



**MINUTES OF THE MEETING
BENTON COUNTY BOARD OF COMMISSIONERS
Tuesday, December 17, 2024
9:00 a.m.**

Present: Xanthippe Augerot, Chair; Nancy Wyse, Commissioner; Pat Malone, Commissioner; Vance Croney, County Counsel; Rachel McEneny, County Administrator; Rick Crager, Assistant County Administrator

Staff: Sara Hartstein, April Holland, Health; Marilee Hoppner, Greg Munn, Debbie Sessions, Financial Services; Deven Kephart, Charlene Pech, Gary Stockhoff, Public Works; Maura Kwiatkowski, Board Staff; Sean McGuire, Sustainability; Erika Milo, Board Recorder; Lacey Mollel, Community Health Centers; Bailey Payne, Petra Schuetz, James Wright, Community Development; Anne Thwaits, Public Information Officer

Guests: Nicholas Fowler, Ed Fulford, Planning Commission; John Harris, Horsepower Productions; Karen Saxe, DevNW; Lisa Scherf, City of Corvallis

1. Opening:

1. Call to Order

Chair Augerot called the meeting to order at 9:02 a.m.

2. Introductions

2. Review & Approve Agenda

The following item was added under **9. Other:**

9.1 Video Tribute to Commissioner Augerot – Nancy Wyse, Commissioner

3. Comments from the Public

No comments were made.

4. Announcements

No announcements were made.

5. Consent Calendar

5.1 Approval of November 18, 2024 Special Board Meeting Minutes

5.2 Approval of Appointments to the Following Road Districts:

<u>Road District</u>	<u>Order Number</u>	<u>Appointee</u>
Brownly-Marshall	D2024-070	Andy Zaremba
Chinook	D2024-065	Chris Hagler
Country Estates	D2024-069	Craig Trampier
Mary's River Estates	D2024-063	Sandra Chapman
McDonald Forest Estates	D2024-067	Joyce Loper
Oakwood Heights	D2024-064	Susan Freccia
Ridgewood	D2024-062	Randy Carver
Ridgewood	D2024-068	Dan Miles
Ridgewood	D2024-072	Jai Giffin
Rosewood Estates	D2024-061	Janelle Booth
Westwood Hills	D2024-066	Erin Huber

MOTION: Malone moved to approve the Consent Calendar. Wyse seconded the motion, which **carried 3-0**.

6. Work Session

6.1 Benton County Fleet Update – Gary Stockhoff, Director, Deven Kephart, Fleet Manager, Public Works; Greg Munn, Chief Financial Officer, Financial Services

Stockhoff explained that previously, Benton County Fleet Services (BCFS) charged external customers \$143 per hour for vehicle repair services. Staff discovered that this was 25% below market rates; the break-even rate for 2023-25 should have been \$183 per hour. Staff also found errors in the cost-calculating methodology. The full hourly rate for external customers was adjusted to \$153 per hour beginning July 1, 2024. All external customers will be charged the full \$193 hourly rate at the beginning of the 2025-27 biennium

Stockhoff shared the financial impact of BCFS deficits for the last two biennia and how staff back-filled the deficits. A \$210,000 deficit is predicted at the end of this biennium. Customers have been notified of the 2024 change and the larger increase coming on July 1, 2025. In October 2024, external customers were informed that the estimated new rate would be \$193 per hour, which is in line with the repair industry. So far, only the City of Lebanon has stopped using Benton County fleet services due to the rate increase. To address the current deficit, the Board approved a transfer of \$811,000 of General Fund balance to the External Fleet Enterprise Fund; however, the final deficit amount may be less. As a result of these adjustments, the External Fleet program broke even in the third quarter of 2024.

Staff will finalize the new rates during the budget process. Kephart discovered a potential source of income by charging external customers market rate for automobile parts. Staff will also adjust how the County charges other agencies for vehicle purchasing; instead of a flat rate, the charge will reflect the value of the purchase.

Billable labor hours need to reflect a realistic number of hours per year that every mechanic can reach; this can be achieved through setting higher rates.

Kephart stated that 1,473 hours per year is the industry standard for mechanic labor hours.

Stockhoff added that BCFS will refine inventory methods. Public Works will also request a service writer position. BCFS is moving in the right direction.

Augerot asked whether Stockhoff had taken into account that the Fleet Program serves public entities, and whether it was possible to balance making a profit with serving the public.

Stockhoff responded that Fleet had not considered an entity discount, but external customers receive other advantages. For example, the Corvallis Fire Department, an external customer, receives the benefit of time efficiency because the County service center is nearby. Savings come from the service level the County provides, but the County must be fair to both external and internal customers.

Malone asked if the internal fleet was doing well, with external fleet being the main problem.

Stockhoff replied that the balance between internal and external services was incorrect. Staff will continue to make adjustments so that internal operations do not have to subsidize external operations.

Malone welcomed the idea of BCFS profiting in a way similar to a business, so the general public is not subsidizing the County's work. The initiative is a service to the community; the proposed \$193 per hour (minimum) service rate is a good and comparable rate within the industry.

Stockhoff noted staff will continue to adjust the rate annually.

Augerot asked if contracts with external customers had been finalized.

Stockhoff replied no, because staff have focused on resolving the budget first. For now, the County can initiate service level agreements with external customers, and once the budget is resolved, contracts can be considered.

7. New Business

7.1 *Approval of Statewide Transportation Improvement Fund (STIF) Projects for 2025-27 – Gary Stockhoff, Director, Charlene Pech, Transportation Coordinator, Public Works; Lisa Scherf, Transportation Services Supervisor, City of Corvallis

Stockhoff explained that every two years, the County submits transportation projects for STIF funding. Under new State regulations, a project cannot be funded if it is not listed

in advance. Thus, staff need to add construction of the Oregon State University (OSU) Mobility Hub to the 2025-27 budget cycle. Staff had hoped to be underway and spend allocated funds in the current plan, but permits from the City of Corvallis have been delayed, making it difficult to expend those funds in time. Thus, the Oregon Cascades West Council of Governments COG 3 Senior Companion Program was also added to the list. There is still surplus funding in the previous biennium's budget which can be released through the STIF Advisory Committee if necessary. The list must be submitted to the Oregon Department of Transportation (ODOT) by January 16, 2025. The STIF Committee must still review and recommend the COG 3 project to add it to the list, so staff request that the Board approve the main list, and conditionally approve COG 3, pending the Committee's review, which should be completed in the first week of January 2025. The County also requested two discretionary matches (for a security fence and vehicle replacement) which were not approved, so staff listed the full cost of those items.

MOTION: Malone moved to approve and adopt the suballocation methodology for distribution of STIF funds in Benton County as shown in Attachment A. Wyse seconded the motion, which **passed 3-0**.

Wyse asked staff to describe a mobility hub.

Scherf explained that the OSU Mobility Hub is an additional transit stop with enhanced transit amenities. The hub is on land that OSU has agreed to donate to Benton County, near McNary Hall. It will act as the regional hub for the Linn-Benton Loop Bus, Benton Area Transit, Corvallis Transit System, FlixBus, and the OSU Campus Beaver Bus.

Stockhoff added that a smaller companion hub is being added at Linn-Benton Community College.

Augerot asked if the OSU Transit Hub would alleviate pressure on the downtown Corvallis Transit Hub.

Scherf replied that the hub could reduce the number of buses routed to downtown Corvallis.

Malone asked if electric vehicle charging stations were included in the project plan.

Scherf replied that charging stations are not funded in this phase, but space is reserved for future stations. Also, OSU will build pedestrian access enhancements on the north side of Jefferson Street as an in-kind donation.

Malone asked if the mobility hub at Linn-Benton Community College was within budget and on schedule to be completed in the 2023-25 fiscal year.

Scherf confirmed that the first phase of the project would be completed in that biennium. Linn County's STIF Committee has treated the project differently than Benton County's STIF Committee.

MOTION: Wyse moved to approve the projects and associated budgets for the:

- Fiscal Years 2025-27 Benton County STIF Formula Payroll Projects (\$7,867,098) (Revised Attachment B) with conditional approval of the Oregon Cascades West Council of Government project, contingent upon approval of the STIF Committee, and
- STIF Formula Population-Funded Projects (\$565,040) (Attachment C).

Malone seconded the motion, which **carried 3-0**.

{Exhibit 1: STIF Project Discussion}

7.2 *Regional Housing Update and Planning Commission Subcommittee on Housing Availability and Affordability – Nick Fowler, Planning Commission Chair, Ed Fulford, Subcommittee Chair and Planning Commissioner; Rick Crager, Assistant County Administrator

Fowler stated that Planning Commission (PC) priorities for 2024 included revising the Comprehensive Plan and the Development Code. The PC created a subcommittee to partner with Benton County Community Development on those priority projects, and another subcommittee, led by Planning Commissioner Ed Fulford, to prioritize the affordability and availability of regional housing.

Fulford explained that the initial goal is to explore opportunities to meet short-term and long-term broad housing needs. Fundamental goals include creating sustainable future housing, building resilient communities, and investing in a full range of housing with partners, all of which will enhance the economy. At this time, the City of Corvallis is mainly focused on affordable housing; while this is helpful, a lack of additional housing types means that residents cannot move up the housing continuum. Benton County's priority will likely be workforce and elderly housing.

Fulford shared the Socialization Plan for over 44 groups and individuals. The PC also developed criteria for Leadership Team members, but members have not been selected yet. Regional housing prices are rising, but enrollment in the Corvallis School District has decreased, which can lead to other community problems. Benton County needs 5,000 more housing units yearly, but only 250 units have been produced in each of the last four years.

The Regional Housing Subcommittee (RHS) met with Corvallis School District Superintendent Ryan Noss about enrollment decline. Over the last 11 years, there has been an 8% decline, with a 3.6% decline between 2023 and 2024. Contributing factors include declining birthrates and families leaving the school district for affordability reasons. This results in decreased demand for school enrollment, which leads to fewer programs for students and larger class sizes, and thus decreases the quality of education. School enrollment decline is linked to community dynamics, negative impacts on the housing market, and social implications.

Rent burdening means that a person pays more than 50% of their monthly income towards rent. In 2023, Corvallis was ranked as the most rent-burdened city in the state,

with 39% of the population experiencing rent burden. Benton County has the second highest number of rent-burdened residents in the state, behind Multnomah County.

Many large employers in the county, including Hewlett Packard (HP), Oregon State University (OSU), and Benton County, are very supportive of housing. Yamhill County and The City of Bend have good economic models. The City of Eugene and Tillamook County hired housing subject matter experts (SMEs) to increase staff capacity for the work. Developers often avoid Corvallis and Benton County due to high costs and complex codes. Housing is a “whole community need”.

Next steps for the Regional Housing Subcommittee include:

- Confirm Board of Commissioners support and request direction on the preferred scope and oversight of the RHS.
- Adopt an RHS Charge.
- Develop a Regional Housing Needs Analysis as part of the Comprehensive Plan development.
- Create a buildable lands inventory.
- Create a housing production strategy, to include the Comprehensive Plan and Development Code update, and develop a public-private investment strategy.
- Fund housing SMEs and develop a program framework.

The PC requested a total of \$675,000 over the next two years. Fulford recommended that Benton County fund phase two of the project, which involves investment and solutions.

Crager shared that at a recent Leadership Summit, Governor Tina Kotek stated that Oregon’s budget has \$2 billion of resources for housing, although the budget still needs to be passed by the Legislature. That budget contains opportunities for Benton County.

Augerot agreed that housing is a critical issue for Corvallis, the County, and the entire region, but had questions about the project’s scope, including geographic area. Part of the request falls within the Comprehensive Plan and Planning Code update, but the larger regional work may require more resources than Benton County can provide on its own. Augerot asked which aspects the County should focus on, as opposed to the aspects that other agencies can take on, and questioned how the proposed phase fit with Community Development’s existing code work. Benton County’s available lands for housing development are small and low-density. The County needs to invest in housing development, but scope, leadership, and a development plan need to be considered to best respond to Governor Kotek’s initiatives. This will involve the new Board (as of January 1, 2025) and the Budget Committee, which will start meeting in March or April 2025. The Board can set priorities, but cannot provide specific information about funding magnitude at this time. Augerot requested more discussion to provide clarity for staff.

Malone concurred that the Board needed more information from the RHS, as well as collaboration with additional County departments.

Wyse asked Fulford what deliverables and tangible outcomes would result if the Board supported the RHS housing initiative. Wyse suggested that the Board hold a joint

meeting or invite stakeholders to a Goal-Setting Meeting for a more in-depth discussion on housing development with the RHS.

Wyse and Augerot discussed whether to direct staff to return with a plan, or engage in future discussion with the RHS first.

Wyse expressed a preference for reviewing Board priorities before giving staff direction.

Augerot commented that Commissioner-elect Shepherd's input would also be important, and noted that the Board already adopted housing as a priority at a recent meeting. Augerot emphasized questions about the amount of capacity that Community Development and the PC have, what kind of capacity would be needed, and what was the minimum investment the County would need to contribute in order to make substantial progress.

Crager confirmed that the Comprehensive Plan update was still a critical project and was advancing. The RHS was an element of the Comprehensive Plan, but has expanded its efforts and could be best supported at the highest level. The funding request could be added to the upcoming 2025-27 Budget Committee discussions through the Community Development decision package (formerly referred to as a policy option package). Corvallis is a key partner in housing and development, but there are additional housing efforts that the County can study. If possible, the County would like to consider establishing the RHS under the Board of Commissioners.

Counsel recommended that the Board direct staff to return and provide an opportunity to establish an RHS, then start discussions in April or May 2025, which would provide additional information to the Budget Committee.

Augerot suggested amending the current suggested motion by dropping the Resolution component and directing staff to return in January 2025 with proposed recommendations about the formation of a Regional Housing Committee. Augerot requested clarification regarding the establishment of the RHS, and whether it is intended to be part of the PC.

Fowler responded that the PC originally created the RHS to address land-use topics. Fulford identified the need for a broader, overarching scaffold which the RHS would fit into. The lack of such a scaffold is impeding progress.

Augerot responded that this clarified the size of the request.

MOTION: Malone moved to direct staff to return in January 2025 with proposed recommendations to create a Regional Housing Committee. Wyse seconded the motion, which **carried 3-0**.

{Exhibits 2-6: Community Summary; Housing Market Characteristics; Tapestry Demographic Summary; Economic Development Profile; Housing Statistics}

Chair Augerot recessed the meeting at 10:19 AM and reconvened at 10:24 AM.

7.3 Revising Fees for Land use and Planning Division Services Provided by the Community Development Department, Order #D2024-060 – Petra Schuetz, Community Development

[Recorder's note: this item was heard after Item 7.4.]

Schuetz presented the annual adjustment of Planning fees, to take effect January 1, 2025. Community Development applied a conservative inflation factor of 2.1% to all fees. In 2026, the department plans to take a more integrated approach to County fees through collaboration with Financial Services.

Augerot asked whether Schuetz was referring to the second paragraph in the item checklist (meeting packet p. 70), which states, 'Benton County Community Development shall consider annual incremental fee increases in the amount of 5% or the Western Region Consumer Price Index (CPI) plus 2%, whichever is greater...'

Schuetz stated that was the traditional method, but in future, Schuetz will work with Munn on a more integrated and comprehensive fee development process.

Augerot observed that proposed Order #D2024-060 did not accurately reflect the process Community Development was proposing.

Counsel noted the last paragraph of the proposed Order did not specify a time limit, whereas Schuetz had specified 2025 only. There is no law or policy that prevents Community Development and Finance from making a proposal in 2025 that specifies an increase of CPI plus 2%. What is essential is being able to justify the cost increases in the following year.

Augerot clarified that the review methodology is different from what is specified in the proposed Order (CPI plus 2%).

Counsel concurred that methodology was not mentioned in the last paragraph of the proposed Order.

Schuetz stated that staff intend to take a different approach in the future.

Augerot expressed concern about memorializing the old methodology in an Order.

Wyse asked whether the effective date could be changed.

Schuetz replied that the current effective date was internal, but it is more efficient to enter all fee updates into the software at the same time.

Malone asked whether 2025 would be spent integrating the fee schedule, and Schuetz would report back to the Board with a new approach.

Schuetz replied that each County department has a different fee methodology, and Community Development seeks to improve the current methodology by working with Munn. Schuetz did not plan to change the current 2025 methodology, which is why the simple inflation factor was applied.

Wyse clarified that today's request for the Board was to approve the current fees with a note that Community Development will work on the methodology in future.

Schuetz confirmed.

Counsel mentioned that Community Development, Public Works, and Environmental Health implement department fees annually on January 1, so that contractors and other community members will be aware of the new fees. The last paragraph in the Order might not be necessary. If the methodology is not specified in the Order, the departments can handle 2026 fees with any methodology. What matters most is that the fees go into effect on January 1, 2025.

MOTION: Augerot moved to adopt Order #D2024-060 revising fees for County Land Use and Planning Division services effective January 1, 2025, with one change to the Order: strike the last paragraph starting with 'Be it further ordered.' Wyse seconded the motion, which **carried 3-0**.

Wyse asked whether an appeal to a decision about the Coffin Butte Landfill Conditional Use Permit would cost more than the required \$5,000 deposit.

Schuetz confirmed.

Wyse asked whether \$10,000 would be a more likely cost for such an appeal.

Schuetz stated that appeal costs in such a case would far exceed that amount.

7.4 Resource Naming Suggestions for the County-owned Building at 4185 Southwest Research Way – Rachel McEneny, County Administrator

[Recorder's note: this item was heard before 7.3.]

McEneny reviewed that earlier in 2024, the Board asked her to create a naming process for the County building at 4185 Southwest Research Way, which will house Children and Family Services. The new naming process requires the Board to instruct the County Administrator to work with County staff to identify potential names. Last week, the Board instructed McEneny to bring names for the building. McEneny submitted the following names to the Board: Dr. Helen Gilkey, Representative Dan Rayfield, former County Commissioner Barbara Ross, and Louis Alexander Southworth, a formerly enslaved past community member. Other options included: Dunawi, a nearby creek (also the Kalapuya word for female elders), Klickitat, or the Sunrise Building or Center, to align with the Sunset Building.

Malone suggested naming the facility after Representative Dan Rayfield, who helped Benton County secure funding to purchase the building. Malone cited Rayfield's leadership in the Oregon House of Representatives, advancing legislation that benefits all Oregonians. Examples included Rayfield's role in securing partial or complete funding for the new Courthouse, the Mental Health Crisis Center, the Emergency Operations Center, and the Children and Families Building, as well as funding for housing and homelessness projects. Further, this would commemorate Rayfield's imminent move from State Representative to State Attorney General.

Wyse preferred not to name buildings after people who are still living, and favored naming the building after Ross, while acknowledging Rayfield's contributions to the community. Gilkey could be ideal for the Jackson-Frazier Boardwalk if it is renovated. Wyse also appreciated the name Klickitat, because it pairs well with the Kalapuya Building. Wyse liked the Sunrise/Sunset pairing, but noted that some visitors might find the similar names confusing.

Augerot noted that Klickitat was one of the County's preferred names for the Kalapuya Building; however, the Kalapuya members of the Confederated Tribes of the Grand Ronde did not favor using Klickitat. Augerot preferred to name the building after Ross, or to call it the Sunrise Building.

Wyse stated she was previously unaware of the Tribe's preference. Wyse removed support for the name Klickitat and supported naming the building after Ross.

Augerot expressed interest in whether the staff who would work in the building had a name preference.

McEneny shared that Ross has a State office building in the City of Salem named after her. McEneny commented that for ease in wayfinding, the building name should mention the services offered there.

Augerot stated the State Capitol building, called the Public Service Building, has no indication or signage indicating it was named after Ross.

Wyse, Augerot and Malone further discussed naming options. Wyse and Augerot agreed that naming the Emergency Operations Center after Rayfield might be more appropriate. Some community members had emailed Commissioners expressing support for naming the Children and Families Building after Ross.

MOTION: Wyse moved to name the County-owned building located at 4185 Southwest Research Way as the Barbara Ross Building. Augerot seconded the motion, which **carried 2-1 (Malone opposed)**.

8. Work Session

8.1 Public Health Update – Sara Hartstein, Health Services

Hartstein shared a graph of weekly Emergency Department (ED) visits by viral respiratory illness type. For the week ending December 7, 2024, 2.5% of ED visits in Benton County were for COVID-19, influenza, or respiratory syncytial virus (RSV). Influenza has increased to 1.8% of ED visits in Oregon as a whole. Public Health encourages residents to receive vaccines for COVID-19, influenza, and RSV. Currently, 15% of Benton County residents have been vaccinated with the COVID-19 booster.

Pertussis, or whooping cough, is at its highest rate in Oregon since 2012, with 948 reported cases, whereas Oregon had 40 pertussis cases in 2023. Benton County has 15 cases, which is more than usual. Public Health expects cyclical increases of the disease. Pertussis is a highly contagious bacterial disease that is spread by droplets from coughing and sneezing, but it is vaccine-preventable.

Augerot asked about pertussis case demographics.

Hartstein replied that the County was encountering younger adults and some children with pertussis. Symptoms appear approximately five to 10 days after exposure, and include a cold and/or influenza, and extreme coughing fits. Newborns and young children are the most at risk because some do not have the full vaccine series yet. Serious complications are common, and about one in three babies under the age of one who contract pertussis need hospital care. The Diphtheria, Tetanus, and Pertussis (DTaP) vaccine is recommended for children under seven years of age, and every 15 to 18 months from age four to kindergarten. Immunity wears off, so a booster is recommended for adolescents aged 11-12 years, and for adults every 10 years. Pregnant people should ask a healthcare provider about getting a Tetanus, Diphtheria, and Pertussis (Tdap) booster in the third trimester of pregnancy to protect the infant, because newborns cannot receive the vaccine.

Hartstein urged community members to seek antibiotic treatment early if diagnosed with pertussis, and shared isolation protocols. Health Communications is working with Communicable Disease to provide a health advisory to healthcare providers, licensed daycares, and schools through social media and the Benton Health newsletter.

Malone asked about the percentage of Oregonians who are vaccinated for pertussis, compared with past and ideal levels.

Hartstein offered to provide that information to the Board in future. Pertussis cases are rising because of increased vaccine hesitance, and because vaccination schedules had to be adjusted during the pandemic, when people could not be promptly seen by providers.

8.2 Health Services Structure Status Report – April Holland, Health Services; Lacey Mollel, Community Health Centers; Rick Crager, Assistant County Administrator

Crager stated that at the June 18, 2024 Board Meeting, staff recommended maintaining Health Services and Community Health Centers (CHCs) as two departments, but also

recommended an approach that promotes collaboration within Health Services. This includes restructuring the Health Business Office and re-evaluating the Behavioral Health Division for effectiveness and efficiency. The review will include finding programs or service areas that are duplicative or under capacity. Staff need to examine the span of control within Health Services, which accounts for 50% of the County's payroll budget. In some cases, Health Services does not have the right management structure, and there are areas of inequity between managers. Also, at the time of the June 2024 report, Holland and Mollel were both interim directors, but have been confirmed as permanent positions since then. Within Financial Services, Health Business Services has been re-organized to provide services more effectively.

Holland shared that stability is crucial in the work of Health Services, which has not had a permanent Director since 2019. As Interim Directors, Holland and Mollel had limited options to promote change; permanent classifications will allow them to address department structure and financials. This work requires extensive and thoughtful culture change. All five elements in the December 10, 2024 memorandum (packet p. 92) reflect considerable progress.

Mollel discussed the Health Business Office restructure and Crager's earlier merger of Health Finance and County Finance. The department needs a better understanding of Fund 515, the former location of Health Management Services; staff are working on a structure that includes a Health Services Business Operations Division. Revenue cycle and compliance areas will all report to one area that is equally responsive to the Health Business Office and the Community Health Centers (CHC). Financial activities, such as budget management and revenue analysis, will remain with the Finance Department, and may be bolstered by another analyst position. The restructuring will also involve a new director position, which Human Resources (HR) will review soon.

Crager explained that the Behavioral Health Division (BHD) is very complicated, but also very important to the community. Health Services has researched best practices, and learned from the practices of other Counties, such as Lane and Lincoln.

Holland noted that the BHD had grown greatly in response to increased need for behavioral health services. Holland and Mollel have reviewed models within and outside of Oregon, and now are determining how to move from co-location to integration of services, and how to have service and financial agreements in place. Changes to State agreements are expected; the Oregon Health Authority (OHA) County Financial Assistance Agreement is moving from a service element model to a more holistic model. Health staff will need to take those changes into account and better understand the financial agreements. Health Services and the CHCs need to be better defined. The growth of BHD has resulted in a substantial need for change. With the Crisis Center near completion, Health Services must work with HR and Financial Services to reclassify some crisis program positions and add a leadership component. The plan is to hire a lower-level (classification D-61) Director to oversee all the crisis programs, including Jail and Forensics, the core team, the Exceptional Needs Care Coordinator, the Crisis Center, and others. Then staff will add a clinical manager for the crisis programs and an administrative manager for BHD. Additional positions have been

drafted for review, but first, Holland and Mollel want to focus on right-sizing other areas such as management scope and span of control.

Mollel added that some managers are not only supervising a large number of staff, but also fulfilling HR-related tasks and complex clinical oversight work.

Crager explained that Crisis Center staffing will require a great deal of work to develop, but the County is well-positioned. The third focus area is to address duplicative programs and services. For example, the Coordinated Homeless Response Office (CHRO) is continually growing, and can be considered a part of the housing continuum that Fulford discussed under Item 7.2. Crager also mentioned the Deflection Program, where the County needs to learn more about working with justice-involved populations, and use funding resources that Mollel has identified.

Holland stated that the Benton County CHRO requires additional oversight; Holland has managed the program with two full-time staff, a contracted researcher/grant writer, and two limited duration staff. Housing supports across Health Services could align better. Staff are still reviewing this, but Holland intends to secure additional oversight capacity for the CHRO. Holland gave an update on the County's goal of rehousing 51 households in 2024. As of about one week ago, 29 households (comprised of 68 individuals) have been rehoused.

Mollel brought up the Section 1115 Medicaid Waiver, which contributes to housing for specific populations. Counties are watching how other States plan to roll out the waiver, and considering how the waiver intersects with justice-involved populations. Staff have discovered new funding to help with opioid use treatment in jails and provide health insurance to incarcerated individuals. Staff are examining ways to combine multiple areas of expertise to ensure Health Services coordinates its efforts to serve the community. Mollel is also considering how to help the InterCommunity Health Coordinated Care Organization (IHN CCO) implement the Health-Related Social Needs benefits that are available for targeted populations, and how to find those populations and ensure benefits are provided equitably.

Crager shared that Health Services is collaborating with Law Enforcement and the District Attorney's Office on services for incarcerated individuals and work to prevent individuals from becoming incarcerated in the first place. CHRO will continue to grow and receive funding. The County and Corvallis are collaborating on the Van Buren building renovation project. The County may partner with Corvallis Housing First on a housing project.

Focus areas four and five, reviewing management span of control and re-evaluating positions, have been combined. Top priorities include the Crisis Center and Children and Families, which has a huge span of control. The goal is to do the foundational work in a cost-neutral way. Some areas can be permanently financed. The work will require considerable HR time and resources.

Mollel stated that all Health Services managers in Fund 515 and Health Services departments have filled out position analysis evaluations, which asked about managers'

activities, span of control, and how that impacts managers' ability to be effective leaders. The results showed areas that need more immediate intervention, including the Crisis Center, Children and Families, and all positions that both manage staff and have clinical oversight. Mollel and Holland had hoped this could be resolved in the upcoming 2025-27 budget, but since some position costs are not available yet, this may not be completed in time.

Crager emphasized that the Health Services budget must align with services and compliance. Staff plan to return to the Board during the first quarter of Fiscal Year 2025. Restructuring Behavioral Health will be an ongoing process. Redoing the strategic plan will be more complicated.

Augerot reported that at the CHC Board Meeting on December 16, 2024, there was great excitement about the justice-involved populations work. Augerot asked what role the American Federation of State, County and Municipal Employees agreement and the re-opening of Behavioral Health play in restructuring and costing Health Services.

Holland stated that staff plan to embark on the Behavioral Health reopening in 2025. Staff are working on a budget. HR is examining shift differentials to help inform this process; so far, the budgeting seems to align well with the extant numbers. Holland and Mollel will continue to determine which lines of service will be integrated with the Community Health Centers, and which will remain distinct. Community Mental Health Programs and some other crisis services may stay separate.

Malone requested that Health staff provide an update in January 2025 on staffing challenges. Malone asked whether any financial opportunities would be available through the legislature.

Holland asked to return with a Crisis Center-specific update early in 2025. Holland and Mollel are meeting frequently with the core Health Services team and will interview a potential project manager on December 18, 2024.

Malone commented that Behavioral Health Director Damien Sands once mentioned that Behavioral Health had grown from 40 staff to almost 100, yet the administrative structure had not changed, so reorganization is important.

8.3 *Sustainable Materials Management Plan (SMMP) Task Force Update – Sean McGuire, Sustainability

McGuire stated that the December 18, 2024 SMMP Task Force meeting would cover operations, setting the stage and structure. McGuire will work on the final report throughout the process; the source material will be stored on the SMMP website. The four desired outcomes for the project are providing context to current sustainable materials management in northwest Oregon; listing success stories and case studies; capturing current and potential future resources and opportunities for the region; and identifying key findings and recommendations for next steps. There will be three major Task Force meetings and four to five subcommittee meetings; the contracted facilitator

will attend all meetings. The four proposed subcommittees are Food and Organics, Built Environment, Products and Packaging, and Regional Solid Waste Management. Department of Environmental Quality experts presented on the last two topics in October 2024. Products and Packaging encompasses all waste that is not captured in the other categories. McGuire and Payne will develop a matrix of questions that each subcommittee will use, including equity and environmental justice, the economy, success stories and case studies, and findings and recommendations. The Task Force will meet on December 18, 2024; the meeting after that will occur in late January 2025. The Task Force ends on June 30, 2025.

Augerot requested that staff add McGuire's email of December 16, 2024 to the meeting record [Exhibit 7].

{Exhibit 7: SMMP Task Force Email from Sean McGuire}

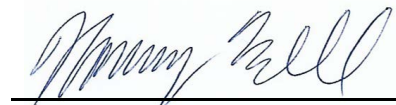
9. Other

9.1 Video Tribute to Commissioner Augerot – Nancy Wyse, Commissioner

Wyse acknowledged that this occasion was Chair Augerot's last Board Meeting as a Commissioner, and presented a tribute video created by videographer John Harris.

10. Adjournment

Chair Augerot adjourned the meeting at 12:08 p.m.



Nancy Wyse, 2025 Chair



Erika Milo, Recorder



Rachel Bulder, Transcriptionist

* NOTE: Items denoted with an asterisk do NOT have accompanying written materials in the meeting packet.