoption.

5. **Other Business** (*Chair, Commissioner Sherrie Sprenger*)
(1:25 – 1:30 pm)

6. **Adjournment** (*Chair, Commissioner Sherrie Sprenger*)
(1:30 pm)



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OREGON CASCADES WEST COUNCIL OF GOVERNMENTS

BUDGET COMMITTEE MINUTES

May 16, 2024

Hybrid Technologies Via Teams and the Albany Upstairs Conference Room

Attendees: **CHAIR:** Commissioner Pat Malone, Benton County; Commissioner Claire Hall, Lincoln County; Commissioner Sherrie Sprenger, Linn County; Mayor Chas Jones, Philomath Councilor Rick Booth, Waldport; and Mitzi Naucner, SSAC.

Absent: Mayor Alex Johnson II, Albany; Jesse Oakley, TBAC; and Jan Molnar-Fitzgerald, DSAC

Staff: Executive Director Ryan Vogt; Finance Director Marit Nelson; Technology Services (TS) Chief Information Officer (CIO) Jason Sele; Senior and Disables Services (SDS) Director Randi Moore; Community and Economic Development (CED) Director Jaclyn Disney; Community Services Programs (CSP) Supervisor Alicia Lucke; and Communications Officer Meg Walker

Public: There were no members of the public in attendance.

1. Welcome and Introductions

The Oregon Cascades West Council of Governments' (OCWCOG) Budget Committee meeting was called to order by Chair Commissioner Pat Malone at 1:07 pm via Teams Video and Audio Conferencing, and in-person attendees. The Meeting attendees introduced themselves.

2. Public Comment

No comments from the public.

3. Consent Calendar

Mayor Jones moved to approve the consent calendar including the Budget Committee meeting minutes from April 18, 2024. Councilor Booth seconded the motion. With no objections, the meeting minutes were voted upon and approved.

4. FY 2024-25 Proposed Budget Presentation

Finance Director Nelson gave a summary of the OCWCOG agency snapshot. The snapshot includes a consolidated review of actuals for the prior years and the current adopted supplemental budget for 2024 compared to the 2025 proposed budget. In the actuals from FY 2022 and 2023, there were increases in the revenue that have corresponding increases in expenditures and maintain a consistently healthy ending balance. OCWCOG's personal services expenditures step up each year. The actual figures reflect the Cost of Living Adjustments (COLAs), the Public Employees' Retirement System (PERS) cost, and the increase in staffing numbers. Materials services and contractual services totals are seeing correlating increases for services that OCWCOG provides. Capital expenditures in the current fiscal year are larger with the purchase of the Corvallis building but are regaining the normal cadence coming into the next year. Interfund transfers and contingencies are helping maintain a healthy "safety net" of funds. The total unappropriated balance added to the contingency makes up about 23% of the FY 2025 proposed budget. The funds assist future planning of expenditures and beginning fund operations beyond the Fiscal Year 2025.

Chair Commissioner Malone asked which year is connected to the 23%.

Finance Director Nelson stated it will be in the Fiscal Year 2025 budget proposed.

Finance Director Nelson stated visual charts and graphs have been provided to give a projection of the total revenue and expenditure percentage of agency programs. The ratios have remained consistent compared to previous years. OCWCOG is expecting \$79 million in total revenue with the beginning fund balance making up \$21.5 million of the total. Totalling a \$4 million dollar increase from the total Fiscal Year 2024 budget. The increase stems from a variety of savings expected in the current budget year. Finance Director Nelson gave a brief explanation of the areas where departmental money has been saved. A spend down is expected over the next Fiscal Year.

Personnel is projected to increase to \$28.6 million between wages and benefits including 4% COLA for the agency, the standardized 5% step increases for those that qualify, and longevity step increases are at 1.5%. PERS rates will remain steady at 22.34 for tier 1 and tier 2 staff members and 22.14 for our OPSRP employees and the agency covers the 6% employee pick-up. Health insurance is at 3.4%. Personnel expenditures in FY 2024 were 42% of the budget and for FY 2025 the percentage moves up slightly to 44%. The 2% increase includes all the benefit increases expected as well as an increase in personnel. OWCOG is budgeting a total of 239.5 positions FTEs in the coming year. Last year, 205 were projected.

Materials and services are expected to be at about \$33.6 million for the year. Capitol transfers and contingency are coming in at almost \$2.9 million. Total expenditure is budgeted at \$65 million with \$14.5 million as unappropriated for the upcoming year. The contingency and the unappropriated is about \$18.8 million for FY 2026 and beyond. There are 162 FTEs budgeted in SDS for FY 2025. 7.5 FTEs are budgeted for the services departments. CED has 35 FTEs budgeted. In the upcoming Fiscal Year, some capital projects are expected including a new payroll software implementation, some elevator replacements, and some HVAC unit upgrades in Toledo and Corvallis. Information on the

budget allocation and breakdown for each of the programs have been provided. Visual aids and charts are included for reference

Chair Commissioner Malone asked Finance Director Nelson the difference between balance and reserves.

Finance Director Nelson stated the beginning fund balance is the surplus between the revenues projected or brought in for the year, and the expenditures. Reserves are the funds put aside for specific things. The reserves live in both the beginning and end fund balances. The larger balance is money that will continue to mature.

Chair Commissioner Malone asked if there is a preferred percentage for those funds compared to the annual income.

Finance Director Nelson stated there are not current policies, but she would like to maintain 25%. It is a goal to have enough to cover 4-6 months' worth of funds for the cost of general operations.

Mayor Jones asked if OCWCOG has capital expenditure funds allocated for specific projects into the future and if allocations are listed anywhere.

Finance Director Nelson stated she has the initial allocations of when OCWCOG set up the reserve funds. The other transactions have continued to occur by program. Additional funds continue to be set aside to help fund future facilities maintenance projects. Funds have been allocated in an additional document that can be provided. Currently there isn't anything specified for those reserve funds beyond what the policy has set up. A 5-year maintenance plan is maintained which identifies the different projects but nothing specific in the reserves are tagged for specific projects. We continue to try to save the money for when those services are needed.

Mayor Jones stated it may be beneficial to think a bit more strategically about how OCWCOG saves the money for the different capital improvement projects.

Finance Director Nelson stated she will start working on an outline to be available for the next meeting.

Executive Director Vogt stated Mayor Jones he may be pleasantly surprised reviewing the accounting information. OCWCOG has been conservatively aggressive. Executive Director Vogt gave some examples of financially conservative decisions OCWCOG has made to plan for future expenses. Both CED and SDS are proposing to start spending some of their savings to continue administering programs. SDS and CED will see some staffing increases. When negotiation starts in a year, there may need to be conversation around the salary market and the level of COLA sustainability compared to programmatic financial success.

Commissioner Hall moved to approve the proposed budget and send it to the Board of Directors for review and adoption. Mayor Jones seconded the motion. With no objections the budget was voted upon and approved.

5. Other Business

No other business was discussed.

6. Adjournment

Chair Commissioner Pat Malone adjourned the Budget Committee meeting at 1:37 pm.

Meeting minutes taken by Angelykah Light.



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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

BUDGET COMMITTEE MINUTES

March 20th, 2025

Hybrid Technologies Via Teams and the Albany Upstairs Conference Room

Attendees: **CHAIR** Sherrie Sprenger, Linn County; Commissioner Pat Malone, Benton County; Commissioner Claire Hall, Lincoln County; and Mitzi Naucler, SSAC

Absent: Mayor Alex Johnson II, Albany; Mayor Charles Maughan, Corvallis; Councilor Rick Booth, Waldport; Jesse Oakley, TBAC; and Jan Molnar-Fitzgerald, DSAC

Staff: Executive Director Ryan Vogt; Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; Human Resources (HR) Director Ryan Schulze; Senior and Disables Services (SDS) Director Randi Moore; Community and Economic Development (CED) Director Jaclyn Disney; SEIU Union President Crystal Mohamed, Executive Assistant Angelykah Light.

Public: There were no members of the public in attendance.

1. Welcome and Introductions

Commissioner Malone offered to run the March 20th, 2025, OCWCOG Budget Committee meeting in the absence of Chair Sprenger. Commissioner Malone called the Oregon Cascades West Council of Governments (OCWCOG) Budget Committee meeting to order at 1:05 pm on March 20th, 2025, via in-person and Teams video conferencing. Quorum was not met.

2. **Public Comment**

No comments from the public.

3. **Consent Calendar**

The Consent Calendar items were not voted on. Quorum was not met.

4. **Discuss FY 2025-26 Budget Process**

Finance Director Nelson provided a verbal review of the documents included in the meeting packet. Finance Director Nelson stated the documents in the packet are to inform the Budget committee member of where OCWCOG is beginning for budget building. The snapshot document includes the adopted budget for Fiscal Year 2025 to view the financial statements for the agency including accruals and revenues. Dues Calculations have been included and have been calculated for the CPI and the population estimation values from Portland State University. Senior leadership and managers are currently reviewing personnel sheets and reviewing funding sources. Facilities projects are being reviewed to identify which projects can be included in the upcoming budget and completed or pushed to next fiscal year.

Finance Director Nelson stated that personnel is the largest portion of the budget. Because of magnitude, personnel will take the most time to review and verify. The end of the month, it is the goal of having the personnel review completed to back fill the budget and begin to make projections. The draft calculations should be completed by April 15th to then begin finalizing the document and evaluating the document before the May adoption meeting.

Finance Director Nelson asked for any questions, comments, or concerns from members of the Budget Committee.

Commissioner Malone asked Finance Director Nelson to explain a 30% increase indicated on one of the documents provided.

Chair Sprenger joined the meeting.

Finance Director Nelson stated that the employer rate is the rate OCWCOG pays in gross pay. The agency also pays the 6% employee pick up for PERS. Employer rates from PERS dictate that the next two years will increase 2%. The current rate of 22% will increase to 24%. OCWCOG will pay 24% of every dollar of wages as well as the 6% employee pick up, totaling 30% of all paid wages will be paid into PERS.

Commissioner Malone asked Finance Director Nelson to explain why the beginning fund balance is larger for the upcoming year than it was for Fiscal Year 24-25.

Finance Director Nelson stated Fiscal Year 24 has some funds transfer to bolster beginning fund for items such as the Corvallis building purchase. The additional funds are already appropriated and intended to be used in the fiscal year. Finance Director Nelson provided an explanation on the remainder of the documents included in the packet.

Commissioner Malone thanked Finance Director Nelson and asked for additional questions.

5. **Other Business**

No other business was discussed.

6. **Adjournment**

Commissioner Malone adjourned the meeting at 1:24 pm.

Meeting minutes taken by Angelykah Light.



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Fiscal Year 2025 -26 Proposed Budget Memo **OCWCOG Budget Committee**

May 15, 2025

Please find following for your review and approval the Fiscal Year 2025-26 Proposed Budget for Oregon Cascades West Council of Governments.

This budget includes a ~3.3% decrease in revenue which can be attributed to funds for one time and pilot projects that are now in process or completed and will not have continued funding. We are also closely monitoring the almost daily information regarding the next federal budget and the potential for reductions. Our current funding streams have been verified by our funders for continuation, but we are hyper aware that their status can come into jeopardy at any time. Projected total revenues for FY 2025-26 are \$76,971,637.

Total personal services expenditures are projected to increase by 5% and support approximately 210 FTE. These increases include 2% COLA and step increases for those employees who qualify, 3.5% health insurance cost increases, and a PERS increase of 5% for the coming biennium (7/1/2025-6/30/2027). Total cost of personnel wages and benefits is projected at \$30,133,039.

Materials & Services will decrease approximately 14%. Due to projects completion, we will be reducing our expenses in professional services predominately in CED. Additionally, we will reduce expenses in Capital as our human resources and financial software systems implementations have been completed in FY 2024-25. Resources have been allotted for transfers into reserves to increase our ability to continue to provide services into the future should funding be reduced substantially.

Total expenditures for FY 2025-26 are budgeted at \$60,635,378.

Included in the budget document are narratives regarding the overall agency structure as well as programmatic details. You will also find budgets by fund within the document to outline each program's financial plan for the coming fiscal year.

Thank you all for your time and consideration of the OCWCOG FY 2025-26 budget.

Oregon Cascades West Council of Governments

Fiscal Year 2025-26



**Proposed
Budget**

Prepared by:
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Overview of OCWCOG Programs and Funding for Fiscal Year (FY) 2025-26

Role of the Oregon Cascades West Council of Governments:

Oregon Cascades West Council of Governments (OCWCOG) is a volunteer, member organization created by local governments and districts within Linn, Benton, and Lincoln Counties, the Confederated Tribes of Siletz Indians, and the Port of Newport. Oregon law (ORS190.010) authorizes OCWCOG to carry out, on behalf of its members, programs serving residents, businesses, institutions, and agencies individually or as part of a regional solution. Only the authority of the member local governments, and their willingness to delegate their authority to OCWCOG, limits the range of services that OCWCOG can provide.

Program Areas:

General Administration

- Purpose and Intent
 - Oversee the administrative, human resources, physical infrastructure, information technology, finances, and budget to ensure the sustainability, viability, and growth of the agency, as well as members through service requests.
 - Responsible for overall vision, strategic planning and agency direction.
 - Provide consultative and technical assistance in the areas of Human Resources and Technology Information to members.
 - Provide all internal human resources, technology, facilities, finance, and general agency management. OCWCOG contracts with private attorneys for legal services.
 - Assist member governments with personnel, technology, finance, and general administration matters.
- Geographic Service Area
 - General Administration staff provides services in all OCWCOG offices and to all OCWCOG staff.
 - By member request, General Administration staff provides services within the tri- County Region of Linn, Benton, and Lincoln Counties.

Community and Economic Development

- Purpose and Intent
 - Support member jurisdictions to improve livability, transportation access, and economic development;
 - Administer and provide staffing for state and federally authorized regional economic development planning and grant programs;
 - Implement regional priorities through a Comprehensive Economic Development Strategy;
 - Assist local governments with goal setting, project development, grant writing, and planning; and
 - Assist local governments with infrastructure improvements.

- Geographic Service Area
 - The federally designated Cascades West Economic Development District (CWEDD) serves Benton, Lane, Lincoln, and Linn Counties.

Cascades West Business Lending (CWBL)

- Purpose and Intent
 - Deliver professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs through the Cascades West Business Lending (CWBL) program;
 - Assist new and expanding small businesses in obtaining needed capital;
 - Increase economic activity and employment in our region; and
 - Stimulate private lending by partnering with local financial institutions. CWBL can act as a secondary lender for qualified projects on a subordinated basis to lower the risk for participating lenders and incentivize participation by traditional funders.
- Geographic Service Area
 - CWBL loan programs serve clients and commercial lenders primarily within Linn, Benton, and Lincoln Counties, and offers SBA 504 loans Statewide.

Transportation

- Purpose and Intent
 - Administer state and federally authorized region-wide and sub-regional transportation planning programs.
 - Administer the Non-Emergent Medical Transportation (NEMT) brokerage, Cascades West Ride Line, arranging transportation for Oregon Health Plan (OHP) members, Medicaid recipients, select Medicare clients, and other eligible clients through pilot programs.
 - Participate in Statewide and multi-jurisdiction efforts with area elected officials to gain resources and advocate for policy changes to improve the region's transportation system.
 - Provide funding support, project management, and grant administration for transportation improvement projects in response to capacity constraints at a local level.
- Geographic Service Area
 - The Cascades West Area Commission on Transportation (CWACTION) serves Linn, Benton, and Lincoln Counties.
 - The Corvallis Area Metropolitan Planning Organization (CAMPO) serves Adair Village, Corvallis, Philomath, and a portion of Benton County.
 - The Albany Area Metropolitan Planning Organization (AAMPO) serves Albany, Millersburg, Tangent; portions of Linn and Benton Counties; and the City of Jefferson, which is in Marion County.
 - Cascades West Ride Line services Linn, Benton, and Lincoln County residents, and health care providers within the Region.
 - Statewide and multi-state coalitions include the Oregon Metropolitan Planning Organization Consortium (OMPOC).

Senior and Disability Services

- Purpose and Intent
 - Staff federal and State long-term care programs (Medicaid [Title XIX], Supplemental Nutrition Assistance Program [SNAP] benefits, and Oregon Project Independence [OPI]). Assist qualified clients in finding and maintaining the least restrictive living situation consistent with their physical and mental health.
 - Staff federally-designated Area Agency on Aging (AAA), including programs such as the Aging and Disability Resource Connection (ADRC), which provides information and assistance that allows seniors and persons with disabilities to access needed resources.
- Geographic Service Area
 - All services are provided in OCWCOG's tri-County Region. Principle offices are in Albany, Corvallis, and Toledo.

Community Services Program

- Purpose and Intent
 - Assist seniors and retired persons to serve their communities through volunteering with OCWCOG's AmeriCorp Seniors' Programs including Foster Grandparent Program (FGP), Retired Senior and Volunteer Program (RSVP), and Senior Companion Program (SCP).
 - Assist veterans in Benton County with obtaining all benefits they are entitled to receive.
- Geographic Service Area
 - All services, except Veterans Services, are provided in OCWCOG's tri-County region. Principle offices are in Albany, Corvallis, and Toledo.
 - Benton County contracts with OCWCOG to staff its Veterans Services Office (VSO). Lincoln and Linn Counties provide their own Veterans Services staff.

Governance, Administration, and Programs of OCWCOG:

A Board of Directors (Board), consisting of a local elected representative from each member government, governs OCWCOG. No member or class of members has more authority than another, regardless of size of population or type of government. The Board meets bi-monthly.

The Board hires an Executive Director who is delegated all operational and contracting authority. However, the Board retains budget approval authority, including the setting of pay levels, benefits amounts, and approves the labor contract with the Service Employees International Union (SEIU), which represents the majority of OCWCOG's employees. The Executive Director makes recommendations to the Board regarding these matters prior to Board action.

The Board has an Executive Committee and a Finance Committee. The Executive Committee meets bi-monthly with OCWCOG management to discuss and advise on administrative and operational issues, off cycle to the full Board meeting. The Finance

Committee consists of the full Executive Committee and OCWCOG standing sub-committee chairs. The Finance Committee meets bi-monthly to review financial statements and budget to actual figures. Historically, the Finance Committee has also served as the Budget Committee, which is a committee required of Oregon Budget law. OCWCOG follows a budgeting process similar to that specified for Oregon local governments.

In addition, there are several standing advisory bodies for specific programs. It is at the advisory body level that most deliberation regarding programs occurs. Whereas the Board primarily focuses on the overall structure and finances of OCWCOG, it is, nevertheless, the final policy authority for all programs that are the direct responsibility of OCWCOG.

OCWCOG provides staff by contract to several regional bodies and local governments. In these cases, the Board's role is limited to deciding if OCWCOG should provide staffing for that agency. No member may independently require that OCWCOG operate a program on its behalf without the approval of the OCWCOG Board. However, members may ask for OCWCOG assistance with that members' specific project or program, as long as the general area of assistance is described herein. Given that general authority, OCWCOG staff may occasionally contract with a specific member to provide such a service, without that specific project being included in this document.

All work of OCWCOG staff is presented in this document. Consequently, this document can be correctly read as an authorizing document, directing the Executive Director to carry out programs and functions on behalf of the members consistent with this document.

OCWCOG Funding:

Each member is assessed dues annually. Dues are assessed as General, Transportation, and Community Development. The General dues are allocated to each program area as described in the annually adopted budget. OCWCOG annual dues rates are adopted each year and are equal to almost 1% of the total agency revenue. By law, ORS 190.010 entities may not establish a tax base as a source of revenue. Consequently, the General dues are the only general-purpose funding of the agency and, therefore, the only funds that the Board can redirect to different programs. Dues are used to provide required matching funds to gain State and federal program funding.

The vast majority of revenue is in the form of payment for contracted services through federal, state, and local contracts.



Oregon Cascades West Council of Governments

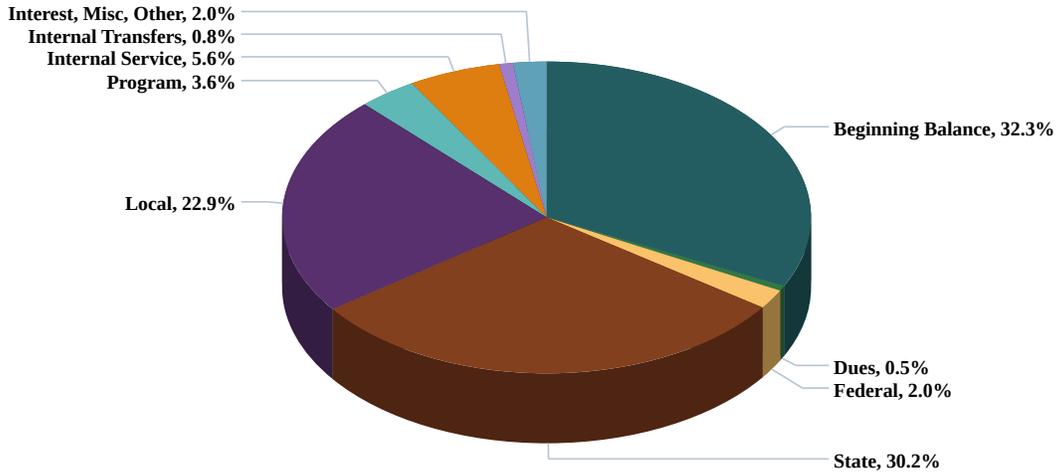
Agency

Consolidated Budget FY 2025-26

FY23 Actual Final	FY24 Actual Final	Description	FY25 Budget Adopted	FY26 Budget Proposed
17,116,144	23,073,020	Beginning Balance	21,542,484	24,833,642
332,470	348,929	Dues	393,763	396,154
3,961,560	4,232,458	Internal Service Fees	4,219,451	4,337,791
35,899,678	42,619,401	Contracts & Grants	52,000,939	45,183,847
1,093,851	1,462,555	Interest, Misc, Other Revenue	1,147,800	1,571,303
139,000	1,931,183	Internal Transfer Revenue	315,000	648,900
58,542,703	73,667,546	REVENUE	79,619,438	76,971,637
10,645,500	13,043,127	Wages	17,625,528	17,794,921
7,837,260	9,277,052	Benefits	11,048,805	12,338,118
18,482,760	22,320,179	Total Personal Services	28,674,333	30,133,039
16,928,579	20,083,627	Materials & Services	30,206,800	25,508,448
3,195,411	3,302,594	Internal Services Expenses	3,413,546	3,354,755
549,241	2,501,513	Capital Expenses	707,506	437,248
1,507,455	1,931,183	Transfers & Contingency	2,167,945	1,201,887
40,663,447	50,139,096	TOTAL EXPENSES	65,170,130	60,635,378
17,879,256	23,528,450	Unappropriated Ending Fund Balance	14,449,308	16,336,259

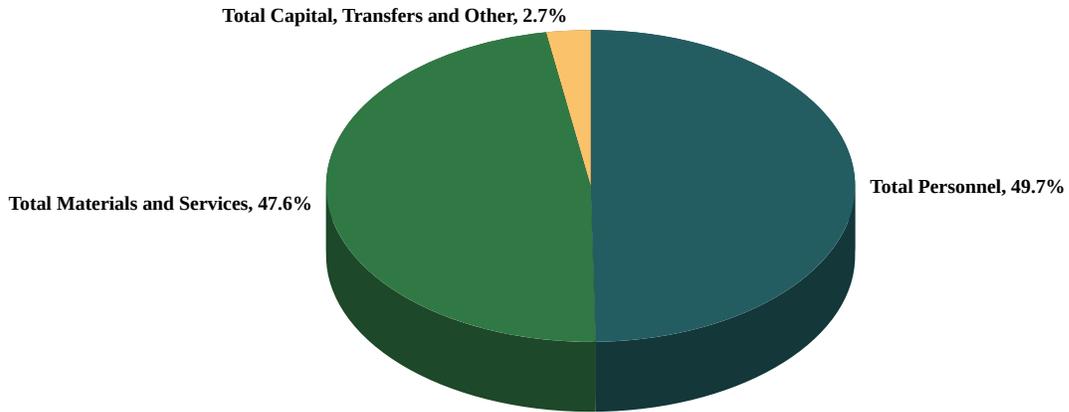
AGENCY CONSOLIDATED Total Fund - Total Department

Revenue Chart FY 2025-26



■ Beginning Balance
 ■ Dues
 ■ Federal
 ■ State
 ■ Local
 ■ Program
 ■ Internal Service
 ■ Internal Transfers
 ■ Interest, Misc, Other

Expense Chart FY 2025-26



■ Total Personnel
 ■ Total Materials and Services
 ■ Total Capital, Transfers and Other

AGENCY CONSOLIDATED Total Fund - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

Beginning Balance	24,833,642
Dues	391,816
Federal	1,562,710
State	23,229,240
Local	17,649,132
Program	2,742,765
Internal Service	4,337,791
Internal Transfers	648,900
Interest, Misc, Other	1,571,303
Total Revenues	76,971,637
51000 - Wages	17,794,921
52000 - Benefits	12,338,118
Total Personnel	30,133,039
61100 - Supplies	135,200
61200 - Supplies: Volunteer recognition	30,000
61250 - Supplies: Food MOW	15,000
61300 - Equipment (non-capitalized)	175,730
61400 - Furniture	12,700
62000 - Services	231,859
62100 - Professional Services	15,721,535
62110 - Legal services	51,450
62120 - Marketing services	35,113
62130 - Insurance services	152,200
62140 - Banking services	12,775
62150 - Grants to subrecipients	6,476,753
62210 - Printing/copying	109,138
62220 - Postage	45,096
62300 - Software	281,520
62400 - Telephone/internet	70,584
62500 - Memberships/Dues	78,200
62600 - Travel and training	118,708
62610 - Trainers	22,700
62621 - Employee mileage	146,400
62622 - Company automobile	6,000
62630 - Volunteer travel	42,000
62640 - Employee travel meals	2,500
62650 - Employee lodging	2,000

AGENCY CONSOLIDATED Total Fund - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

62700 - Facility and Utilities	131,792
62710 - Rent expense	884,583
62720 - Facility maintenance svcs	50,000
62721 - Janitorial Service	93,060
62731 - Electricity	50,000
62800 - Internal service charges expenditure	3,354,755
62900 - Miscellaneous Expenses	1,869
64000 - Client Assistance	47,000
64300 - Client Assist: Program wages	176,984
64400 - Client Assist: Support services	50,000
67000 - Resource Reserves	48,000
Total Materials and Services	28,863,203
70000 - Capital	25,000
74000 - Capital Improvements	235,000
77000 - Software (multi-year)	177,248
95000 - Contingency	552,987
98000 - Transfers Out	648,900
Total Capital, Transfers and Other	1,639,135
Total Expenses	60,635,378
Unappropriated Ending Fund Balance	16,336,259



Oregon Cascades West Council of Governments
Total Department
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted		FY26 Budget Total Fund Proposed	FY26 Budget General Administration Proposed	FY26 Budget Senior & Disability Services Proposed	FY25 Budget Community Services Programs Proposed	FY25 Budget Community & Economic Development Proposed	FY26 Budget Business Lending Proposed	FY26 Budget Reserve Funds Proposed
23,073,020	21,542,484	40000 - Beginning Balance	24,833,642	2,906,100	7,694,000	78,161	6,890,581	3,702,900	3,561,900
-	8,000	42000 - Fees & Dues	4,338	-	-	-	-	4,338	-
348,929	385,763	42100 - Dues	391,816	18,658	257,998	-	115,160	-	-
5,664,978	2,635,000	42200 - Program revenue (including Fees)	2,742,765	-	1,000,000	-	1,707,429	35,336	-
4,232,458	4,219,451	42800 - Internal service charges revenue	4,337,791	4,217,791	-	-	-	120,000	-
-	231,562	43000 - Intergovernmental	1,779,960	1,560,000	-	219,960	-	-	-
921,467	13,186,466	43100 - Contracts	14,050,600	-	85,000	12,000	13,953,600	-	-
619,298	1,349,971	43200 - FedDir	753,970	-	-	470,294	283,676	-	-
490,490	115,838	43300 - FedInd	808,740	-	696,290	112,450	-	-	-
33,435,628	30,508,330	43400 - State	23,229,240	-	20,934,779	118,039	2,176,422	-	-
530,689	3,863,355	43500 - Local	1,704,035	97,400	144,000	92,475	1,370,160	-	-
94,164	110,417	44100 - Rents	114,537	114,537	-	-	-	-	-
904,736	740,000	46100 - Interest Revenue	614,659	520,000	-	-	-	94,659	-
112,949	100,000	46110 - Lending Program Interest revenue	122,417	-	-	-	-	122,417	-
500	-	46200 - Donations	300	-	-	300	-	-	-
134,487	170,500	46210 - Donations Received: Money	143,500	-	140,000	3,500	-	-	-
18,800	90,300	46240 - Donations Received: Private Grants	7,000	-	-	7,000	-	-	-
103,264	45,000	46700 - Matching Contributions	680,936	38,353	613,677	5,171	22,770	965	-
173,357	2,000	46900 - Misc Revenue	2,491	-	2,491	-	-	-	-
0	-	46910 - Over/short	-	-	-	-	-	-	-
65,000	315,000	48000 - Transfers In	648,900	-	-	-	157,900	50,000	441,000
234,009	-	48221 - Transfer from fund 2021	-	-	-	-	-	-	-
1,617,777	-	48281 - Transfer from fund 2081	-	-	-	-	-	-	-
14,397	-	48238 - Transfer from fund 2038	-	-	-	-	-	-	-
73,667,576	79,619,438	Revenues	76,971,637	9,472,839	31,568,235	1,119,350	26,677,698	4,130,615	4,002,900
13,043,127	17,625,528	51000 - Wages	17,794,921	3,314,238	11,691,401	426,825	2,265,974	96,484	-
9,277,052	11,048,805	52000 - Benefits	12,338,118	2,171,930	8,157,939	289,666	1,665,006	53,577	-
22,320,179	28,674,333	Personnel	30,133,039	5,486,167	19,849,340	716,491	3,930,980	150,061	-
160,224	156,523	61100 - Supplies	135,200	50,500	67,900	1,150	15,500	150	-
15,103	31,794	61200 - Supplies: Volunteer recognition	30,000	-	12,000	18,000	-	-	-
-	-	61250 - Supplies: Food MOW	15,000	-	15,000	-	-	-	-
318,333	252,680	61300 - Equipment (non-capitalized)	175,730	93,000	64,000	7,500	11,230	-	-
25,598	44,500	61400 - Furniture	12,700	700	12,000	-	-	-	-
-	5,000	62000 - Services	231,859	5,283	206,228	3,176	17,172	-	-
15,146,853	21,097,715	62100 - Professional Services	15,721,535	396,854	1,728,631	16,000	13,556,600	23,450	-
49,588	90,700	62110 - Legal services	51,450	25,500	20,000	500	5,150	300	-
43,739	38,300	62120 - Marketing services	35,113	6,500	8,800	11,613	7,200	1,000	-
112,831	137,850	62130 - Insurance services	152,200	150,000	2,000	200	-	-	-
13,256	16,600	62140 - Banking services	12,775	10,000	1,000	-	1,065	710	-
1,173,852	5,122,359	62150 - Grants to subrecipients	6,476,753	-	-	-	6,476,753	-	-
99,541	109,200	62210 - Printing/copying	109,138	42,500	49,389	5,111	11,500	638	-
40,585	38,500	62220 - Postage	45,096	2,850	33,200	400	8,146	500	-
539,409	351,401	62300 - Software	281,520	115,458	76,936	17,410	70,744	972	-



Oregon Cascades West Council of Governments
Total Department
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted		FY26 Budget Total Fund Proposed	FY26 Budget General Administration Proposed	FY26 Budget Senior & Disability Services Proposed	FY25 Budget Community Services Programs Proposed	FY25 Budget Community & Economic Development Proposed	FY26 Budget Business Lending Proposed	FY26 Budget Reserve Funds Proposed
80,827	126,663	62400 - Telephone/internet	70,584	4,890	59,500	-	6,094	100	-
99,062	79,000	62500 - Memberships/Dues	78,200	12,400	61,200	850	3,750	-	-
122,501	206,245	62600 - Travel and training	118,708	38,400	38,000	11,300	29,508	1,500	-
41,295	67,700	62610 - Trainers	22,700	22,500	-	200	-	-	-
183,889	146,263	62621 - Employee mileage	146,400	29,500	106,600	4,200	6,100	-	-
58,121	15,500	62622 - Company automobile	6,000	1,000	5,000	-	-	-	-
9,269	-	62623 - Other employee travel	-	-	-	-	-	-	-
52,903	34,000	62630 - Volunteer travel	42,000	-	17,000	25,000	-	-	-
1571	2,000	62640 - Employee travel meals	2,500	1,500	-	-	1,000	-	-
6,328	3,000	62650 - Employee lodging	2,000	-	-	-	2,000	-	-
120,558	74,000	62700 - Facility and Utilities	131,792	115,000	6,403	1,270	8,859	260	-
899,704	925,873	62710 - Rent expense	884,583	78,304	627,288	35,486	138,761	4,744	-
99,520	62,150	62720 - Facility maintenance svcs	50,000	50,000	-	-	-	-	-
63,767	71,100	62721 - Janitorial Service	93,060	93,060	-	-	-	-	-
40,718	45,000	62731 - Electricity	50,000	50,000	-	-	-	-	-
--	-	62732 - Water/sewer	-	-	-	-	-	-	-
3,302,594	3,413,546	62800 - Internal service charges expenditure	3,354,755	-	2,572,322	91,360	555,637	135,436	-
0	5,200	62900 - Miscellaneous Expenses	1,869	-	-	-	-	1,869	-
-	2,000	64000 - Client Assistance	47,000	-	45,000	2,000	-	-	-
658,784	541,984	64300 - Client Assist: Program wages	176,984	-	35,000	141,984	-	-	-
292,721	306,000	64400 - Client Assist: Support services	50,000	-	50,000	-	-	-	-
60,500	-	67000 - Resource Reserves	48,000	-	48,000	-	-	-	-
23,933,544	33,620,346	Materials and Services	28,863,203	1,395,699	5,968,397	394,710	20,932,769	171,628	-
2,289,198	406,000	70000 - Capital	25,000	25,000	-	-	-	-	-
184,507	60,000	71000 - Equipment	-	-	-	-	-	-	-
-	50,000	74000 - Capital Improvements	235,000	235,000	-	-	-	-	-
27,808	191,506	77000 - Software (multi-year)	177,248	177,248	-	0	-	-	-
-	1,852,945	95000 - Contingency	552,987	407,000	-	-	145,987	-	-
1,931,183	315,000	98000 - Transfers Out	648,900	441,000	-	0	157,900	50,000	-
4,432,696	2,875,451	Capital, Transfers and Other	1,639,135	1,285,248	-	0	303,887	50,000	-
50,139,096	65,170,130	Total Expenses	60,635,378	8,167,114	25,817,737	1,111,201	25,167,636	371,689	-
23,528,450	14,449,308	Unappropriated Ending Fund Balance	16,336,259	1,305,724	5,750,498	8,149	1,510,062	3,758,926	4,002,900



Oregon Cascades West Council of Governments
1011 - CWCOG GENERAL ADMINISTRATION
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 101 Human Resources Proposed	FY26 Budget 102 Finance Proposed	FY26 Budget 110 General Admin Proposed	FY26 Budget 800 Reserves Proposed
1,075,676	941,312	40000 - Beginning Balance	1,856,600	104,500	900,000	750,000	102,100
-746	18,370	42100 - Dues	18,658	-	-	-	18,658
2,114,112	2,200,000	42800 - Internal service charges revenue	2,138,000	735,000	600,000	803,000	-
-	82,824	43100 - Contracts	-	-	-	-	-
809,659	650,000	46100 - Interest Revenue	520,000	-	520,000	-	-
30	-	46210 - Donations Received: Money	-	-	-	-	-
-	-	46700 - Matching Contributions	17,114	4,470	6,490	6,154	-
9,788	-	46900 - Misc Revenue	-	-	-	-	-
4,059,705	3,892,505	Revenue	4,550,372	843,970	2,026,490	1,559,154	120,758
1,112,649	1,530,069	51000 - Wages	1,627,978	446,914	645,672	535,391	-
790,594	956,136	52000 - Benefits	1,079,441	288,655	437,600	353,185	-
1,913,242	2,486,205	Personnel	2,707,418	735,569	1,083,272	888,576	-
27,339	42,100	61100 - Supplies	35,013	1,013	4,000	30,000	-
458	-	61200 - Supplies: Volunteer recognition	-	-	-	-	-
13,177	18,980	61300 - Equipment (non-capitalized)	14,500	3,000	2,500	9,000	-
388	1,000	61400 - Furniture	-	-	-	-	-
-	-	62000 - Services	2,000	-	-	2,000	-
299,144	425,650	62100 - Professional Services	332,066	8,616	208,450	90,000	25,000
31,292	24,500	62110 - Legal services	25,000	3,000	-	7,000	15,000
11,912	9,250	62120 - Marketing services	6,500	6,250	250	-	-
0	600	62130 - Insurance services	-	-	-	-	-
8,273	12,000	62140 - Banking services	10,000	-	10,000	-	-
1,725	4,500	62210 - Printing/copying	3,000	1,000	1,000	1,000	-
774	1,300	62220 - Postage	1,500	300	1,000	200	-
170,987	52,950	62300 - Software	25,500	2,500	20,000	3,000	-
2,563	4,500	62400 - Telephone/internet	4,650	150	1,500	3,000	-
8,324	13,000	62500 - Memberships/Dues	11,500	1,500	2,000	8,000	-
10,007	21,000	62600 - Travel and training	29,400	4,000	6,000	19,400	-
5,818	10,000	62610 - Trainers	8,000	8,000	0	-	-
4,635	6,750	62621 - Employee mileage	8,500	2,000	2,500	4,000	-
78	-	62623 - Other employee travel	-	-	-	-	-
261	-	62640 - Employee travel meals	0	0	-	-	-



Oregon Cascades West Council of Governments
1011 - CWCOG GENERAL ADMINISTRATION
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 101 Human Resources Proposed	FY26 Budget 102 Finance Proposed	FY26 Budget 110 General Admin Proposed	FY26 Budget 800 Reserves Proposed
243	-	62650 - Employee lodging	-	-	-	-	-
49,157	58,361	62710 - Rent expense	41,061	12,072	19,001	9,988	-
654,352	706,441	Materials and Supplies	558,190	53,401	278,201	186,588	40,000
63,864	100,000	70000 - Capital	25,000	-	25,000	-	-
-	100,000	77000 - Software (multi-year)	150,000	30,000	120,000	-	-
-	399,860	95000 - Contingency	260,000	10,000	200,000	50,000	-
-	0	98000 - Transfers Out	391,000	15,000	250,000	126,000	-
63,864	599,860	Capital, Transfers and Other	826,000	55,000	595,000	176,000	-
2,631,458	3,792,506	Total Expenses	4,091,608	843,970	1,956,473	1,251,164	40,000
1,428,247	100,000	Unappropriated Ending Fund Balance	458,764	0	70,017	307,990	80,758



Oregon Cascades West Council of Governments

1012 - TECHNOLOGY SERVICES

Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 104 Facilities Maintenance Proposed	FY26 Budget 105 IT Proposed
75,916	64,131	40000 - Beginning Balance	130,000	45,000	85,000
	-	42200 - Program revenue (including Fees)	-	-	-
1,096,625	1,116,000	42800 - Internal service charges revenue	1,145,000	45,000	1,100,000
-	-	46700 - Matching Contributions	6,378	-	6,378
14,925	-	46900 - Misc Revenue	-	-	-
1,187,465	1,180,131	Revenue	1,281,378	90,000	1,191,378
493,124	522,315	51000 - Wages	602,374	-	602,374
302,372	301,046	52000 - Benefits	390,001	-	390,001
795,497	823,361	Personnel	992,375	-	992,375
2728	3,500	61100 - Supplies	500	-	500
48,615	36,920	61300 - Equipment (non-capitalized)	27,000	-	27,000
25,726	6,000	62100 - Professional Services	9,788	-	9,788
-	0	62110 - Legal services	500	-	500
28	200	62210 - Printing/copying	100	-	100
283	200	62220 - Postage	200	-	200
144,069	120,701	62300 - Software	86,123	-	86,123
19,678	45,000	62400 - Telephone/internet	0	-	0
1,299	-	62500 - Memberships/Dues	400	-	400
7,965	-	62600 - Travel and training	-	-	-
5,980	10,000	62610 - Trainers	10,000	-	10,000
3,226	8,500	62621 - Employee mileage	5,000	-	5,000
31	-	62622 - Company automobile	-	-	-



Oregon Cascades West Council of Governments
1012 - TECHNOLOGY SERVICES
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 104 Facilities Maintenance Proposed	FY26 Budget 105 IT Proposed
272	500	62640 - Employee travel meals	1,500	-	1,500
-	-	62700 - Facility and Utilities	50,000	50,000	-
39,880	45,000	62710 - Rent expense	25,052	-	25,052
322,581	276,521	Materials and Supplies	216,163	50,000	166,163
-	-	74000 - Capital Improvements	40,000	40,000	-
4117	0	77000 - Software (multi-year)	27,248	-	27,248
-	50,618	95000 - Contingency	0	-	0
-	50,618	Capital, Transfers and Other	67,248	40,000	27,248
1,122,195	1,150,500	Total Expenses	1,275,786	90,000	1,185,786
65,270	29,631	Unappropriated Ending Fund Balance	5,592	0	5,592



Oregon Cascades West Council of Governments

1014 - FACILITIES SERVICES

Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 104 Facilities Maintenance Proposed	FY26 Budget 110 General Admin Proposed
2,827,847	1,218,348	40000 - Beginning Balance	751,000	550,000	201,000
892,085	903,451	42800 - Internal service charges revenue	934,791	895,191	39,600
94,164	110,417	44100 - Rents	114,537	114,537	-
2087	-	46700 - Matching Contributions	1,377	1,377	-
3,816,183	2,232,216	Revenue	1,801,705	1,561,105	240,600
105,502	148,220	51000 - Wages	137,034	137,034	-
73,467	88,695	52000 - Benefits	98,952	98,952	-
178,969	236,915	Personnel	235,986	235,986	-
15,146	15,000	61100 - Supplies	10,000	10,000	-
1,890	2,250	61300 - Equipment (non-capitalized)	2,000	2,000	-
9,629	10,000	61400 - Furniture	700	700	-
-	-	62000 - Services	920	920	-
90,402	28,500	62100 - Professional Services	50,000	50,000	-
245	-	62110 - Legal services	-	-	-
96	150	62120 - Marketing services	-	-	-
109,828	135,000	62130 - Insurance services	150,000	150,000	-
45,242	50,250	62210 - Printing/copying	38,650	250	38,400
113	50	62220 - Postage	400	400	-
969	1,000	62300 - Software	950	950	-
34	0	62400 - Telephone/internet	240	240	-
27,250	-	62500 - Memberships/Dues	-	-	-
-	1,000	62610 - Trainers	500	500	-



Oregon Cascades West Council of Governments

1014 - FACILITIES SERVICES

Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 104 Facilities Maintenance Proposed	FY26 Budget 110 General Admin Proposed
5,741	6,000	62621 - Employee mileage	6,500	6,500	-
1,194	3,500	62622 - Company automobile	1,000	1,000	-
55,750	70,000	62700 - Facility and Utilities	65,000	65,000	-
88,323	62,150	62720 - Facility maintenance svcs	50,000	50,000	-
62,267	68,100	62721 - Janitorial Service	93,060	93,060	-
40,718	45,000	62731 - Electricity	50,000	50,000	-
563,333	497,950	Materials and Supplies	519,920	481,520	38,400
2,225,334	306,000	70000 - Capital	-	-	-
55,740	-	71000 - Equipment	-	-	-
-	-	74000 - Capital Improvements	195,000	195,000	-
-	150,000	95000 - Contingency	50,000	50,000	-
-	65,000	98000 - Transfers Out	50,000	50,000	-
2,281,074	521,000	Capital, Transfers and Other	295,000	295,000	-
3,023,376	1,255,865	Total Expenses	1,050,906	1,012,506	38,400
727,807	976,351	Unappropriated Ending Fund Balance	750,799	548,599	202,200



Oregon Cascades West Council of Governments
1013 - BUSINESS SERVICES
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 101 Human Resources Proposed	FY26 Budget 105 IT Proposed	FY26 Budget 110 General Admin Proposed
31,869	61,993	40000 - Beginning Balance	168,500	100,000	68,500	-
591,138	-	43000 - Intergovernmental	1,560,000	700,000	565,000	295,000
-	678,825	43100 - Contracts	-	-	-	-
-	767,968	43500 - Local	97,400	-	97,400	-
-	-	46700 - Matching Contributions	13,484	4,004	8,034	1,446
-	-	46910 - Over/short	-	-	-	-
623,007	1,508,786	Revenue	1,839,384	804,004	738,934	296,446
244,552	858,817	51000 - Wages	946,852	406,821	395,336	144,694
171,639	520,433	52000 - Benefits	603,536	265,900	240,001	97,635
416,191	1,379,250	Personnel	1,550,388	672,721	635,337	242,329
-	1,000	61100 - Supplies	4,987	-	4,657	330
60,352	3,360	61300 - Equipment (non-capitalized)	49,500	2,500	47,000	-
-	-	62000 - Services	2,363	-	2,363	-
4079	10,000	62100 - Professional Services	5,000	5,000	-	-
914	-	62110 - Legal services	-	-	-	-
-	3,000	62120 - Marketing services	-	-	-	-
-	-	62210 - Printing/copying	750	750	-	-
647	-	62220 - Postage	750	750	-	-
32,371	-	62300 - Software	2,885	2,213	200	472
-	-	62500 - Memberships/Dues	500	-	-	500
-	-	62600 - Travel and training	9,000	2,000	-	7,000
4,485	12,000	62610 - Trainers	4,000	4,000	-	-
853	7,750	62621 - Employee mileage	9,500	2,000	7,500	-
-	29,975	62710 - Rent expense	12,191	-	8,376	3,815
108,758	67,085	Materials and Supplies	101,426	19,213	70,096	12,117
-	-	95000 - Contingency	97,000	25,000	30,000	42,000
-	-	Capital, Transfers and Other	97,000	25,000	30,000	42,000



Oregon Cascades West Council of Governments
1013 - BUSINESS SERVICES
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 101 Human Resources Proposed	FY26 Budget 105 IT Proposed	FY26 Budget 110 General Admin Proposed
524,948	1,446,335	Total Expenses	1,748,814	716,934	735,433	296,446
98,059	62,451	Unappropriated Ending Fund Balance	90,570	87,070	3,501	0



Oregon Cascades West Council of Governments
Senior & Disability Services
Consolidated Budget FY 2025-26

FY24 Actual Total Final	FY25 Budget Total Adopted	Description	FY26 Budget Total Proposed	FY26 Budget 2020 - S&DS Proposed	FY26 Budget 2021 - Title XIX Proposed	FY26 Budget 2022 - OAA Proposed	FY26 Budget 2023 - OPI Proposed	FY26 Budget 2024 - Meals on Wheels Proposed	FY26 Budget 2029 - SDS Special Contracts Proposed
7,614,150	8,800,000	40000 - Beginning Balance	7,694,000	1,289,000	6,000,000	160,000	85,000	-30,000	190,000
238,005	253,688	42100 - Dues	257,998	257,998	-	-	-	-	-
928,110	805,000	42200 - Program revenue (including Fees)	1,000,000	-	-	-	0	1,000,000	-
536,315	400,000	43100 - Contracts	85,000	-	-	-	85,000	-	-
	-	43200 - FedDir	-	-	-	-	-	-	-
11,741	-	43300 - FedInd	696,290	-	-	-	696,290	-	-
19,946,377	22,845,577	43400 - State	20,934,779	400,000	17,549,779	520,000	100,000	1,895,000	470,000
150,159	75,680	43500 - Local	144,000	-	-	-	-	126,000	18,000
100	-	46200 - Donations	-	-	-	-	-	-	-
150,739	170,000	46210 - Donations Received: Money	140,000	-	-	-	-	140,000	-
-	90,000	46240 - Donations Received: Private Grants	-	-	-	-	-	-	-
53,281	45,000	46700 - Matching Contributions	613,677	48,000	548,791	2,471	4,548	6,751	3,116
-	2,000	46900 - Misc Revenue	2,491	2,491	-	-	-	-	-
-	100,000	48000 - Transfers In	-	-	-	-	-	-	-
163,445	-	48221 - Transfer from fund 2021	-	-	-	-	-	-	-
14,397	-	48238 - Transfer from fund 2038	-	-	-	-	-	-	-
29,823,692	33,586,945	Revenues	31,568,235	1,997,489	24,098,570	682,471	970,838	3,137,751	681,116
9,087,194	11,745,469	51000 - Wages	11,691,401	247,927	9,762,612	245,883	452,617	672,318	310,044
6,591,736	7,370,454	52000 - Benefits	8,157,939	157,753	6,786,161	172,127	312,313	485,126	244,459
15,678,930	19,115,923	Personnel	19,849,340	405,680	16,548,773	418,010	764,930	1,157,444	554,503
35,982	72,723	61100 - Supplies	67,900	-	13,000	1,000	400	8,500	45,000
898	15,594	61200 - Supplies: Volunteer recognition	12,000	-	-	-	-	12,000	-
-	-	61250 - Supplies: Food MOW	15,000	-	-	-	-	15,000	-
121,674	128,150	61300 - Equipment (non-capitalized)	64,000	4,000	50,000	-	-	10,000	-
-	28,500	61400 - Furniture	12,000	-	12,000	-	-	-	-
-	-	62000 - Services	206,228	1,659	193,721	1,672	3,054	4,024	2,098
90,813	1,911,665	62100 - Professional Services	1,728,631	-	80,000	25,000	-	1,623,631	-
15,864	60,000	62110 - Legal services	20,000	20,000	-	-	-	-	-
2,239	9,300	62120 - Marketing services	8,800	1,000	2,300	5,000	500	-	-
0	2,000	62130 - Insurance services	2,000	-	-	-	-	2,000	-
-	1,000	62140 - Banking services	1,000	-	-	-	-	1,000	-
59,989	114,416	62150 - Grants to subrecipients	-	-	-	-	-	-	-
33,167	37,700	62210 - Printing/copying	49,389	794	40,000	800	1,000	6,000	795
25,714	29,300	62220 - Postage	33,200	-	32,000	200	500	500	-
73,188	69,000	62300 - Software	76,936	944	63,720	1,888	1,888	6,608	1,888
47,615	65,663	62400 - Telephone/internet	59,500	1,500	45,000	-	-	13,000	-
53,307	61,200	62500 - Memberships/Dues	61,200	60,000	-	-	-	1,200	-
71,448	41,345	62600 - Travel and training	38,000	15,500	14,000	2,000	1,500	5,000	-
11,842	-	62610 - Trainers	-	-	-	-	-	-	-
124,592	110,834	62621 - Employee mileage	106,600	700	90,000	2,700	1,200	12,000	-
514	12,000	62622 - Company automobile	5,000	-	-	-	-	5,000	-
1,529	-	62623 - Other employee travel	-	-	-	-	-	-	-
-	17,000	62630 - Volunteer travel	17,000	-	-	-	-	17,000	-



Oregon Cascades West Council of Governments
Senior & Disability Services
Consolidated Budget FY 2025-26

FY24 Actual Total Final	FY25 Budget Total Adopted		FY26 Budget Total Proposed	FY26 Budget 2020 - S&DS Proposed	FY26 Budget 2021 - Title XIX Proposed	FY26 Budget 2022 - OAA Proposed	FY26 Budget 2023 - OPI Proposed	FY26 Budget 2024 - Meals on Wheels Proposed	FY26 Budget 2029 - SDS Special Contracts Proposed
101	-	62640 - Employee travel meals	-	-	-	-	-	-	-
1,020	-	62650 - Employee lodging	-	-	-	-	-	-	-
27,494	3,000	62700 - Facility and Utilities	6,403	500	-	1,200	1,100	2,700	903
552,385	656,043	62710 - Rent expense	627,288	5,018	551,534	8,782	11,918	40,000	10,036
203	3,000	62721 - Janitorial Service	-	-	-	-	-	-	-
2,442,224	2,639,834	62800 - Internal service charges expenditure	2,572,322	32,484	2,149,219	56,847	77,149	191,655	64,968
-	-	64000 - Client Assistance	45,000	-	-	45,000	-	-	-
843,835	400,000	64300 - Client Assist: Program wages	35,000	-	-	-	35,000	-	-
8,489	300,000	64400 - Client Assist: Support services	50,000	-	-	-	50,000	-	-
60,500	-	67000 - Resource Reserves	48,000	48,000	-	-	-	-	-
7,429,108	6,789,267	Materials and Services	5,968,397	192,099	3,336,494	152,089	185,209	1,976,818	125,688
18,634	74,298	77000 - Software (multi-year)	-	-	-	-	-	-	-
-	770,365	95000 - Contingency	-	-	-	-	-	-	-
234,009	100,000	98000 - Transfers Out	-	-	-	-	-	-	-
-	944,663	Capital, Transfers and Other	-	-	-	-	-	-	-
23,472,112	26,849,853	Total Expenses	25,817,737	597,779	19,885,267	570,099	950,139	3,134,262	680,191
6,351,580	6,737,092	Unappropriated Ending Fund Balance	5,750,498	1,399,710	4,213,303	112,372	20,699	3,489	925



Oregon Cascades West Council of Governments
Community Service Programs
Consolidated Budget FY 2025-26

FY23 Actual Total Final	FY24 Budget Total Adopted	Description	FY25 Budget Total Proposed	FY26 Budget 2032 - Foster Grandparents Proposed	FY26 Budget 2033 - RSVP Proposed	FY26 Budget 2034 - Senior Companion Program Proposed	FY26 Budget 2038 - Veterans Proposed	FY26 Budget 2039 - CSP Special Contracts Proposed
20,082	75,000	40000 - Beginning Balance	78,161	7,129	35,258	6,400	1,430	27,944
-	0	42100 - Dues	-	-	-	-	-	-
8285	-	42200 - Program revenue (including Fees)	-	-	-	-	-	-
	231,562	43000 - Intergovernmental	219,960	-	-	-	219,960	-
345,719	11,317	43100 - Contracts	12,000	-	-	-	-	12,000
490,480	449,971	43200 - FedDir	470,294	166,954	164,600	138,740	-	-
-	115,838	43300 - FedInd	112,450	-	58,050	4,000	50,400	-
48,999	133,835	43400 - State	118,039	-	-	-	118,039	-
93,700	118,012	43500 - Local	92,475	10,000	15,000	17,500	4,000	45,975
373	-	46100 - Interest Revenue	-	-	-	-	-	-
-	-	46200 - Donations	300	-	-	300	-	-
3018	500	46210 - Donations Received: Money	3,500	3,000	500	-	-	-
-	300	46240 - Donations Received: Private Grants	7,000	-	-	-	-	7,000
49,983	-	46700 - Matching Contributions	5,171	973	1,050	900	1,943	305
70,564	-	48221 - Transfer from fund 2021	-	-	-	-	-	-
1,131,202	1,136,335	Revenues	1,119,350	188,056	274,458	167,840	395,772	93,224
382,158	439,735	51000 - Wages	426,825	50,137	104,477	48,513	193,384	30,314
281,007	297,320	52000 - Benefits	289,666	37,743	76,436	39,559	123,051	12,877
663,165	737,055	Personnel	716,491	87,880	180,913	88,072	316,435	43,191
5,134	1,500	61100 - Supplies	1,150	-	-	100	1,000	50
13,162	16,200	61200 - Supplies: Volunteer recognition	18,000	5,000	10,000	2,000	-	1,000
12,248	15,380	61300 - Equipment (non-capitalized)	7,500	-	5,500	-	2,000	-
-	-	62000 - Services	3,176	340	751	425	1,272	388
16,163	20,200	62100 - Professional Services	16,000	-	-	-	-	16,000
-	200	62110 - Legal services	500	-	-	-	500	-
14,056	1,800	62120 - Marketing services	11,613	-	1,000	-	6,613	4,000
2,089	250	62130 - Insurance services	200	100	-	100	-	-
1,084	-	62140 - Banking services	-	-	-	-	-	-
5,408	1,250	62210 - Printing/copying	5,111	100	4,000	-	487	524
2,355	400	62220 - Postage	400	50	300	-	50	-
24,715	15,000	62300 - Software	17,410	-	3,416	50	1,944	12,000
293	2,100	62400 - Telephone/internet	-	-	-	-	-	-
800	800	62500 - Memberships/Dues	850	100	250	-	500	-
1,406	4,200	62600 - Travel and training	11,300	1,000	4,500	1,000	3,800	1,000
6,400	1,700	62610 - Trainers	200	-	-	-	-	200
9,305	3,929	62621 - Employee mileage	4,200	500	1,200	1,000	1,000	500
88	-	62622 - Company automobile	-	-	-	-	-	-
2,662	-	62623 - Other employee travel	-	-	-	-	-	-



Oregon Cascades West Council of Governments
Community Service Programs
Consolidated Budget FY 2025-26

FY23 Actual Total Final	FY24 Budget Total Adopted	Description	FY25 Budget Total Proposed	FY26 Budget 2032 - Foster Grandparents Proposed	FY26 Budget 2033 - RSVP Proposed	FY26 Budget 2034 - Senior Companion Program Proposed	FY26 Budget 2038 - Veterans Proposed	FY26 Budget 2039 - CSP Special Contracts Proposed
36,691	17,000	62630 - Volunteer travel	25,000	6,000	7,000	12,000	-	-
927	1,500	62640 - Employee travel meals	-	-	-	-	-	-
3,972	3,000	62650 - Employee lodging	-	-	-	-	-	-
1,460	-	62700 - Facility and Utilities	1,270	-	576	-	553	141
32,072	34,827	62710 - Rent expense	35,486	-	13,582	-	19,825	2,079
255	-	62721 - Janitorial Service	-	-	-	-	-	-
117,560	104,871	62800 - Internal service charges expenditure	91,360	-	41,416	-	39,793	10,151
-	2,000	64000 - Client Assistance	2,000	-	-	-	-	2,000
106,728	141,984	64300 - Client Assist: Program wages	141,984	79,344	-	62,640	-	-
942	6,000	64400 - Client Assist: Support services	-	-	-	-	-	-
410,919	396,091	Materials and Services	394,710	92,534	93,491	79,315	79,337	50,033
-	3,189	77000 - Software (multi-year)	0	-	0	-	0	-
14397	3,189	Capital, Transfers and Other	0	-	0	-	0	-
1,095,877	1,136,335	Total Expenses	1,111,201	180,414	274,404	167,387	395,772	93,224
35,325	0	Unappropriated Ending Fund Balance	8,149	7,642	54	453	0	0



Oregon Cascades West Council of Governments
200 CED
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted	Description	FY26 Budget Total Fund Proposed	FY26 Budget 2071 - AAMPO Proposed	FY26 Budget 2072 - CAMPO Proposed	FY25 Budget 2077 - Transportation Planning Proposed	FY26 Budget 2081 - Ride Line Proposed	FY26 Budget 2082 - Special Projects Proposed
4,643,925	5,597,797	40000 - Beginning Balance	6,890,581	2,133,819	3,079,600	325,000	-	1,352,162
110,177	113,706	42100 - Dues	115,160	-	-	115,160	-	-
4,345,742	1,655,000	42200 - Program revenue (including Fees)	1,707,429	802,174	861,359	-	43,896	-
-	12,000,500	43100 - Contracts	13,953,600	-	-	-	13,953,600	-
139,837	900,000	43200 - FedDir	283,676	-	-	283,676	-	-
114,818	-	43300 - FedInd	-	-	-	-	-	-
14,073,844	7,528,918	43400 - State	2,176,422	286,506	212,583	712,675	964,658	-
623,941	2,901,695	43500 - Local	1,370,160	-	-	350,160	1,020,000	-
-	-	46700 - Matching Contributions	22,770	1,466	1,568	5,787	13,949	-
-	150,000	48000 - Transfers In	157,900	-	-	-	-	157,900
1,617,777	-	48281 - Transfer from fund 2081	-	-	-	-	-	-
25,830,936	30,847,616	Revenue	26,677,998	3,223,965	4,155,110	1,792,458	15,996,103	1,510,062
1,505,055	2,290,890	51000 - Wages	2,265,974	145,955	156,110	575,725	1,388,184	-
1,005,221	1,467,609	52000 - Benefits	1,665,006	86,431	94,754	372,021	1,111,800	-
2,510,276	3,758,499	Personnel	3,930,980	232,386	250,864	947,746	2,499,984	-
14,758	20,000	61100 - Supplies	15,500	1,500	1,000	5,000	8,000	-
40,937	45,410	61300 - Equipment (non-capitalized)	11,230	3,230	-	-	8,000	-
-	5,000	61400 - Furniture	-	-	-	-	-	-
-	5,000	62000 - Services	17,172	1,000	1,000	6,218	8,954	-
12,463,180	18,691,500	62100 - Professional Services	13,556,600	100,000	50,260	675,000	12,731,340	-
959	6,000	62110 - Legal services	5,150	1,000	500	2,500	1,150	-
10,279	13,000	62120 - Marketing services	7,200	1,000	1,000	5,000	200	-
951	1,500	62140 - Banking services	1,065	-	-	-	1,065	-
1,009,300	5,007,943	62150 - Grants to subrecipients	6,476,753	2,825,993	3,650,760	-	-	-
6,641	14,750	62210 - Printing/copying	11,500	500	500	2,500	8,000	-
5,249	6,750	62220 - Postage	8,146	500	250	500	6,896	-
72,756	87,500	62300 - Software	70,744	3,472	3,472	2,000	61,800	-
4,450	9,100	62400 - Telephone/internet	6,094	-	-	450	5,644	-
5,148	4,000	62500 - Memberships/Dues	3,750	1,000	500	2,000	250	-
21,695	138,200	62600 - Travel and training	29,508	5,000	5,000	11,308	8,200	-
5,718	33,000	62610 - Trainers	-	-	-	-	-	-
3,220	2,000	62621 - Employee mileage	6,100	500	1,100	4,500	-	-
5,000	-	62623 - Other employee travel	-	-	-	-	-	-
-	-	62640 - Employee travel meals	1,000	-	500	500	-	-
-	-	62650 - Employee lodging	2,000	-	-	2,000	-	-
10,862	1,000	62700 - Facility and Utilities	8,859	500	500	2,500	5,359	-
93,287	98,316	62710 - Rent expense	138,761	7,649	14,060	19,275	97,777	-
293	-	62721 - Janitorial Service	-	-	-	-	-	-



Oregon Cascades West Council of Governments
200 CED
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted	Description	FY26 Budget Total Fund Proposed	FY26 Budget 2071 - AAMPO Proposed	FY26 Budget 2072 - CAMPO Proposed	FY25 Budget 2077 - Transportation Planning Proposed	FY26 Budget 2081 - Ride Line Proposed	FY26 Budget 2082 - Special Projects Proposed
461,571	500,085	62800 - Internal service charges expenditure	555,637	33,296	33,296	103,461	385,584	-
14,068,936	24,690,054	Materials and Services	20,932,769	2,986,140	3,763,698	844,712	13,338,219	-
-	60,000	71000 - Equipment	-	-	-	-	-	-
-	50,000	74000 - Capital Improvements	-	-	-	-	-	-
-	13,592	77000 - Software (multi-year)	-	-	-	-	-	-
-	430,241	95000 - Contingency	145,987	5,439	140,548	-	-	-
1,617,777	150,000	98000 - Transfers Out	157,900	-	-	-	157,900	-
-	703,833	Capital, Transfers and Other	303,887	5,439	140,548	-	157,900	-
18,359,662	29,152,386	Total Expenses	25,167,636	3,223,965	4,155,110	1,792,458	15,996,103	-
7,471,275	1,695,230	Unappropriated Ending Fund Balance	1,510,062	0	0	0	0	1,510,062



Oregon Cascades West Council of Governments
700 Lending
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted	Description	FY26 Budget Total Fund Proposed	FY26 Budget 5010 - Lending Services Proposed	FY26 Budget 5020 - Reserved for rollup Proposed	FY26 Budget 8000 - COG reserves Proposed
3,639,449	1,266,485	40000 - Beginning Balance	3,730,800	2,355,000	1,347,900	27,900
-	8,000	42000 - Fees & Dues	4,338	-	4,338	-
43,442	175,000	42200 - Program revenue (including Fees)	35,336	30,000	5,336	-
103,588	-	42800 - Internal service charges revenue	120,000	120,000	-	-
-	13,000	43100 - Contracts	-	-	-	-
93,114	90,000	46100 - Interest Revenue	94,659	-	94,659	-
112,949	100,000	46110 - Lending Program Interest revenue	122,417	-	122,417	-
-	-	46700 - Matching Contributions	965	965	-	-
-	-	48000 - Transfers In	50,000	50,000	-	-
3,849,658	1,652,485	Revenue	4,158,515	2,555,965	1,574,650	27,900
71,144	90,013	51000 - Wages	96,484	96,484	-	-
41,820	47,112	52000 - Benefits	53,577	53,577	-	-
112,964	137,125	Personnel	150,061	150,061	-	-
568	700	61100 - Supplies	150	150	-	-
185	2,230	61300 - Equipment (non-capitalized)	-	-	-	-
13,648	4,200	62100 - Professional Services	23,450	22,350	1,100	-
-	-	62110 - Legal services	300	300	-	-
338	1,800	62120 - Marketing services	1,000	1,000	-	-
2,388	2,100	62140 - Banking services	710	-	710	-
174	550	62210 - Printing/copying	638	600	38	-
84	500	62220 - Postage	500	500	-	-
2,172	5,250	62300 - Software	972	972	-	-
34	300	62400 - Telephone/internet	100	100	-	-
559	1,500	62600 - Travel and training	1,500	1,500	-	-
518	500	62621 - Employee mileage	-	-	-	-
366	-	62700 - Facility and Utilities	260	260	-	-
3,285	3,351	62710 - Rent expense	4,744	4,744	-	-



Oregon Cascades West Council of Governments
700 Lending
Consolidated Budget FY 2025-26

FY24 Actual Total Fund Final	FY25 Budget Total Fund Adopted	Description	FY26 Budget Total Fund Proposed	FY26 Budget 5010 - Lending Services Proposed	FY26 Budget 5020 - Reserved for rollup Proposed	FY26 Budget 8000 - COG reserves Proposed
125,741	168,756	62800 - Internal service charges expenditure	135,436	18,678	116,758	-
7793	5,200	62900 - Miscellaneous Expenses	1,869	-	1,869	-
157,853	196,937	Materials and Services	171,628	51,154	120,474	-
-	427	77000 - Software (multi-year)	-	-	-	-
-	51,861	95000 - Contingency	-	-	-	-
-	-	98000 - Transfers Out	50,000	-	50,000	-
-	52,288	Capital, Transfers and Other	50,000	-	50,000	-
270,817	386,350	Total Expenses	371,689	201,215	170,474	-
3,724,360	1,266,135	Unappropriated Ending Fund Balance	3,786,826	2,354,750	1,404,176	27,900



Oregon Cascades West Council of Governments
8000 - COG reserves
Consolidated Budget FY 2025-26

FY24 Actual Total Department Final	FY25 Budget Total Department Adopted	Description	FY26 Budget Total Department Proposed	FY26 Budget 104 Facilities Maintenance Proposed	FY26 Budget 200 CED Proposed	FY26 Budget 300 SDS Proposed	FY26 Budget 700 Lending Proposed	FY26 Budget 800 Reserves Proposed
3,561,186	3,517,419	40000 - Beginning Balance	3,561,900	928,000	389,000	2,204,000	27,900	13,000
-	65,000	48000 - Transfers In	441,000	50,000	-	-	-	391,000
65,000	-	48114 - Transfer from fund 1014	-	-	-	-	-	-
3,626,186	3,582,419	Revenue	4,002,900	978,000	389,000	2,204,000	27,900	404,000
-	-	Materials and Supplies	-	-	-	-	-	-
128,767	-	71000 - Equipment	-	-	-	-	-	-
128,767	-	Capital, Transfers and Other	-	-	-	-	-	-
128,767	-	Total Expenses	-	-	-	-	-	-
3,497,419	3,582,419	Unappropriated Ending Fund Balance	4,002,900	978,000	389,000	2,204,000	27,900	404,000

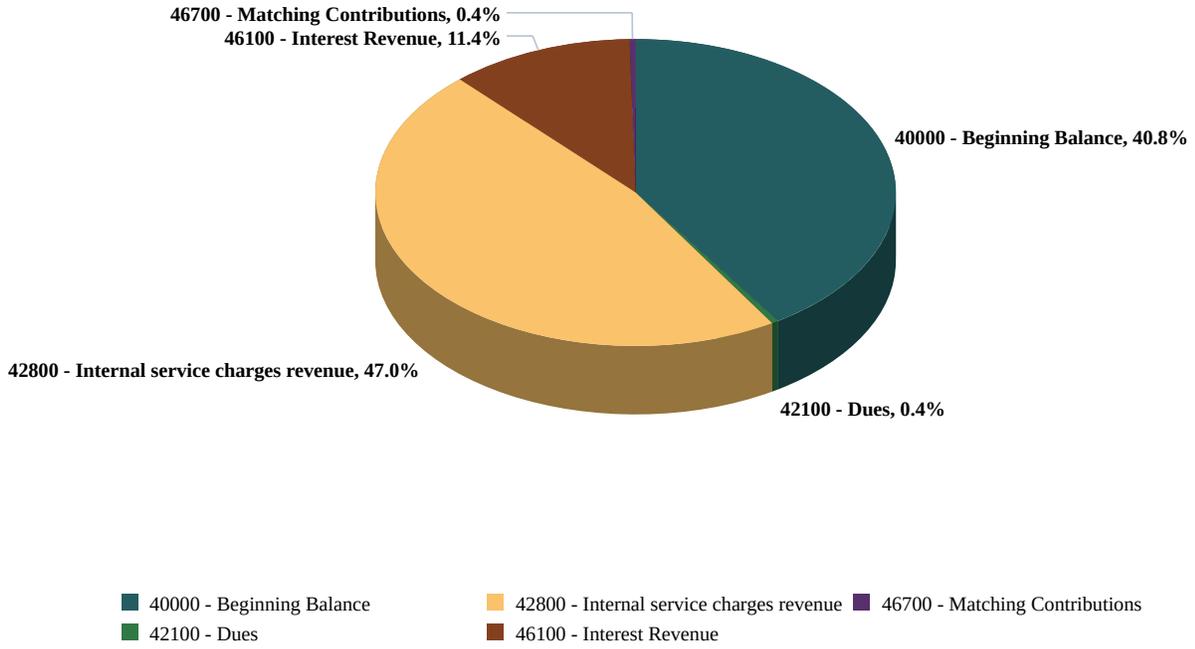
1011 - CWCOG GENERAL ADMINISTRATION - Total

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

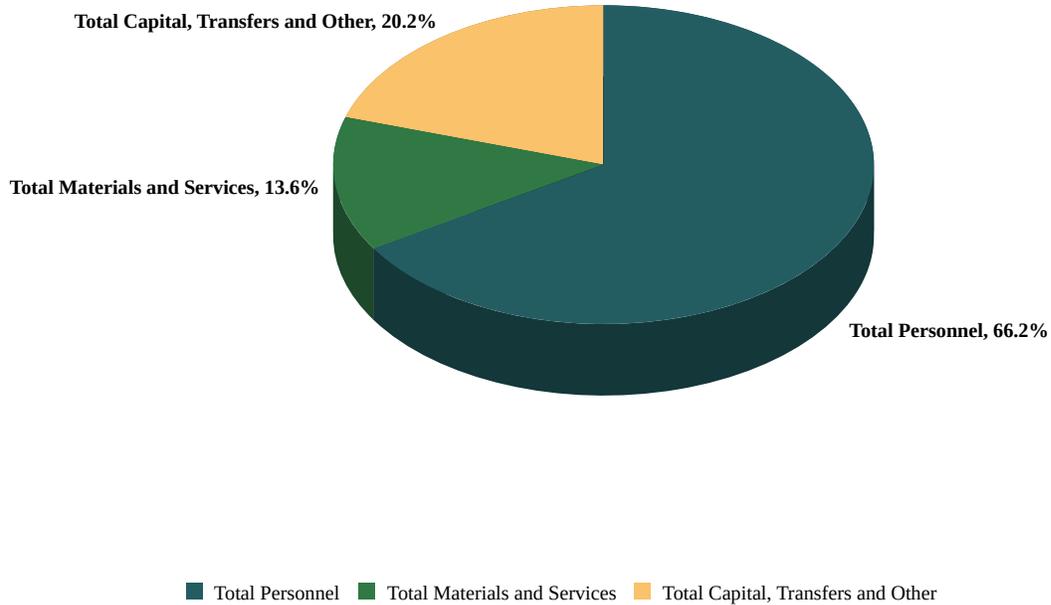
40000 - Beginning Balance	1,856,600
42100 - Dues	18,658
42800 - Internal service charges revenue	2,138,000
46100 - Interest Revenue	520,000
46700 - Matching Contributions	17,114
Total Revenues	4,550,372
51000 - Wages	1,627,978
52000 - Benefits	1,079,441
Total Personnel	2,707,418
61100 - Supplies	35,013
61300 - Equipment (non-capitalized)	14,500
62000 - Services	2,000
62100 - Professional Services	332,066
62110 - Legal services	25,000
62120 - Marketing services	6,500
62140 - Banking services	10,000
62210 - Printing/copying	3,000
62220 - Postage	1,500
62300 - Software	25,500
62400 - Telephone/internet	4,650
62500 - Memberships/Dues	11,500
62600 - Travel and training	29,400
62610 - Trainers	8,000
62621 - Employee mileage	8,500
62710 - Rent expense	41,061
Total Materials and Services	558,190
70000 - Capital	25,000
77000 - Software (multi-year)	150,000
95000 - Contingency	260,000
98000 - Transfers Out	391,000
Total Capital, Transfers and Other	826,000
Total Expenses	4,091,608
Unappropriated Ending Fund Balance	458,764

1011 - CWCOG GENERAL ADMINISTRATION - Total

Revenue Chart FY 2025-26



Expense Chart FY 2025-26



General Administration Work Program

OCWCOG's General Administration (GA) Department provides overall management of the agency's programs, staff, finances, technology, and facilities. The Department also delivers services and support to OCWCOG's Board of Directors and member jurisdictions. GA is responsible for organizational vision, strategic planning and direction, major communications, advocacy, oversight of program development, and a consolidated work plan to ensure OCWCOG sustainability, viability, and growth.

General Administration consists of five primary areas: General Management; Financial Services Management; Human Resources Management; Technology Services Management; and Facilities Management. General Administration may also oversee research initiatives, corporate and philanthropic development, and events.

Funding:

Funding to support General Administration is received through in-direct charges, based on the number of staff employed in each OCWCOG-run program. Funding is also provided through contracts for services with member jurisdictions.

Program Area Oversight Committees or Commissions:

- OCWCOG's Board of Directors
- OCWCOG's Executive Committee

Program Contact:

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General Management

The Executive Director is responsible for oversight of all OCWCOG programs and activities, and communicating with OCWCOG members, and Federal, State, and local governments regarding current and potential programs. The Executive Director and appointed staff ensure that issues are presented to the OCWCOG Board of Directors (Board) and its adopted policies are implemented. All services overseen by General Management may be provided to support member jurisdictions, as requested.

Funding:

Funding to support General Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Continue to improve regional awareness of OCWCOG's program and services, and to facilitate regional activities, through increased visibility and communications.
- Provide a clear vision and direction for agency staff, members, and stakeholders, by operationalizing the agencies' Mission Statement, Vision, Values, and Strategic Plan.
- Continue to build OCWCOG's partnerships and collaboration with Community Services Consortium (CSC), Oregon Department of Human Services (ODHS), local universities and other community partners.

Financial Management

OCWCOG's Finance Department is responsible for the consolidated budget of the agency, its programs' financial functions, and ensuring compliance with auditing standards, and Generally Accepted Accounting Principles (GAAP). The Department handles agency payroll, accounts payable and receivables, contracts management, audit, and facilitates purchasing. Finance staff advise the Executive Director on fiscal matters, present reports to the OCWCOG Finance and Budget Committees, and research tools, programs, and projects to expedite and maximize financial services and support.

Funding:

Funding to support Financial Management is received through in-direct charges, based on the number of staff employed in each OCWCOG-run program.

Goals:

- Maximize utilization of the integrated finance and payroll software solutions that were implemented in the previous two fiscal years. Streamline laborious processes and update procedures that no longer serve the efficacy of the department or agency.
- Continue to support development of Finance Department staff skills and knowledge through continuing education and training opportunities as per the agency's Strategic Priority to Organizational Excellence.
- Work collaboratively with Community Services Consortium to further align policies, procedures and accounting practices.

Human Resources Management

OCWCOG's Human Resources Department provides consolidated management of all agency and program personnel matters; and manages agency recruitments, onboarding, compensation, job classifications, and employee benefits. The Department develops and recommends to the Executive Director, for OCWCOG Board of Directors, approval of agency-wide personnel policies, and manages agency labor relations, including collective bargaining. All services managed by Human Resources are provided to Community Services Consortium and are also available to support member jurisdictions, as requested by contract or Intergovernmental Agreement.

Funding:

Funding to support Human Resource Management is received through indirect charges, based on the number of staff employed in each OCWCOG-run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Develop and implement strategies that incorporate OCWCOG Mission, Vision, Values, and Strategic Priorities into HR processes.
- Create opportunities for management development in areas to include labor relations, performance management, coaching and mentoring to better assist managers in growing as successful leaders.
- Support new and ongoing committees and workgroups including:
 - Wellness Committee
 - Safety Committee
 - Labor Management Advisory Committee
 - Diversity Equity and Inclusion Committee
 - Social Committee
 - Health Insurance Committee
- Provide Human Resource expertise and consultation to members at a competitive rate.
- Enhance HR staff skills and knowledge through continuing education.
- Maintain strong relationships with our Union, SEIU

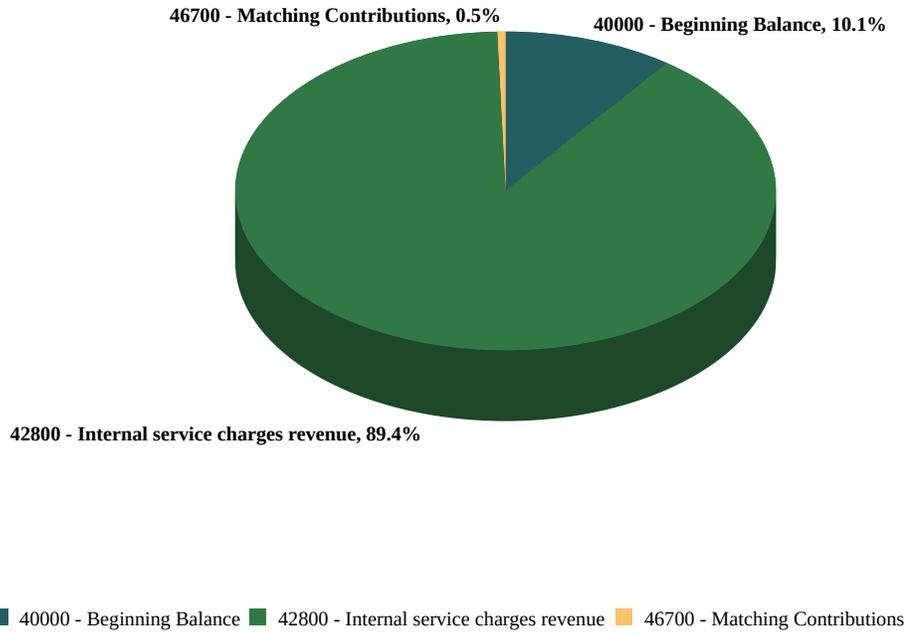
1012 - TECHNOLOGY SERVICES - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

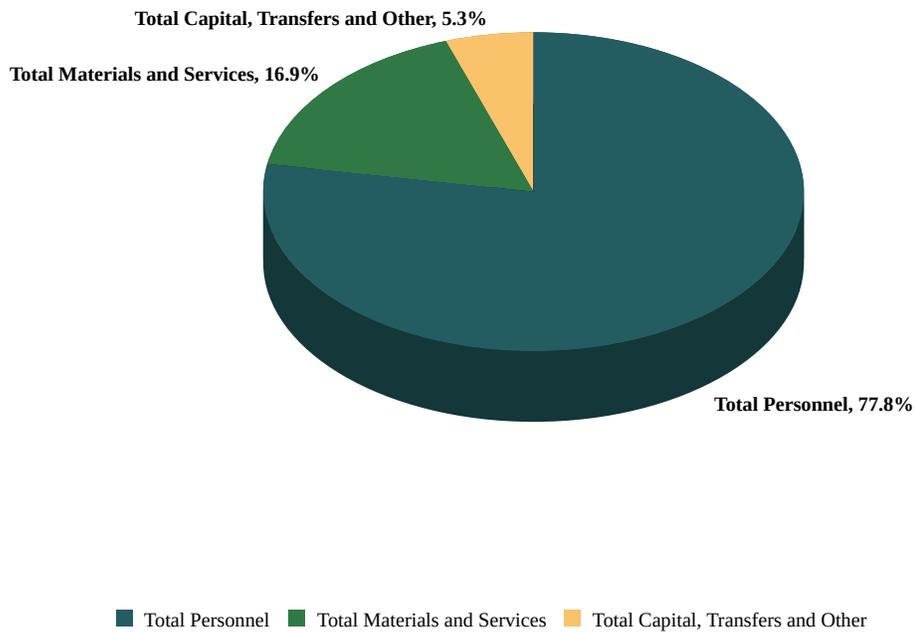
40000 - Beginning Balance	130,000
42800 - Internal service charges revenue	1,145,000
46700 - Matching Contributions	6,378
Total Revenues	1,281,378
51000 - Wages	602,374
52000 - Benefits	390,001
Total Personnel	992,375
61100 - Supplies	500
61300 - Equipment (non-capitalized)	27,000
62100 - Professional Services	9,788
62110 - Legal services	500
62210 - Printing/copying	100
62220 - Postage	200
62300 - Software	86,123
62500 - Memberships/Dues	400
62610 - Trainers	10,000
62621 - Employee mileage	5,000
62640 - Employee travel meals	1,500
62700 - Facility and Utilities	50,000
62710 - Rent expense	25,052
Total Materials and Services	216,163
74000 - Capital Improvements	40,000
77000 - Software (multi-year)	27,248
Total Capital, Transfers and Other	67,248
Total Expenses	1,275,786
Unappropriated Ending Fund Balance	5,592

1012 - TECHNOLOGY SERVICES - Total Department

Revenue Chart FY 2025-26



Expense Chart FY 2025-26



Technology Services Management

OCWCOG's Technology Services (TS) Department manages information, data security, and telecommunications services for the agency. This includes desktop computers, servers, network infrastructure, phones, video conference, and software systems. TS provides technical support and systems administration. TS advises the Executive and Program Directors on new technology, tools and processes to meet changing requirements and demands in information delivery and security. All services managed by Technology Services are provided to Community Services Consortium and are also available to support member jurisdictions, as requested by contract or Intergovernmental Agreement.

Funding:

Funding to support Technology Services Management is received through in-direct charges, based on the number of staff employed in each OCWCOG run program. Funding is also provided through contracts for services with member jurisdictions.

Goals:

- Stabilize and enhance operations.
- Modernize information systems.
- Support program area business needs.
- Leverage cloud services to maximize staff collaboration and service delivery.
- Revitalize and maintain continuity of member managed services.
- Secure network and software systems.

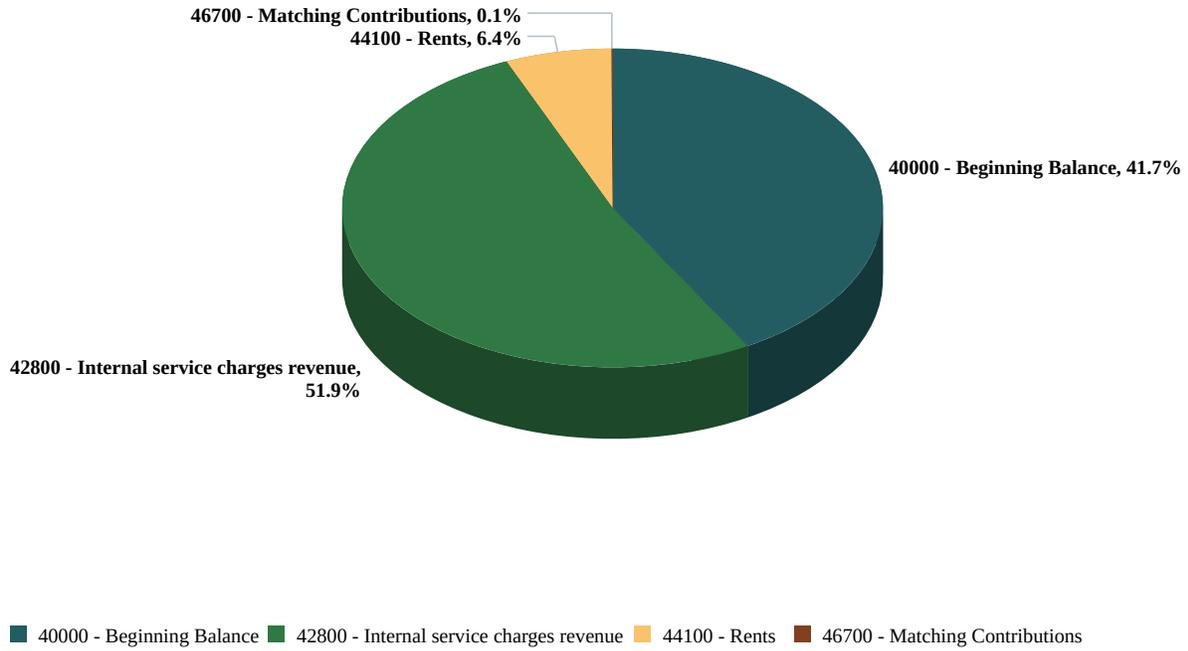
1014 - FACILITIES SERVICES - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

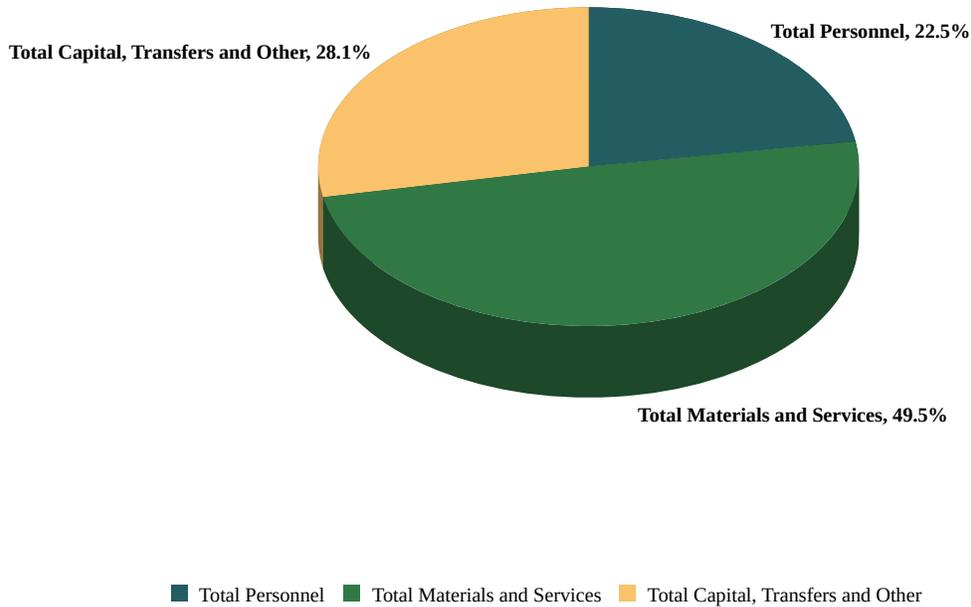
40000 - Beginning Balance	751,000
42800 - Internal service charges revenue	934,791
44100 - Rents	114,537
46700 - Matching Contributions	1,377
Total Revenues	1,801,705
51000 - Wages	137,034
52000 - Benefits	98,952
Total Personnel	235,986
61100 - Supplies	10,000
61300 - Equipment (non-capitalized)	2,000
61400 - Furniture	700
62000 - Services	920
62100 - Professional Services	50,000
62130 - Insurance services	150,000
62210 - Printing/copying	38,650
62220 - Postage	400
62300 - Software	950
62400 - Telephone/internet	240
62610 - Trainers	500
62621 - Employee mileage	6,500
62622 - Company automobile	1,000
62700 - Facility and Utilities	65,000
62720 - Facility maintenance svcs	50,000
62721 - Janitorial Service	93,060
62731 - Electricity	50,000
Total Materials and Services	519,920
74000 - Capital Improvements	195,000
95000 - Contingency	50,000
98000 - Transfers Out	50,000
Total Capital, Transfers and Other	295,000
Total Expenses	1,050,906
Unappropriated Ending Fund Balance	750,799

1014 - FACILITIES SERVICES - Total Department

Revenue Chart FY 2025-26



Expense Chart FY 2025-26



Facilities Maintenance

OCWCOG owns buildings in Albany, Corvallis, and Toledo. Office space is leased to the State of Oregon Vocational Rehabilitation program in Albany. In Corvallis, Community Services Consortium leases space for their housing and energy assistance programs and also provides program support through providing reception staff. The Facilities Maintenance Department administers and maintains the facilities, including the surrounding grounds, to ensure safe and convenient public access to agency services as well as provide a secure, professional business environment for staff and agency partners.

Funding:

Facilities Management funding consists of board-authorized reserves, office equipment operations, and an operational fund calculated as part of a square footage rental rate established for each facility. Ultimately, operational funding is provided through direct cost recovery from each OCWCOG program area based on building occupancy.

Goals:

- Maintain compliance with state procurement laws and OCWCOG policy. Complete maintenance projects on time and within budget.
- Fold strategic plan priorities for expansion and innovation into the five-year maintenance plan. Continue facilities improvement and capital investment.
- Operate all OCWCOG facilities consistent with program area needs to better serve our consumers and member agencies.

2020 - Senior & Disability Services

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

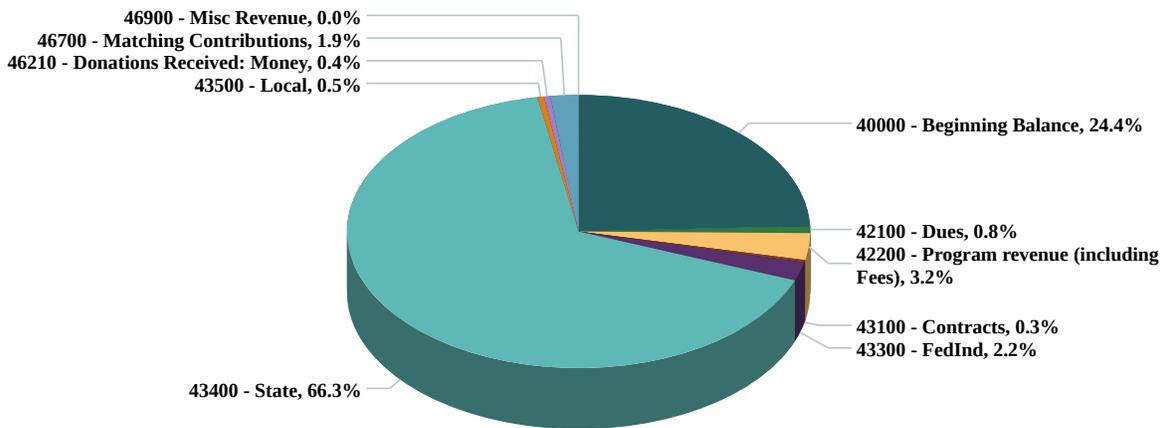
40000 - Beginning Balance	7,694,000
42100 - Dues	257,998
42200 - Program revenue (including Fees)	1,000,000
43100 - Contracts	85,000
43300 - FedInd	696,290
43400 - State	20,934,779
43500 - Local	144,000
46210 - Donations Received: Money	140,000
46700 - Matching Contributions	613,677
46900 - Misc Revenue	2,491
Total Revenues	31,568,235
51000 - Wages	11,691,401
52000 - Benefits	8,157,939
Total Personnel	19,849,340
61100 - Supplies	67,900
61200 - Supplies: Volunteer recognition	12,000
61250 - Supplies: Food MOW	15,000
61300 - Equipment (non-capitalized)	64,000
61400 - Furniture	12,000
62000 - Services	206,228
62100 - Professional Services	1,728,631
62110 - Legal services	20,000
62120 - Marketing services	8,800
62130 - Insurance services	2,000
62140 - Banking services	1,000
62210 - Printing/copying	49,389
62220 - Postage	33,200
62300 - Software	76,936
62400 - Telephone/internet	59,500
62500 - Memberships/Dues	61,200
62600 - Travel and training	38,000
62621 - Employee mileage	106,600
62622 - Company automobile	5,000
62630 - Volunteer travel	17,000
62700 - Facility and Utilities	6,403
62710 - Rent expense	627,288
62800 - Internal service charges expenditure	2,572,322

2020 - Senior & Disability Services

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

64000 - Client Assistance	45,000
64300 - Client Assist: Program wages	35,000
64400 - Client Assist: Support services	50,000
67000 - Resource Reserves	48,000
Total Materials and Services	5,968,397
Total Capital, Transfers and Other	-
Total Expenses	25,817,737
Unappropriated Ending Fund Balance	5,750,498

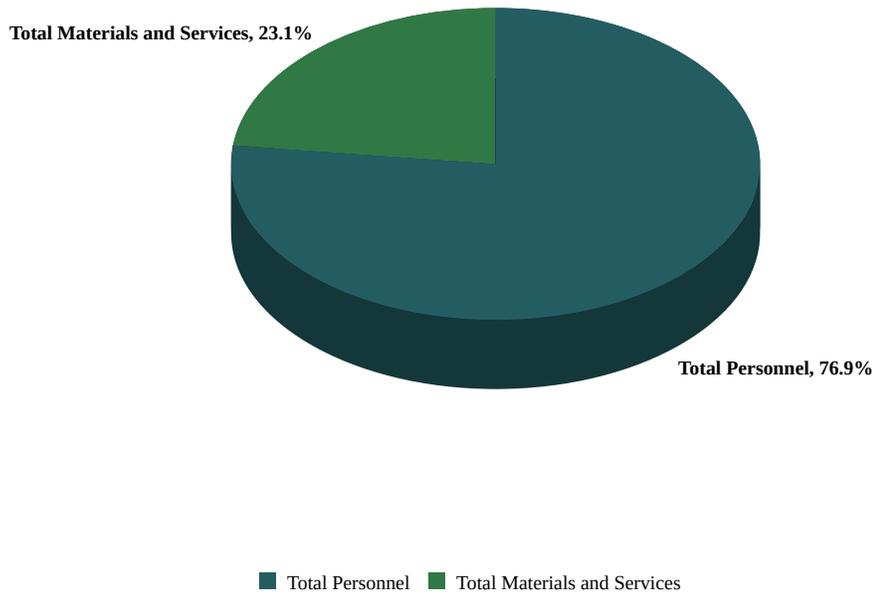
Revenue Chart FY 2025-26



- 40000 - Beginning Balance
- 43300 - FedInd
- 46700 - Matching Contributions
- 42100 - Dues
- 43400 - State
- 46900 - Misc Revenue
- 42200 - Program revenue (including Fees)
- 43500 - Local
- 43100 - Contracts
- 46210 - Donations Received: Money

2020 - Senior & Disability Services

Expense Chart FY 2025-26



Senior and Disability Services

OCWCOG's Senior and Disability Services (SDS) department manages a variety of functions that promote dignity, independence, safety and choice for seniors and people with disabilities. Coordinating closely with OCWCOG's Community Services Programs (CSP), SDS provides services that are unique and complementary with others provided by community partners. Strong working relationships have been developed with a variety of public and private entities in our service area, Community Services Consortium (CSC), Samaritan Health Services, the regional Coordinated Care Organization (CCO), Intercommunity Health Network (IHN), and the county public health departments and regional Self-Sufficiency offices.

All SDS programs aim to help seniors and people with disabilities stay as independent and safe as possible in their homes and communities. This is the goal of most people as they age.

Medicaid Funded Programs

OCWCOG is the State-designated Area Agency on Aging (AAA) serving Linn, Benton, and Lincoln Counties. Area Agencies on Aging traditionally manage Older Americans Act (OAA) funded programming. As a Type B Transfer AAA contracting with Oregon Department of Human Services, OCWCOG not only provides OAA services, but to also manages Medicaid services normally supported by State run Aging and People with Disability (APD) offices. Being a "Medicaid Area Agency on Aging" provides perks in the form of streamlining access to services for consumers and economic and programmatic sustainability.

ELIGIBILITY:

OCWCOG, through a biennial contract with Oregon's Department of Human Services (ODHS), administers Medicaid benefits, the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Employment Related Day Care (ERDC), and Refugee Cash benefits. Consumers of all ages may access any of these services by coming to any OCWCOG office or calling a toll-free number. Staff also collaborate with Self-Sufficiency offices to provide Temporary Assistance for Domestic Violence Survivors (TADVS). In addition, SDS administers Medicare Savings Programs (MSP) for older adults and people with disabilities. Medicare Savings Programs may pay deductibles, coinsurance, and copayments for those that qualify. SNAP, TANF, ERDC, and refugee benefits are offered for these same individuals, as well as those who are not eligible for Medicaid or MSP. SNAP consumers receive food benefits through the Oregon Trail Card and are eligible based on income and household living expenses.

CASE MANAGEMENT:

Case managers coordinate the Long-Term Services and Supports that people over 65 and adults with physical disabilities receive in their homes or care facilities. Functional assessments are completed to determine the eligibility of consumers requesting assistance with Long-Term Services and Supports. Assessments are completed at the time of the request for services, annually, and if there is a change in need level. Once eligible, consumers can receive help managing activities of daily living in a variety of home and community-based facility settings, including nursing facilities. Support programs emphasize consumer choice and maximize independence and cost effectiveness. Consumers and families work with SDS staff to develop a service plan based on a consumer's goals, strengths, and preferences. Consumers who utilize services in their own home may do so with a client-employed provider, called a home care worker. Though these workers are paid by the State, local support for this important workforce is done by OCWCOG's Home Care Coordinator unit.

OCWCOG Preadmission Screening and Diversion and Transitions workers are specialized case managers dedicated to working with consumers in the community who have urgent placement needs related to hospital, hospice care, or nursing facility stays. The team works to reduce barriers allowing consumers to transition out of more costly or more institutional care settings as quickly and safely as possible.

ADULT PROTECTIVE SERVICES:

Adult Protective Service (APS) Specialists investigate allegations of verbal, sexual, and physical abuse, as well as neglect and financial exploitation. Protective services are provided to those 65 and older, and people with physical disabilities over the age of 18. Investigators work collaboratively with other agencies, such as the State Long-Term Care Ombudsman program, County mental health programs, local law enforcement agencies, and district attorney offices.

APS investigations involve interviewing the alleged victim, the alleged perpetrator, and any other pertinent witnesses. The Investigator determines whether the event occurred and if the allegation of wrongdoing is substantiated. In the event of substantiated allegations, APS staff work to intervene and support the safety of the victim. Risk intervention can be provided for persons who are reported "at risk" and continue to be vulnerable. Risk intervention includes continued contact, reassessment, providing resources, and the implementation of an individualized plan to reduce the risk of harm.

Staff from OCWCOG's Adult Protective Services team participate in monthly Multidisciplinary Teams (MDT) in each of OCWCOG's three counties. MDTs are organized and facilitated by the District Attorney's office for their jurisdiction and bring together community partners such as law enforcement, fire department and emergency medical technicians (EMTs) and mental health providers to discuss cases that rise to the level of a crime. Time at the meetings is also dedicated to staffing issues involving older adults or people with disabilities in the community, such as a senior living in a home

that has become unsafe to live in or no longer meets city building standards.

ADULT FOSTER HOME LICENSING:

One long-term care option that is available to Medicaid consumers in Linn, Benton, and Lincoln Counties is Adult Foster Homes (AFH) placement. AFHs are small home-like care settings that provide around the clock support for up to five residents. This can include assistance with tasks such as bathing, grooming, dressing, and toileting. Though ultimate authority over AFHs belongs to the State, which can charge fines or even close an AFH that is non-compliant in following State rules, local AFH licensing staff are responsible for recruitment, licensing, monitoring, and oversight of the homes in the region.

Funding:

The majority of SDS funding is disbursed through a contract with the Oregon Department of Human Services (ODHS). Funding is based on State designed workload formulas and caseload numbers and is paid out at the rate of what the average State employee costs for each of the same positions. OCWCOG then gets paid 95% of the total amount, a function of the administrative rules related to our AAA designation. The remainder of SDS funding comes in the form of in-kind match, local income from OCWCOG member government dues, and local contracts.

Budgetary highlights:

- Funding for FY 25-26 feels stable unless circumstances at the Federal level affect programs in ways that are hard to identify at this time.
- We assume that Case management allocations which had been cut at the beginning of last biennium but were reinstated will stay at the higher rate.
- APS referral numbers continue to increase, causing us to designate more of our allocation to staff the increased work.

Older Americans Act and State General Fund Programs

Through its function as a State-designated AAA, the SDS department manages all functions under the Older Americans Act (OAA) umbrella for the region. This includes Meals on Wheels, Information and Referral through the Aging and Disability Resource Connection (ADRC) Call Center, Family Caregiver Services, and Health Promotion Programming. Additionally, Area Agencies on Aging are the recipients of other State General Fund program dollars which support Oregon Project Independence (OPI) and smaller contracted programs such as the Employer Resource Connection (ERC) and Money Management Programs (MMP).

The purpose of all programs funded through AAAs is to allow older adults and people with disabilities to live at home and in the community with dignity and independence for as long as possible.

AGING AND DISABILITY RESOURCE CONNECTION:

As the lead agency of the Aging and Disability Resource Connection (ADRC) of Linn, Benton, and Lincoln Counties, OCWCOG's Information and Referral Specialists provide access to a "no wrong door" entry point to programs administered by SDS as well as external community resources and programs. Consumers can call, email or walk into office locations to receive information. ADRC activities are funded by a 2-year contract with the State which allows OCWCOG to draw down federal match dollars as well as Older Americans Act funding.

MEALS ON WHEELS:

Since 1980, the Meals on Wheels (MOW) Program at OCWCOG has offered nutritious meals to aging adults and adults with disabilities. A corps of approximately 400 volunteers works in meal site kitchens and as delivery drivers throughout OCWCOG's three county service area. For 2100 homebound clients, who often live alone and have limited resources or ability to care for themselves, this volunteer may be the only person that visits each day and provides the opportunity for a daily well-check and socialization. In FY 2024-25 Meals on Wheels is forecasted to deliver over 290,000 meals. An increase of 45% over the previous year.

Connections Café, OCWCOG's newly branded community dining program provides older adults who are able to travel to one of 11 meal sites across the tri-County region with a nutritious meal served in a dining room atmosphere. It also provides an opportunity for socializing and building relationships with the community. Increasing attendance at the community dining sites which were required to close during the pandemic is a goal for FY2026.

OLDER AMERICANS ACT PROGRAMS:

The Older Americans Act (OAA) program helps older adults to live and thrive in communities of their choice for as long as possible. These programs provide information and assistance, personal and home care services, case management, preventative Evidence-Based Health Promotion programming, legal services, elder abuse prevention, Family Caregiver Support, and Options Counseling. Even if OAA funding remains stable with changes brought on by the new administration, OAA has historically received little to no increased funding, which is challenging given the increase of older adults in our region who rely on these services.

OREGON PROJECT INDEPENDENCE:

Oregon Project Independence (OPI) provides in-home services to older adults and people with disabilities who need a little help to continue living independently in their own homes. Services offered through OPI include housekeeping, personal care, Meals on Wheels, case management, assistive technology and more. OPI has traditionally offered only a few hours a week of support to those who did not want to or did not qualify for Medicaid services. But with the launch of Oregon Project Independence Medicaid (OPIM) consumers may be entitled to more support. The Classic OPI program is expected to lose funding and be about 25% of what the allocation was in the past.

MONEY MANAGEMENT PROGRAM:

The Money Management Program (MMP) provides free assistance with personal money management tasks through specially trained volunteers to people over age 60 and adults with a disability. Service is personalized, confidential, and safe. All MMP services are offered free of charge to eligible individuals. Services are provided by trained and supervised volunteers and focus on two major services components, bill-pay, and rep payee management.

EMPLOYER RESOURCE CONNECTION:

The Employer Resource Connection (ERC, formerly known as STEPS) program offers free resources for people who are approved to receive in-home services through Medicaid or Oregon Project Independence. These resources are designed to promote successful working relationships between people with disabilities and the people they employ to provide in-home support.

Funding:

Funding for OAA programs and OPI come from multiple sources including Federal dollars, State General Funds, local income from program participant fees, in-kind match, Medicaid Match and contracts.

OCWCOG works to find the most cost-efficient way to serve the members of our community and make resources stretch further including contracting with local non-profits, such as local hospice and adult day service agencies to provide respite and caregiver training, or the local YMCA and senior centers to provide evidence-based falls prevention classes.

Budget highlights:

- The launch of OPIM this past year requires the budgeting process to rely more on estimates than historical data. Overall, the expectation is that there will be an increase in revenue because of OPIM, but Classic OPI will see a drop in funding.
- Increasing food costs and higher utilization of the MOW program plus the ending of ARPA funds in September 2024 are creating a desire to make sure future funding includes more donations and grant revenue. An Administrative Supervisor has been hired to help support these efforts.
- The ongoing cost of delivering meals to consumers in the community would not be financially sustainable without our volunteer corp. The Administrative Supervisor is also working to provide better recruitment, onboarding, and training to this vital workforce.
- The Employer Resource Connection (ERC) was able to hire an additional consultant and it appears that that increased funding will continue.

SDS Program Area Oversight Committees or Commissions:

- Aging and Disability Resource Connection Council
- Senior Services Advisory Council
- Disability Services Advisory Council Issues and Advocacy Committee
- Contract Monitor and Review Committee
- Care Planning Committee

A requirement of being a designated AAA is to engage local Advisory Councils to help advise, support, and provide advocacy to and for the programs. The Senior Services and Disability Services Advisory Councils are made up of consumers and community partners who meet jointly every other month, allowing the Council members to use the alternate months to focus on work supported by the following committees: Issues and Advocacy (IA), Contract Monitor and Review, Membership and Nominating, Care Planning (CPC) and the Meals on Wheels Advisory Committee (MOWAC). The understanding that the Councils and Committees gain about the long-term services and support services administered by OCWCOG helps support advocacy and outreach in our communities.

Program Contact:

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2031 - Community Service Programs

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

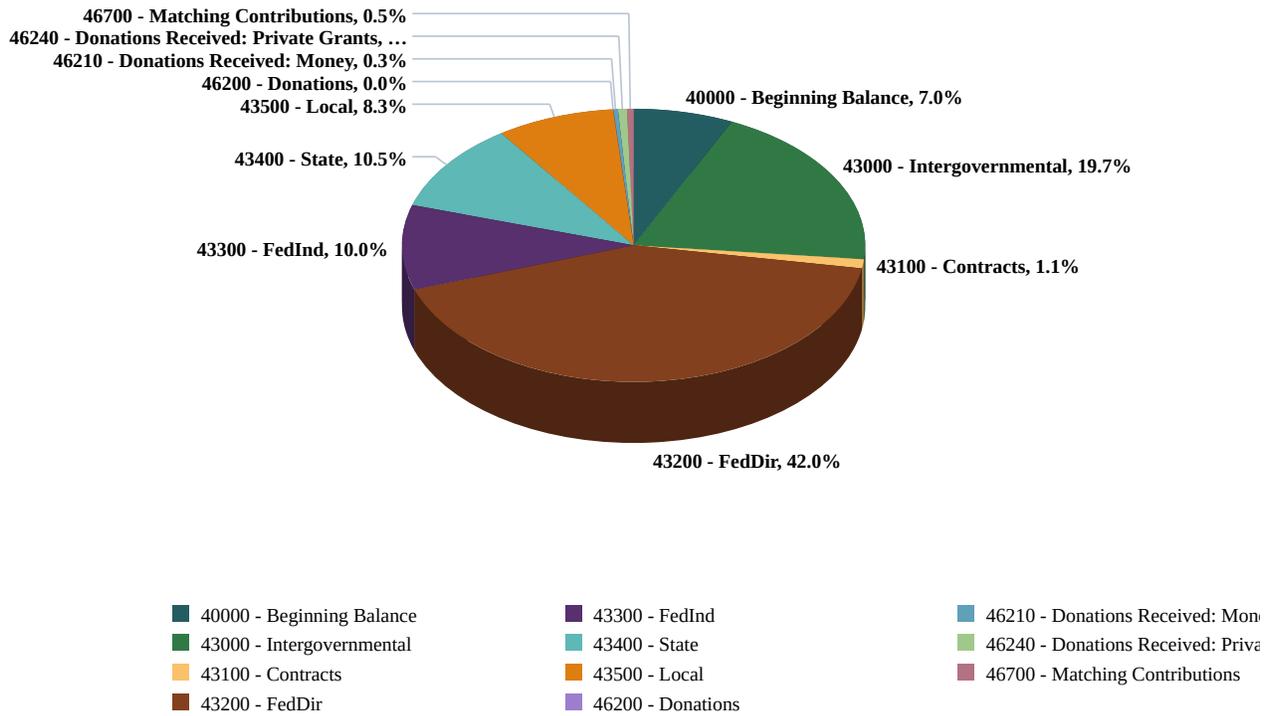
40000 - Beginning Balance	78,161
43000 - Intergovernmental	219,960
43100 - Contracts	12,000
43200 - FedDir	470,294
43300 - FedInd	112,450
43400 - State	118,039
43500 - Local	92,475
46200 - Donations	300
46210 - Donations Received: Money	3,500
46240 - Donations Received: Private Grants	7,000
46700 - Matching Contributions	5,171
Total Revenues	1,119,350
51000 - Wages	426,825
52000 - Benefits	289,666
Total Personnel	716,491
61100 - Supplies	1,150
61200 - Supplies: Volunteer recognition	18,000
61300 - Equipment (non-capitalized)	7,500
62000 - Services	3,176
62100 - Professional Services	16,000
62110 - Legal services	500
62120 - Marketing services	11,613
62130 - Insurance services	200
62210 - Printing/copying	5,111
62220 - Postage	400
62300 - Software	17,410
62500 - Memberships/Dues	850
62600 - Travel and training	11,300
62610 - Trainers	200
62621 - Employee mileage	4,200
62630 - Volunteer travel	25,000
62700 - Facility and Utilities	1,270
62710 - Rent expense	35,486
62800 - Internal service charges expenditure	91,360
64000 - Client Assistance	2,000
64300 - Client Assist: Program wages	141,984
Total Materials and Services	394,710

2031 - Community Service Programs

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

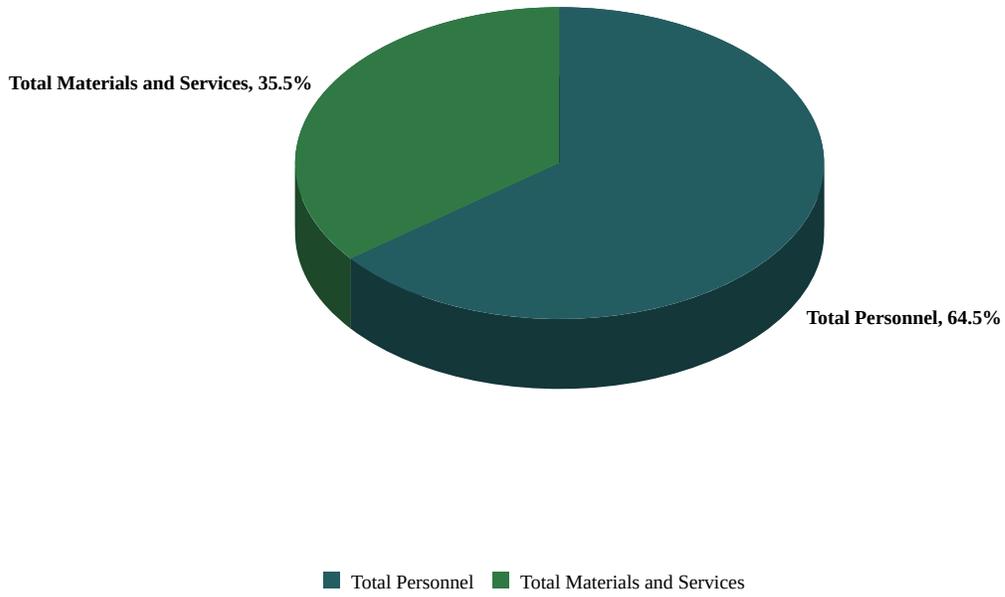
Total Capital, Transfers and Other	-
Total Expenses	1,111,201
Unappropriated Ending Fund Balance	8,149

Revenue Chart FY 2025-26



2031 - Community Service Programs

Expense Chart FY 2025-26



Community Services Work Program

Community Services Programs (CSP) support older adults, individuals with disabilities, low-income families, and Veterans to maintain their health, wellness, independence, and dignity.

As the lead agency of the Aging and Disability Resource Connection (ADRC) of Linn, Benton, and Lincoln Counties, OCWCOG's Information and Referral Specialists provide "no wrong door" access to a full range of long-term supports and services, many of which are available through OCWCOG's own Community Services Programs. The suite of CSP Programs highlighted below provides greater access to financial literacy, behavioral health supports, social companionship, transportation, and more; all which helps our region thrive. CSP services are available to people of a variety of ages, income, and disability types.

Dedicated community volunteers support CSP in its delivery of services, offering volunteer and advocacy opportunities to area residents. Many OCWCOG volunteers are older adults themselves and benefit from the engagement that comes from being an integral part of the lifesaving programs that help their neighbors. OCWCOG serves as the region's sponsor to the cost-effective AmeriCorps Seniors Programs, whose national mission is to utilize seniors 55+ to "improve lives, strengthen communities, and foster civic engagement through service and volunteering."

All CSP programs work to build and maintain connections in the community, whether that be on a small scale by reducing loneliness for an older adult who has become socially isolated or on a larger scale by bringing together programs and agencies across the region to improve the quality of life of the residents we serve.

Funding:

CSP has a diverse funding stream, including federal AmeriCorps, Oregon Department of Veterans Affairs (ODVA), Medicaid match, and State and County contracts. Programs also receive client donations, conduct private and corporate fundraising, engage in grant-writing, and benefit from in-kind donations.

Program Contact:

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AmeriCorps for Seniors: *Foster Grandparent Program, Retired and Senior Volunteer Program, and Senior Companion Program*

The AmeriCorps for Seniors Programs (formerly known as Senior Corps), in partnership with the Corporation for National and Community Service, connects senior volunteers, aged 55 and over, with the people and organizations that need them most in the region. Volunteers serve as tutors, mentors, counselors, and/or companions to people in need, or contribute their job skills and expertise to community projects and organizations. Volunteers receive guidance and training, so they can make a contribution that suits their talents, interests, and availability. Volunteers are offered volunteer insurance, mileage and meal reimbursements, and recognition for their service. Income-eligible volunteers are offered a tax-exempt stipend.

Retired and Senior Volunteer Program (RSVP): RSVP is America's largest volunteer network for people aged 55 and over, matching volunteers with agencies whose primary focus is to assist seniors to age in place. RSVP volunteers primarily serve in local food share and Gleaners programs, as Medicare and Tax-Aide counselors, and as friendly visitor volunteers.

RSVP also operates the Senior Health Insurance Benefits Assistance (SHIBA) program through an Intergovernmental Agreement with the State of Oregon. SHIBA provides training and certification of volunteers who help residents navigate the complexities of Medicare, identify Medicare fraud, and apply for help with Part D costs if eligible.

Foster Grandparent Program (FGP): FGP recruits and matches volunteers to children aged five to 18 in Linn, Benton, and Lincoln Counties. The FGP is intergenerational, providing volunteers the opportunity to mentor, nurture, and support children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. OCWCOG has a priority placement of literacy volunteers working with young English Language Learners (ELLs)

Senior Companion Program (SCP): SCP volunteers serve less abled seniors and other adults, helping them maintain independence and age in place. Among other activities, Senior Companions assist with daily living tasks, such as non-medical transportation; provide friendship and companionship; alert doctors and family members to potential problems; and provide respite to family caregivers.

Funding:

Funding for AmeriCorps Programs includes: Federal and State grants, local governments, contracts, partnerships with local community organizations, and in-kind donations. AmeriCorps programs operate within a single team, creating efficiencies in operational costs, while maximizing staff capacity.

Benton County Veteran Services

The Benton County Veterans Service Office (VSO) program serves over 7,000 Veterans and their dependents living in Benton County providing them direction, support, and advocacy. The VSO files claims for U.S. Department of Veterans Affairs entitlements, such as compensation and pension. Also offered is information, referral, and assistance with other entitlements, such as Veterans Administration (VA) medical care, home loan guaranty, education programs, State home loans, and other State and local benefits.

Funding:

OCWCOG holds a contract with Benton County's Health Department who funds the Veterans program with County general fund dollars, as well as pass through dollars from the Oregon Department of Veterans Affairs (ODVA). In addition, OCWCOG uses Benton County funds to access and leverage Medicaid match dollars, enabling the VSO to link Veterans to Medicaid and other "wraparound" services administered by SDS.

The VSO also receives funding from ODVA made available to all Oregon Counties for Veteran Suicide Awareness and Prevention efforts to raise awareness and publicize available options for mental health assistance and wellness.

Financial Wellness: \$tand By Me Oregon

\$tand By Me-Oregon (\$BM-OR) is a financial empowerment program that, through coaching and toolkits, helps provide financial stability to individuals and families struggling to afford basic needs. Created in Delaware, the program focuses on four primary outcomes: budgeting, reducing debt, improving credit ratings, and building savings.

\$BM services are embedded in the community to create employment, financial education, and effective personal financial strategies. The program uses a Collective Impact Model in which coaches from local non-profits are trained specifically on the \$BM financial model, client management, and data collection allowing for flexibility while still maintaining the umbrella structure of the \$BM program regardless of what sector they serve.

Funding:

Our Financial Coaching Program is supported by Federal funding (AmeriCorps), Benton County, Pacific Power, The Oregon Community Foundation, The Ford Family Foundation, and Samaritan Social Accountability Grants. In January 2026 the \$BM Program will implement its 2026-2028 Strategic Plan to include coach retention and fundraising goals.

Total Fund - 200 CED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

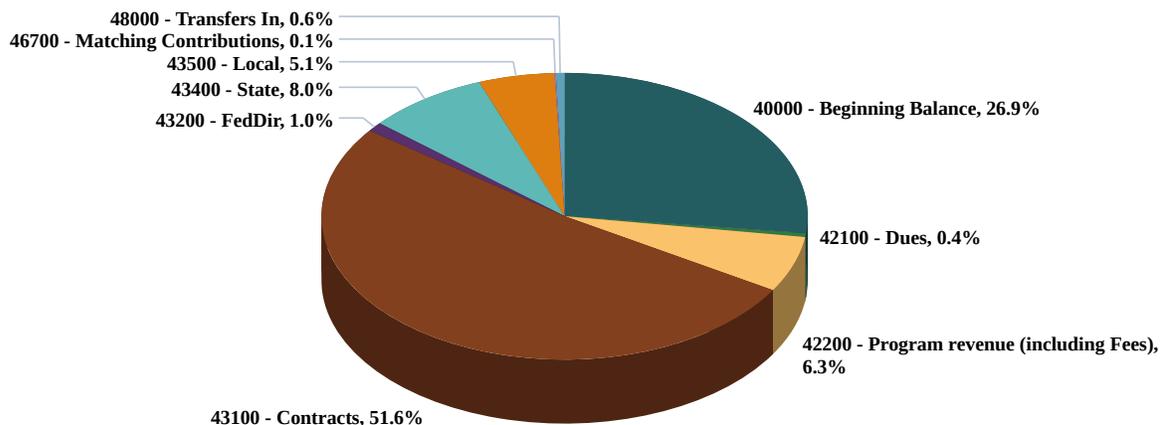
40000 - Beginning Balance	7,279,581
42100 - Dues	115,160
42200 - Program revenue (including Fees)	1,707,429
43100 - Contracts	13,953,600
43200 - FedDir	283,676
43400 - State	2,176,422
43500 - Local	1,370,160
46700 - Matching Contributions	22,770
48000 - Transfers In	157,900
Total Revenues	27,066,698
51000 - Wages	2,265,974
52000 - Benefits	1,665,006
Total Personnel	3,930,980
61100 - Supplies	15,500
61300 - Equipment (non-capitalized)	11,230
62000 - Services	17,172
62100 - Professional Services	13,556,600
62110 - Legal services	5,150
62120 - Marketing services	7,200
62140 - Banking services	1,065
62150 - Grants to subrecipients	6,476,753
62210 - Printing/copying	11,500
62220 - Postage	8,146
62300 - Software	70,744
62400 - Telephone/internet	6,094
62500 - Memberships/Dues	3,750
62600 - Travel and training	29,508
62621 - Employee mileage	6,100
62640 - Employee travel meals	1,000
62650 - Employee lodging	2,000
62700 - Facility and Utilities	8,859
62710 - Rent expense	138,761
62800 - Internal service charges expenditure	555,637
Total Materials and Services	20,932,769
95000 - Contingency	145,987
98000 - Transfers Out	157,900

Total Fund - 200 CED

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

Total Capital, Transfers and Other	303,887
Total Expenses	25,167,636
Unappropriated Ending Fund Balance	1,899,062

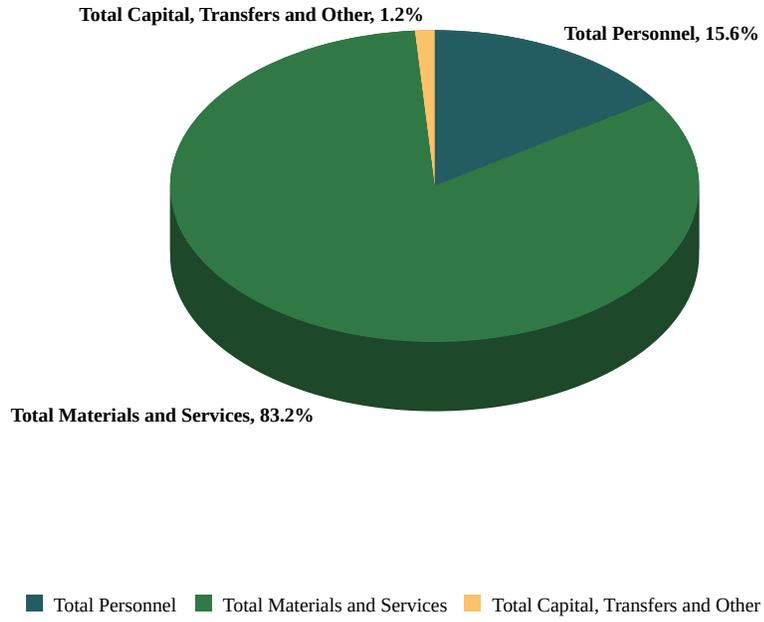
Revenue Chart FY 2025-26



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

Total Fund - 200 CED

Expense Chart FY 2025-26



Community and Economic Development Work Program

OCWCOG's Community and Economic Development (CED) Department engages in a variety of programs to support member jurisdictions in improving livability, transportation access and economic development across the region. CED is broadly comprised of five program areas: Community Development & Land Use Planning, Economic Development, Small Business Lending, Grant Writing, Transportation Planning and Programming, and Transportation Brokerage Services.

Community Development & Land Use Planning Services:

CED planning staff assist communities with maintaining short-range and long-range land use planning efforts. Services include permit processing, grant writing, grant and project administration, long range plans and public participation.

Planners use Geographic Information Systems (GIS) to maintain a library of GIS data and can produce maps illustrating a variety of aerial imagery and shaded relief imagery; highway conditions and hazards; soils and potential wetland areas; and environmental constraints and hazards.

Economic Development:

CED staff promote coordinated economic development efforts across the region through relationship building, convening, research, grant writing, project development and management, and technical assistance. Regional priorities are set and implemented through the Cascades West Economic Development District's (CWEDD) 5-year Comprehensive Economic Development Strategy (CEDSD). CWEDD is jointly staffed by OCWCOG and Lane Council of Governments (LCOG) and includes Linn, Benton, Lincoln and Lane counties.

Small Business Lending:

The Cascades West Business Lending (CWBL) program delivers professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs. CWBL also provides administrative services, technical assistance, and professional lending services to government and non-profit entities managing economic development loan programs. The combined activities of the contractual and direct loan programs provide small businesses with a single source of non-conventional capital in the Region.

Transportation Planning and Programming:

CED transportation planners administer federal and state programs across the region including: the Albany Area Metropolitan Planning Organization (AAAMPO), the Corvallis Area Metropolitan Planning Organization (CAMPO), Cascades West Transportation Options (CW Ride) and the Cascades West Area Commission on Transportation (CWACT). In addition, the group pursues regionally significant planning and implementation projects that add value to members. Short- and long-range transportation planning assistance is available to OCWCOG's communities.

Transportation Brokerage Services:

Cascades West Ride Line (Ride Line) brokers Non-Emergent Medical Transportation (NEMT) services for eligible Oregon Health Plan (OHP) members, Medicaid recipients, and select Medicare clients traveling to and from covered non-emergency medical services. Transportation is provided to eligible clients living in Benton, Lincoln, and Linn Counties who have no other way to get to their medical services.

Program Area Oversight Committees and Commissions:

- Cascades West Economic Development District (CWEDD) Board of Directors
- CWEDD Executive Committee

- Cascades West Area Commission on Transportation (CWACT) Full Commission
- CWACT Executive Committee
- CWACT Technical Advisory Committee

- Albany Area Metropolitan Planning Organization (AAMPO) Policy Board
- AAMPO Technical Advisory Committee

- Corvallis Area Metropolitan Planning Organization (CAMPO) Policy Board
- CAMPO Technical Advisory Committee

- Linn Benton Loop Policy Board
- Linn Benton Loop Technical Advisory Committee

- Transportation Brokerage Advisory Committee (TBAC)

- Loan Program Advisory Committee (LPAC)
- Loan Review Subcommittee (LRS)

Program Contact:

Ryan Vogt

541.924-8465

rvogt@ocwcog.org

Community Development & Land Use Planning

The Community Development & Land Use Planning program assists local governments and partners in planning for strong and resilient communities through short- and long-range planning services.

Goals:

- Provide planning staff to meet demand for services across the region.
- Maintain staffing that allows OCWCOG to be responsive, proactive, and supportive of members.
- Continue efforts on regional wetland issues including referencing the Wetlands Mitigation Bank feasibility study and guiding action on recommendations.
- Advance Brownfield mitigation efforts across the region through opportunities with Environmental Protection Agency funding for Brownfields assessment and clean up. Including implementing the Linn and Benton Brownfield Coalition Grant.
- Engage in implementation of housing legislation; related to workforce, transportation and economic impacts.

Secured & Pending Funding FY 2025-26:

- Direct service planning contracts with cities, counties, ports, and tribes. (City of Toledo)
- Staffing of the Cascades West Regional Consortium, an independent non-profit working on wetlands conservation and development.

Economic Development

The Economic Development Planning program leads collaboration for a more resilient economy in OCWCOG's tri-County Region, and four-County CWEDD. The function of this program is guided by the implementation of the *2020-2025 CEDS* (currently being updated.) Technical assistance aims to provide member agencies services, such as assistance in grant writing, project development/management, and funding. Regional economic development efforts will leverage opportunities, build capacity, and respond to private sector feedback on best practices to support workforce development, entrepreneurship, business retention and expansion.

Goals:

- Complete update of the Comprehensive Economic Development Strategy (CEDS). Start implementation of the 2025-30.
 - o Participating in workgroups around rural vitality, childcare, broadband, wetlands, and other topics.
 - o Supporting member jurisdictions' applications to receive state and federal funding.
 - o Proactively seeking funding for regional priorities including broadband, childcare and other priorities defined by CWEDD board.
 - o Facilitate regional grant applications to support transportation and infrastructure projects.
- Lead in providing relevant information on economic development resources through website, newsletter, social media and accessible public meetings.

Secured & Pending Funding FY 2025-26:

- Economic Development Administration planning grant
- HB3395 Housing Infrastructure Technical Support Funding
- Direct service contracts with cities, counties, ports, and tribes are possible.
- Infrastructure (sewer, water, etc.)
- Legislative allocation through Oregon Economic Development Districts

Transportation Planning & Programming

CED transportation planners provide various services to the region including the major programs listed here as well as direct transportation planning services to the OCWCOG region as requested.

The Cascades West Area Commission on Transportation (CWACT) is an advisory body to the Oregon Transportation Commission whose role is to advise, coordinate and plan for all aspects of transportation (surface, marine, air, rail, and safety) within Lincoln, Benton and Linn Counties.

Cascades West Transportation Options (CWTO) provides transportation options outreach, including carpool and vanpool matching services for commuters living or working in Oregon's Benton, Lincoln, and Linn Counties, with connections to major cities such as Eugene, Portland, and Salem. OCWCOG collaborates with Cherriots Rideshare at Salem Keizer Transit District, and Point2point at Lane Transit District to provide regional vanpool and carpool programs under the Get There platform. CWTO also provides travel training for people desiring to use transit and works with employers to develop employee programs that reduce single occupancy vehicle (SOV) use. CWTO also maintains the website Cascades West Ride (CW Ride), which integrates regional travel options into one website.

Albany Area MPO and Corvallis Area MPO (AAMPO & CAMPO) serve as regional planning organizations for the two urbanized areas within Lincoln, Benton and Linn counties. The MPOs receive federal funding to provide coordination and collaboration for the transportation system within their respective boundaries. Each MPO is responsible for developing a Regional Transportation Plan (RTP), which provides a vision and policies to guide development of the transportation network over the next 20 years. The MPOs also develop four-year Transportation Improvement Programs, which provide federal funding for locally and regionally significant projects. Both MPOs are heavily involved in local transit planning as well; providing in-kind assistance to the Linn Benton Loop Policy Board and Technical Advisory Committee, a regional transit system in operation for over forty years.

Goals:

- Implement AAMPO & CAMPO Unified Planning Work Programs which set annual priorities.
- Facilitate the Linn-Benton Loop Board and support strategic regional transit planning.
- Seek Federal and State grant opportunities for local projects and regional priorities.
- Provide input and recommendations regarding State plans, policies, and programs.
- Provide guidance on regional transportation planning efforts.

Secured & Pending Funding FY 2025-26:

- Federal Highway Administration (FHWA) Planning (PL)
- Federal Transit Administration (FTA) 5303
- Oregon Department of Transportation (various)
- Seamless (STIF)
- Innovative Mobility Program Grant

Transportation Brokerage Services

Cascades West Ride Line (Ride Line) provides Non-Emergent Medical Transportation (NEMT) for eligible clients enrolled in the Oregon Health Plan (OHP) through either Intercommunity Health Network-Coordinated Care Organization (IHN-CCO), and the Oregon Health Authority (OHA), as well as Medicare clients enrolled in select Samaritan Advantage Health Plan's (SAHP). Ride Line coordinates the most appropriate and cost-effective rides using a variety of modes of transport, including transit, sedan, wheelchair, stretcher, secured, or mileage reimbursement.

Goals:

- Improve medical service access in coordination with IHN-CCO, OHA and Samaritan.
- Complete implementation of software solution to provide better customer service for scheduling, eligibility, appointment reminders, tracking and reporting.
- Improve quality of service delivery with subcontractors.

Secured & Pending Funding FY 2025-26:

- IHN-CCO Medicaid
- SAHP Medicare
- OHP Open/Card-Medicaid
- Driver-Training Program

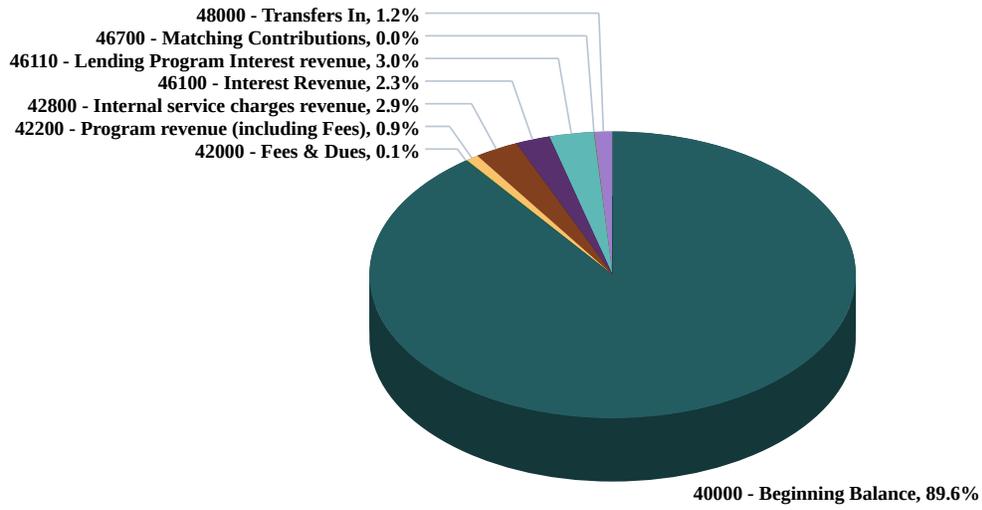
5000 - Lending - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

40000 - Beginning Balance	3,702,900
42000 - Fees & Dues	4,338
42200 - Program revenue (including Fees)	35,336
42800 - Internal service charges revenue	120,000
46100 - Interest Revenue	94,659
46110 - Lending Program Interest revenue	122,417
46700 - Matching Contributions	965
48000 - Transfers In	50,000
Total Revenues	4,130,615
51000 - Wages	96,484
52000 - Benefits	53,577
Total Personnel	150,061
61100 - Supplies	150
62100 - Professional Services	23,450
62110 - Legal services	300
62120 - Marketing services	1,000
62140 - Banking services	710
62210 - Printing/copying	638
62220 - Postage	500
62300 - Software	972
62400 - Telephone/internet	100
62600 - Travel and training	1,500
62700 - Facility and Utilities	260
62710 - Rent expense	4,744
62800 - Internal service charges expenditure	135,436
62900 - Miscellaneous Expenses	1,869
Total Materials and Services	171,628
98000 - Transfers Out	50,000
Total Capital, Transfers and Other	50,000
Total Expenses	371,689
Unappropriated Ending Fund Balance	3,758,926

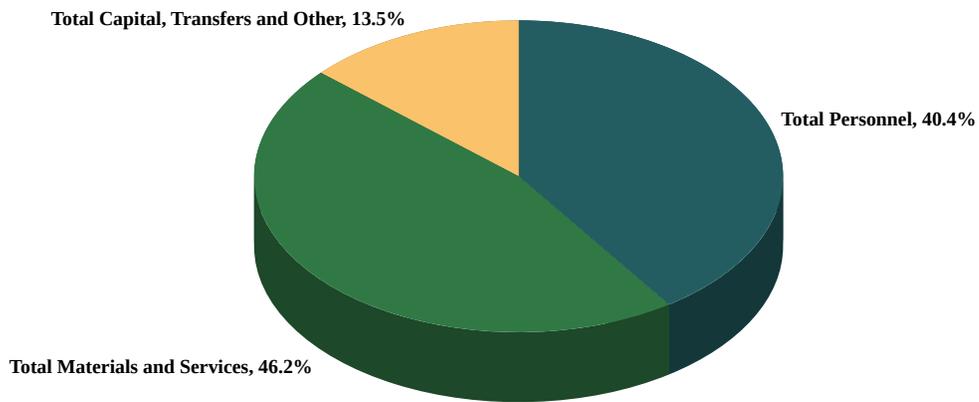
5000 - Lending - Total Department

Revenue Chart FY 2025-26



- 40000 - Beginning Balance
- 42000 - Fees & Dues
- 42200 - Program revenue (including Fees)
- 42800 - Internal service charges revenue
- 46100 - Interest Revenue
- 46110 - Lending Program Interest revenue
- 46700 - Matching Contributions
- 48000 - Transfers In

Expense Chart FY 2025-26



- Total Personnel
- Total Materials and Services
- Total Capital, Transfers and Other

Small Business Lending

The Cascades West Business Lending (CWBL) program provides small businesses with a source of non-conventional capital in the Region through professional commercial loan packaging, closing, servicing, and collection services through various direct and indirect loan programs. CWBL also provides administrative services, technical assistance, and professional lending services to government and non-profit entities managing economic development loan programs.

Private small businesses rely on CWBL for access to capital and technical assistance through various loan programs that aren't readily available from traditional lenders. CWBL loan programs provide access to federal, State and local funding to cover gaps in traditional funding, and to provide new and emerging business with funding independently, or in partnership with banks and other lending institutions, stimulating private lending. In addition to the portfolio of lending programs, CWBL assists The City of Lincoln City and the Lincoln City Urban Renewal Agency with management of their business loan programs, which includes packaging, closing, and servicing of loans. CWBL also contracts with CCD Business Development Corporation, a Certified Development Company (CDC), to provide SBA 504 loans to businesses throughout Oregon.

Goals:

- Re-capitalization of revolving loan funds.
- CDC relationships, marketing, outreach to new markets, new partners, and new programs are designed to enhance program revenue diversification.
- Establishment of new local/Regional loan programs, as appropriate.
- Develop and implement a new program marketing plan.
- Coordinate with economic development programs and small business development centers (SBDC) to promote OCWCOG loan programs.
- Continuation of a sustainability plan for ongoing revenues and operations.

Secured & Pending Funding FY 2025-26:

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

8000 - COG reserves - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS FY 2025-26 BUDGET SUMMARY

40000 - Beginning Balance	3,561,900
48000 - Transfers In	441,000
Total Revenues	4,002,900
Total Materials and Services	-
Total Capital, Transfers and Other	-
Total Expenses	-
Unappropriated Ending Fund Balance	4,002,900

Revenue Chart FY 2025-26

