



Board of Commissioners

Office: (541) 766-6800

Fax: (541) 766-6893

4500 SW Research Way

Corvallis, OR 97333

co.benton.or.us

AGENDA **REV1**

BENTON COUNTY BOARD OF COMMISSIONERS MEETING

Goal-Setting Work Session

Tuesday, December 12, 2023 9:00 AM

How to Participate in the Board of Commissioners Meeting		
In-Person	Video	Phone Audio
Kalapuya Building	Click for Zoom link	Dial: +1 253 215 8782
4500 SW Research Way	Zoom Meeting ID: 925 5397 8493	
Corvallis, OR	Zoom Passcode: 770968	

1. Opening

- 1.1 Call to Order
- 1.2 Introductions
- 1.3 Announcements

2. Review and Approve Agenda

3. Discussion Topics

- 3.1 30 minutes – Update and Discussion: Benton County Coordinated Homeless Response Office Implementation of HB 5019 Community Plan – *April Holland, Rebecca Taylor; Health Services*
- 3.2 10 minutes – Ratification of Letter of Acceptance with Benton County Deputy Sheriff’s Association-Teamsters – *Tracy Martineau, Human Resources; Rick Crager, Financial Services*

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. The Board is not required to provide advance notice of an executive session. However, every effort will be made to give notice of an executive session. If an executive session is the only item on the agenda for the Board meeting, notice shall be given as for all public meetings (ORS 192.640(2)) and the notice shall state the specific reason for the executive session as required by ORS 192.660.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the Board of Commissioners Office, (541) 766-6800.

- 3.3 15 minutes – Designation of Management Representatives Team for Association of Federal, State, County, and Municipal Employees (AFSCME) Contract Negotiations – *Tracy Martineau, Human Resources*

4. Other

ORS 192.640(1)" . . . notice shall include a list of the principal subjects anticipated to be considered at the meeting, but this requirement shall not limit the ability of a governing body to consider additional subjects."

5. Executive Session ORS 192.660[2][d] – Labor Negotiations

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. When the executive session is part of a regular, special, or emergency meeting, and the need for the executive session is known in advance, the Board need not provide advance notice, but will strive to do so. If the need is not known in advance, the Board shall announce when it goes into and when it comes out of executive session. If an executive session only will be held, notice shall be given as for all public meetings (ORS 192.640 (2)). The proper cite under ORS 192.660 shall always be given.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the Board of Commissioners office 541-766-6800.

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 12/12/23

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Health Services

Contact Name * Rebecca Taylor

Phone Extension * 6787

Meeting Attendee Name * April Holland, Rebecca Taylor

Agenda Item Details 

Item Title * Update and Discussion: Benton County Coordinated Homeless Response Office Implementation of HB 5019 Community Plan

Item Involves * Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 30

Board/Committee Involvement * Yes
 No

Advertisement*

Yes

No

Page 4 of 44

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

The purpose of this discussion is to provide an update to the Board on the Coordinated Homeless Response Office's (CHRO) implementation of the Rapid Rehousing initiative within Benton County's HB 5019 Community Plan. Staff will present information about a program model called Flexible Housing Subsidy Pool. Background:

On January 10, 2023, Governor Kotek declared a homelessness state of emergency in response to the 80% rise in unsheltered homelessness in emergency areas since 2017.

Oregon Housing Community Services (OHCS) Department was awarded funding through House Bill (HB) 5019 during the 2023 Session of the Oregon Legislature to increase shelter capacity and connections to shelter, support rapid rehousing initiatives, provide capacity support for culturally responsive organizations, and provide sanitation services for communities within the OR-505 - Oregon Balance of State Continuum of Care and for the administration of support relating to these objectives.

OHCS has been supporting communities in deploying funds in a coordinated effort through Local Planning

Groups established throughout all geographic regions of the Balance of State. Pursuant to the Intergovernmental Grant Agreement between Benton County and OHCS agrees to pay County, from available authorized funds, the amount of actual expenses incurred by Benton County and/or its subcontractors in an amount not to exceed

\$2,441,682.95, to accomplish the following objectives by June 30, 2025:

- Increase shelter capacity, quality, and utilization in the area covered by the Benton County by 50 beds;
- Rehouse at least 31 households experiencing unsheltered homelessness in Benton County.

UPDATE- Benton County HB 5019 Shelter goals:

Benton County has entered into a subrecipient agreement with Unity Shelter, in which the County agrees to fund Unity Shelter in an amount not to exceed \$1,175,230.90, to fulfill the shelter objectives listed above.

UPDATE & DISCUSSION: Benton County HB 5019 Rehousing goals:

In July 2023 Benton County's Coordinated Homeless Response Office convened Benton County's Local Planning Group, consisting of diverse local and regional organizations involved in homelessness to inform the development of a community plan to identify Benton County's highest priority populations with the greatest barriers to housing.

Benton County is committed to using the resources from HB 5019 to build sustainable models beyond the HB 5019 time period and funding opportunity. Based on the feedback received from our Community Plan, staff have been researching housing service subsidy pool models designed to centralize the management of system housing resources under an operator who matches resources to eligible households. The flex-pool could also include landlord incentives, housing navigation, placement services, case management and flexible funds used to close the funding gaps that serve as barriers to secure housing. The initiative would utilize a collaborative funding structure to braid disparate funding sources to support the creation of more high-quality housing that is affordable. The flexibility of these funding sources is essential to provide the variety of services at the right time for the people who need them.

Options *

Discussion only

Fiscal Impact*

Yes

No

**Fiscal Impact
Description***

Yes. While the discussion does not create a material fiscal impact, HB 5019 and the development and implementation of the Community Plan, does result in a~\$2.4 million fiscal impact to the County Budget.

2040 Thriving Communities Initiative

Mandated Service?* Yes No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

- Core Values*** Select all that apply.
- Vibrant, Livable Communities
 - Supportive People Resources
 - High Quality Environment and Access
 - Diverse Economy that Fits
 - Community Resilience
 - Equity for Everyone
 - Health in All Actions
 - N/A

Explain Core Values Selections* House Bill 50019 supports the development of a county rehousing initiative that is intended to strengthen existing local homeless response systems that improve the livability of our community by providing services and sheltering to our unhoused community members. Benton County's Community Plan HB 5019 sets out clear metrics and milestones that support community resilience, equity for everyone and health in all action, by prioritizing an equitable, accessible responsive system for community members experiencing homelessness and identifies opportunities to more effectively leverage existing funds and access new resources.

- Focus Areas and Vision*** Select all that apply.
- Community Safety
 - Emergency Preparedness
 - Outdoor Recreation
 - Prosperous Economy
 - Environment and Natural Resources
 - Mobility and Transportation
 - Housing and Growth
 - Arts, Entertainment, Culture, and History
 - Food and Agriculture
 - Lifelong Learning and Education
 - N/A

Explain Focus Areas and Vision Selection* The coordinated office provides high-level coordination, centralized communication, and strategic visioning enabling multi-disciplinary/multi-jurisdictional collaboration that acknowledges the complexities of the causes and impacts of homelessness in our community, including community safety, environment and natural resources, and housing and growth.

Item Recommendations and Motions

Staff Discussion only
Recommendations*

Meeting Motions* I move to ...
n/a

Attachments, Comments, and Submission

Item Comments and Attachments





Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

3.1.A Hilton_FHSP_final-3.pdf	1.18MB
3.1.B Flexible Subsidy Pool Fundamentals_ Essentials and How to Get Started.pdf	266KB
3.1.C Flexible-Housing-Subsidy-Literature-Review-with-Cover-10.5.18.pdf	1.6MB
3.1.D FLEX-POOL HOUSING SUBSIDY - ppt as pdf.pdf	944.09KB

Comments (optional) If you have any questions, please call ext.6800

Department Approver AMANDA MAKEPEACE

<p>1. Dept Approval</p> <hr/> <p>Department Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	<p>5.</p> <hr/> <p>BOC Final Approval</p> <hr/> <p>Comments</p> <p>Signature </p>
<p>2.</p> <hr/> <p>Counsel Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	
<p>3.</p> <hr/> <p>Finance Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	
<p>4.</p> <hr/> <p>County Administrator Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	



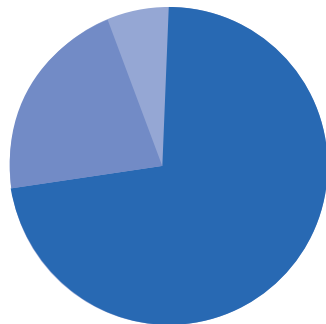
FLEXIBLE HOUSING SUBSIDY POOL*

Individuals experiencing homelessness are often among the highest utilizers of expensive health care services. The Flexible Housing Subsidy Pool (FHSP) provides a rental housing subsidy that is paired with support services for LA County’s most vulnerable homeless populations. A wide body of research shows that this combination is the best, most cost-effective solution to chronic homelessness and dollars saved from “band-aid” solution costs such as hospital stays can be used as rental subsidies that provide people a stable home.

Launched in 2014 by the LA County Department of Health Services (DHS), the FHSP is financed through a combination of public and private funding.

SUCCESS BUILT ON PUBLIC-PRIVATE PARTNERSHIP

THE POOL HAD AN INITIAL INVESTMENT OF \$18 MILLION:



- \$13 million -** Department of Health Services
- \$4 million -** Conrad N. Hilton Foundation
- \$1 million -** Office of LA County Supervisor Mark Ridley-Thomas

The early success of the FHSP and the subsequent growth of the program is testament to the collaboration of the County and its philanthropic partner, the Conrad N. Hilton Foundation, as both leveraged each other’s experience, reputation, and political capital. For example, the Hilton Foundation’s initial investment of \$4 million served as a catalyst to build initial support for the effort, inspiring confidence in its potential for success.

Since the launch of the FHSP, private foundations continue to provide critical support and funding to boost its impact and to kick-start new initiatives. Some examples include:

BREAKING BARRIERS PROGRAM

The LA County Probation Department reports that up to 20 percent of probationers are either homeless or unstably housed, putting them at high-risk of further involvement in the criminal justice system and potential re-incarceration. In 2015, a \$2 million Hilton Foundation investment leveraged \$4 million from the Probation Department to support the launch of Breaking Barriers, which provides rapid re-housing, intensive case management, and employment services to this vulnerable population.

JUST IN REACH PROGRAM

For chronically homeless, frequently incarcerated individuals, permanent housing paired with support services is key to reducing recidivism. The Just in Reach program, launching June 2017, will connect 300 individuals to in-reach services and ultimately to supportive housing. As a Pay for Success model, the program sought \$10 million in private loans through which payments for service delivery are tied to achieving measurable outcomes—in this case, reduced recidivism and housing stability. The Hilton Foundation was the first investor in the initiative through a \$3 million program-related investment loan.

*The report pulls from https://hilton-production.s3.amazonaws.com/documents/266/attachments/Flexible_Housing_Subsidy_Pool_Brief_Final.3.31.17.pdf?1490997742

CAPACITY SUPPORT FOR BRILLIANT CORNERS

Brilliant Corners is the central coordinating agency of the FHSP responsible for securing a broad range of housing options, administering the rental subsidy, and providing fiscal and administrative oversight. Given the enormous growth of the FHSP, Brilliant Corners needed to increase its capacity to meet the demand of the quickly growing fund and new programs. While the County provides ongoing salary support for the nonprofit, it was also critical that it ensure its financial, personnel, and fundraising strength. In 2016, Hilton Foundation provided a one-time investment of \$1 million to help Brilliant Corners by supporting activities such as strategic and financial planning, and developing a communications, marketing, and fundraising plan.

MOVE-IN FUNDS

Beyond securing a housing unit, moving in is the first step to making a house a home. It is critically important to housing stability that residents move into furnished, comfortable units. With the FHSP helping pay for the long-term need of permanent housing, philanthropy has provided one-time support to make a house a home through move-in funds. Such commitments have been made by the Weingart Foundation, LA Care, and the Hilton Foundation.

Conrad N. Hilton Foundation

\$4 million - FHSP initial investment (2013)
 \$2 million - Breaking Barriers program (2015)
 \$3 million - Just in Reach program (2016)
 \$1 million - Capacity support for Brilliant Corners (2016)
 \$200,000 - Move-in funds (2016)

Weingart Foundation

\$1.5 million - Move-in funds (2016)

L.A. Care

\$200,000 - Move-in funds (2016)
 \$20 million - FHSP program investment (2017)

LESSONS LEARNED

A philanthropic investment can help entice other philanthropic funders and encourage non-traditional public sector partners. The Hilton Foundation's seed funding and continued support helped attract other public and private funders and partners, such as the Probation Department and L.A. Care, to invest in the FHSP. Because of this large-scale support, philanthropy has not been called upon to invest in the same element of the FHSP repeatedly. Instead philanthropy funds other programs that have "spun out" from the FHSP.

While philanthropy can use its resources to jumpstart a program, it also can cover costs that may be more difficult to prioritize with government funding. As the FHSP grew, additional philanthropic investments were made by private partners to strengthen the capacity of program partners and cover move-in costs for clients.

Government entities can challenge assumptions about the boundaries of public health in order to meet the unique needs of its clients that will have a long-term positive impact for individuals, communities, and the use of public resources.

- EMBRACE THE PHILOSOPHY THAT HOUSING IS A CRUCIAL FORM OF HEALTHCARE FOR ITS HOMELESS PATIENTS.
- SPEARHEAD DISCUSSIONS ABOUT RESPONDING TO THE INCREASING NUMBER OF HOMELESS HIGH-UTILIZERS OF COUNTY SERVICES WHO ARE UNABLE TO FIND PERMANENT HOUSING.
- ADVOCATE THAT THE COST SAVINGS FROM THESE HIGH-UTILIZING PATIENTS WOULD OFFSET ITS BUDGETARY COMMITMENT IN THE LONG RUN.

Private philanthropy has the ability to make early investments that can quickly launch important initiatives, seed political buy-in and support, and provide tools for evaluation and oversight.

- COMMIT INITIAL INVESTMENTS THAT GARNER POLITICAL BUY-IN TO JUMPSTART THE FHSP AND LEVERAGE PUBLIC INVESTMENT.
- REQUIRE A COMMITMENT OF MATCHING PUBLIC FUNDS, WHICH DEMONSTRATES WILLINGNESS AND READINESS TO INVEST IN A PROMISING NEW PROGRAM.
- PROVIDE ONGOING FUNDING FOR EVALUATION, OVERSIGHT, AND RESOURCES TO BUILD CAPACITY.



Flexible Subsidy Pool Fundamentals: Essentials and How to Get Started

Flexible Housing Subsidy Pools in Brief

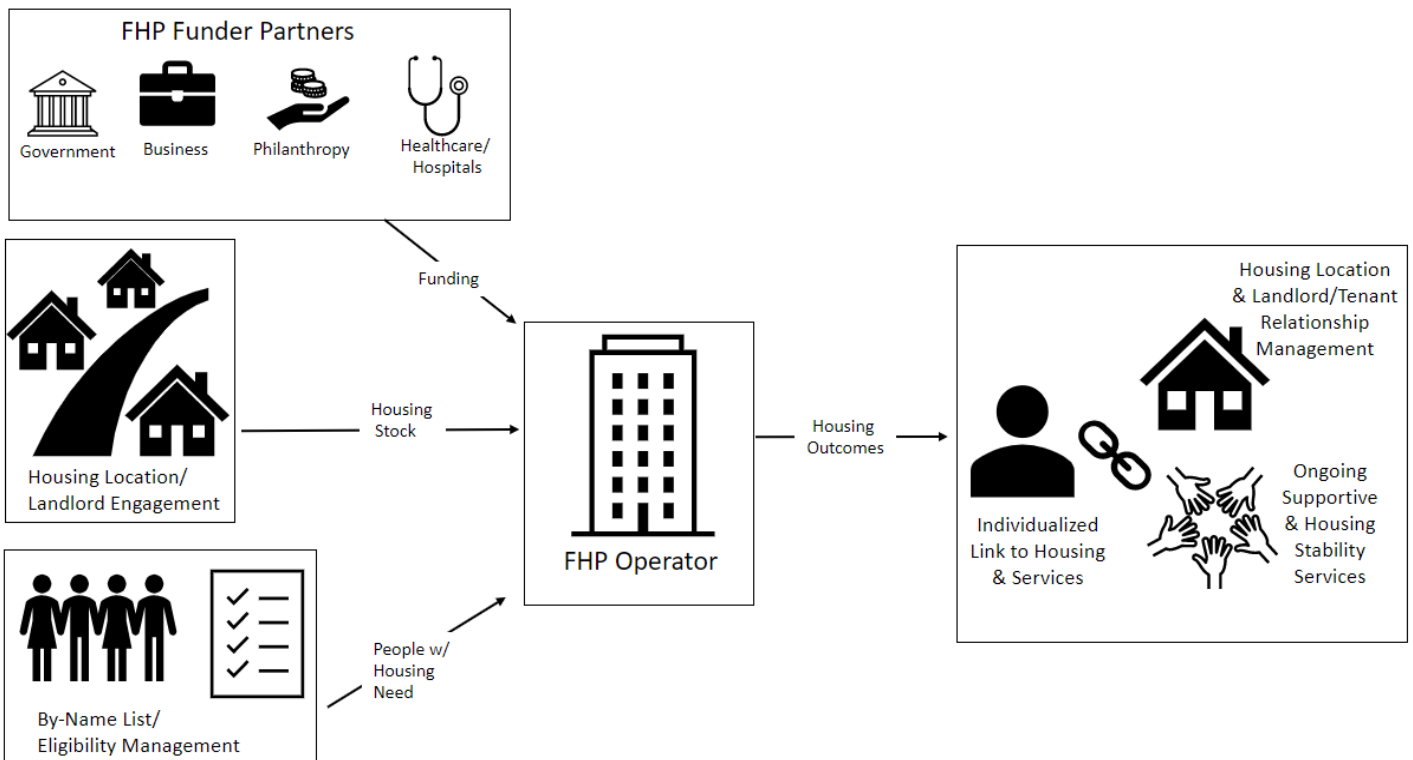
Flexible Housing Subsidy Pools (FHPs or FHSPs) are an emerging systems-level strategy to fund, locate, and secure housing for people experiencing homelessness in a more coordinated and streamlined way.

The overall approach of an FHP involves “pooling” resources from public and private entities that offer financial assistance for rents and couple assistance with supportive services. FHPs use a prioritized list with eligibility criteria to match resources and housing to people experiencing homelessness. While the pool’s eligibility may be determined by the funder, community policy priority (e.g., chronic homeless status, frequent system utilization), or a combination of these or other factors, any strategy must be co-developed with Black, Indigenous, people of color (BIPOC) and people with lived expertise of homelessness. This approach is beneficial to communities looking to consolidate and initiate several streams of financial assistance into a central entity, eliminating organization-level waitlists, application processes, and piecemeal and costly program administration and accounting. FHPs also draw funding from outside the mainstream sources for housing and services, increasing the overall supply of housing resources and creating flexible and comprehensive services at the same time.

FHP-contributing entities may be public governmental organizations or private and philanthropic organizations. FHPs may offer a range of housing and service interventions, from short-term interventions, such as diversion services, to long-term “[shallow subsidies](#)” and project-based permanent supportive housing (PSH) with intensive wrap-around services.

Many communities and jurisdictions operate or plan to operate FHPs. The Homeless Policy Research Institute (HPRI) from the University of Southern California provided a 2018 [scan of FHPs and literature](#) that discusses the organization, partners, and funding approach in more detail.

Figure 1. Overview of an FHP

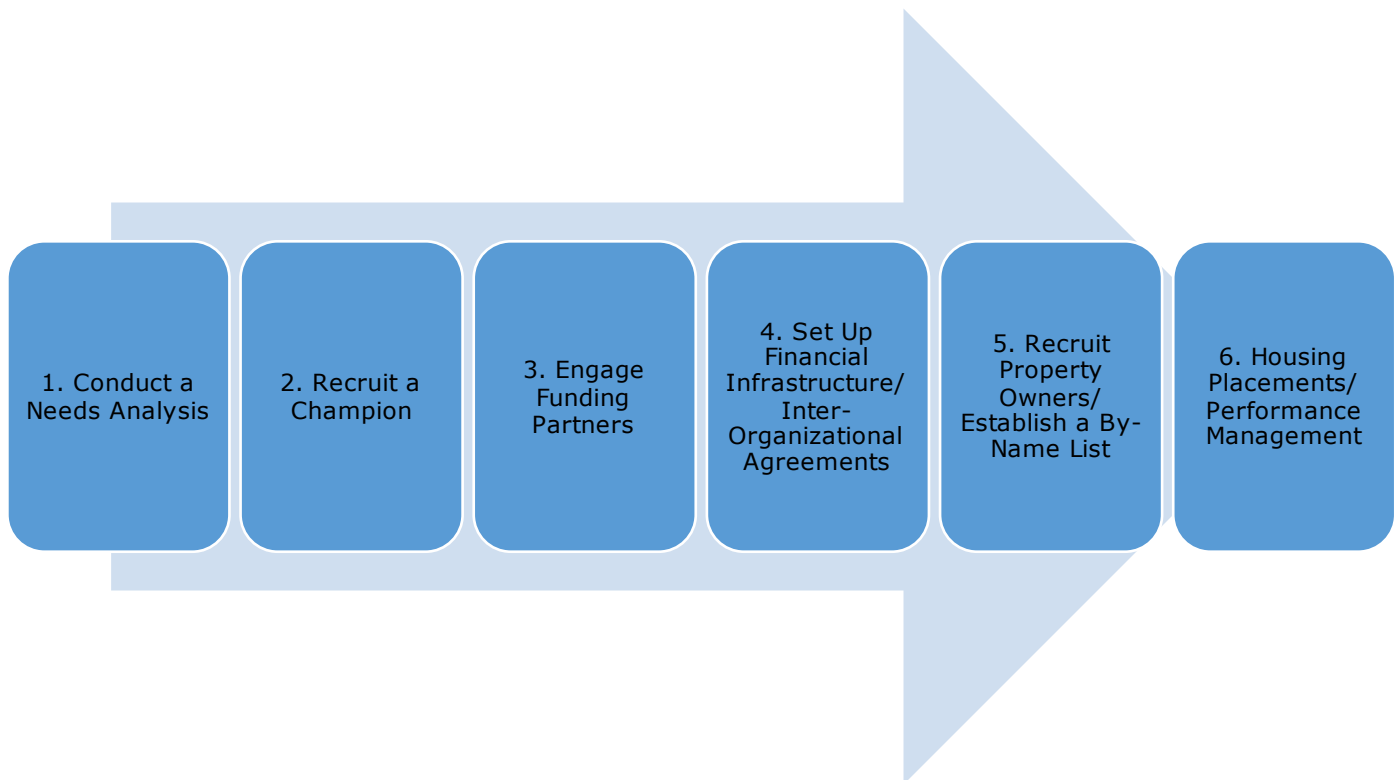


Flexible Housing Pools in the Time of COVID-19

With the severe economic impacts of the pandemic, and BIPOC experiencing some of the most severe impacts, there has quite possibly never been a better time to start thinking about establishing more flexible and equitable housing resources that can help ameliorate the impacts of job and housing loss in communities. For example, a community that is using ESG-CV and other funding to pay for prevention and rapid rehousing (RRH) may find that, after 12 months, some people in RRH may need to be moved to PSH; a flex pool could potentially be a resource in this situation. An established flex pool will have a broad set of funding sources that it can more readily match to a person or household's eligibility and needs, creating a seamless experience for the tenant(s). By coordinating the major aspects of the housing process, the flex pool can speed housing times considerably and eliminate many onerous or duplicative administrative processes in every phase of the housing process from eligibility determination to housing inspections.

First Steps and Key Recommendations for Creating an FHP

Figure 2. Steps to Create an FHP



While FHPs are indeed “flexible,” the most successful incorporate evidence-based best practices in financing, technology, supportive services, and racial equity. Many operational nuances will depend on the financial structure, eligibility criteria, and populations served through the FHP. Nevertheless, FHPs should adhere to a few core values and strategic approaches.

1. Conduct a Needs Analysis

FHPs encourage a creative “menu” of services which, in the long term, will conserve scarce resources and house more people and families for longer periods of time. This menu will more often include long-term solutions such as rental subsidies and even PSH. Particularly now with COVID-19, some FHPs have shifted to include short-term emergency services such as hotel vouchers, emergency shelter beds, and diversion services in order to keep participants sheltered and safe as permanent housing is secured.

Communities should **conduct a needs assessment with housing providers** to scan for unmet housing service needs and identify the funding streams that can support them. While scanning for unmet needs among people experiencing homelessness, the assessment should include system needs and barriers that slow housing placement. Examples are unstandardized program applications among providers, differing eligibility and documentation requirements, and non-uniform adherence to best and community practices. These kinds of qualitative scans of providers will help identify where funding needs to be flexible. This idea is not very different from “barrier buster” funding, which is flexible or unrestricted funding that helps solve critical problems keeping people from accessing housing such as paying for IDs and other documentation and supplying maintenance and repair work to prepare and

pass units for inspection. **The key to the success of these initiatives is having stakeholders, service providers, and, importantly, BIPOC and people with lived expertise at the table** to ask what the barriers were and what it would take to break them down.

Using Data to Promote Racial Equity

Using data to assess racial disparities in accessing an FHP and permanent housing resources more broadly should be a primary function when establishing and managing an FHP. **[Start with data that is available to construct a preliminary picture of the homeless response system.](#)** Whom does the system serve and how well across different groups? What are the resources in the system and who accesses them? Working with the Continuum of Care (CoC), an FHP can leverage an array of resources [including Stella P](#), a powerful visualization tool from the United States Department of Housing and Urban Development (HUD) and available to every CoC.

Quantitative data is important from a systems level, gaining insight into the deep disparities experienced by BIPOC. When the FHP becomes operational, **established performance metrics must also be centered on equity.** How long are housing placements taking? Which groups are taking the longest? Why? Using demographics in this way allows FHPs to be mindful and actionable when identifying disparities, particularly in access to community-based housing, which has a history of systemic and institutional racism. As decisions are made based on these data, **BIPOC stakeholders, persons with lived expertise, providers, and community members must be incorporated into the decision-making and review structures, boards, and oversight of the FHP.** The quantitative analysis paired with qualitative insights from BIPOC and those with lived expertise in the community can fuel durable change that addresses the needs of those most negatively impacted by systems, improving the quality and reach of housing programs and the FHP overall.

2. Recruit a Champion

Many FHPs benefit from a private-public partnership and rely on a broad coalition of support that starts with a champion or group of champions. Champions may be either in the public or private sectors and carry with them political or actual capital to kick off an FHP. **The role of the champion is not only to bring partners and funding together, but also to convene supportive housing service providers, organize working groups, and bust system-level barriers.**

3. Engage Funding Partners

FHPs include funding from the private sector through strong partnerships with philanthropy groups, healthcare providers, and insurance organizations. Public money from local, state, or federal governments may provide funding to establish an FHP initially, or perhaps will lay the foundation with more defined funding streams applied toward rental assistance, leaving private capital to fund non-traditional services like furniture, maintenance work, landlord incentives, and unit hold fees.

4. Set Up a Financial Structure

Administratively, a strong relationship with the local CoC and coordinated entry (CE) process is critical, especially if the FHP operator and CoC are different organizations. Finally, becoming or finding a strong financial organization with the technical and accounting capacity to track and pay rental assistance payments to many landlords and property owners is vital to making an FHP a viable and trusted program. The San Diego Regional Task Force on the Homeless (RTFH), San Diego's CoC lead, [released a request for information \(RFI\) in February 2020](#) to determine the interest and availability of partners who could take on the work of operating an FHP financially and administratively. They decided to partition the technology aspects of the program from the financial and administrative responsibilities; others combine them, depending on local objectives and capabilities.

5. Recruit and Retain Property Owners

Housing location focuses on finding permanent housing, both as part of a coordinated case management plan of an individual or family and as part of a general strategy to recruit, educate, and engage potential property owners and units to house those experiencing homelessness. In many communities, **housing location requires an intensive logistical and communication effort to recruit and inventory units, manage a list of people with varying housing needs, and facilitate communication between service providers, funders, landlords, and tenants.** The most effective FHPs have a database or set of databases to organize their housing location and matching efforts. Without some kind of structure, FHPs on a communitywide scale will not be feasible. For communities with an established housing location program, an FHP should—at a minimum—be an active partner to not risk duplication of work or worse: compete for the same landlords and units. Housing location and FHPs are natural partners, and that partnership should be worked out in a formal, written agreement stipulating services provided and requested from both parties.

A comprehensive database combines equal parts of customer relationship management (CRM), finance and bookkeeping, and elements from the Homeless Management Information System (HMIS). **It is important to note**

that the application of technology alone will not serve programs, property owners, case managers, housing navigators, funders, and—above all—tenants seeking permanent housing without also developing proper processes, policies, controls, training, and user buy-in. Before considering a technological solution for housing navigation, stakeholders must consider the role housing navigation plays or will play in the larger system. Some FHP communities decide to contract these housing location and database management components out to other entities through RFPs. While there are even a few off-the-shelf solutions that are emerging, communities should carefully consider what solution will meet the long-term needs of their populations, service providers, and landlords.

6. Housing Placements and Performance Management

As has been stated, **the process by which FHPs prioritize and house participants must be coordinated with the local CoC and CE process.** FHP stakeholders and administrators and the CoC will have to evaluate whether and how the FHP prioritization process may be layered into the existing CE process. **Consider eligibility criteria, the population the FHP seeks to serve, the resources and programs managed by the CE process, and the capacity of the CE matching process to take on more resources.** FHPs operate prioritization processes within and outside (with intense coordination and planning) CE. Each FHP will have to determine which approach is best, with input and advice from the CoC and other community stakeholders.

FHPs should offer a range of housing and service interventions to reach a wide range of needs. For those with lower needs, shallow subsidies can operate much like a Housing Choice Voucher (HCV): it may be time-limited or not, depending on the funding, and offer “light touch” (if any) supportive services. For more intensive needs, the solution may be PSH with full wrap-around services either in the community with tenant-based housing or in project-based units.

It is important to remember that rental assistance does not have to equal the full amount of rent for a unit. Individuals and families may receive housing and financial assistance on a sliding scale according to their needs. Depending on the funding source’s rules and requirements and the needs of a person or family, rental assistance could go over fair market rent (FMR) and be used in conjunction with another rental subsidy source to pay the difference between FMR and the actual rent amount; otherwise, it can be used by tenants who can pay more than 30 percent of the rent. For example, a family of four (two parents and two children) who are eligible for FHP assistance find an apartment in the community. The apartment is a bit over FMR, but very close to the children’s school. FHP pays up to the FMR with a public source as well as supportive services to one parent who lives with a physical disability, and the family covers the difference as the other parent is employed. Two months after move-in, the parent is laid off and can no longer cover their portion of the rent. With the FHP, private funds may be applied to make up the difference in the short term, keep the family in place, and allow time for the parent to find work and stability.

Performance Measurement

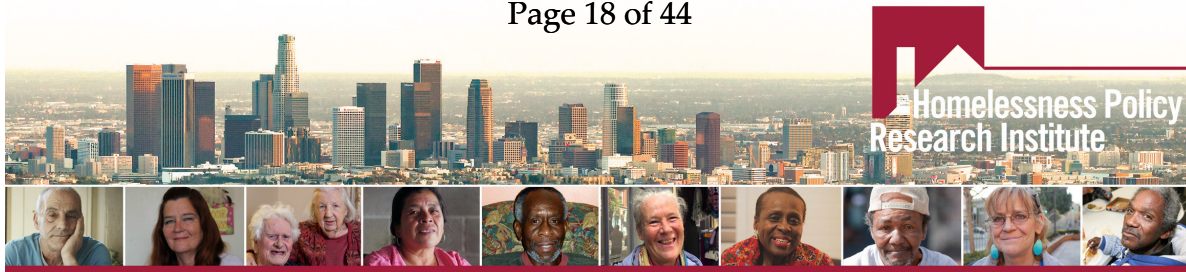
Collecting the right data that can be extracted, analyzed, and prepared with visualizations for presentation is a critical component of ensuring the goals of an FHP are being met. The data collection for performance measurement must be matched with policy and process. First, **establish consensus on what indicators or metrics are system-critical and actionable.** Then communicate system performance to funders, service providers, and policymakers, using data to identify system challenges and develop solutions to address them. Adopting a data-driven approach means using actionable data combined with qualitative insight to identify challenges and determine solutions. **Metrics should be disaggregated by race and ethnicity, at a minimum, to ensure your system is effectively meeting the needs of BIPOC persons experiencing homelessness.** In order to maintain consistent communication and respond to changing program priorities, FHP oversight, governance, or stakeholder groups should meet at least quarterly. Often, working groups or subcommittees are formed that meet more often to consider and recommend changes.

Level	Metric
System-Level Metrics	<ul style="list-style-type: none"> Percentage of units leased, in process, vacant, inactive Average/Median length of time tenants remain housed (housing stability)* Unit quality by property manager
System-Level Metrics	<ul style="list-style-type: none"> Average/Median of times units are viewed before a tenant moves-in Average/Median rents by geographic area (rent comparable) Rate of failed inspections

Level	Metric
Process-Based Metrics	<ul style="list-style-type: none">• Average/Median length of time from housing location enrollment to permanent housing move-in• Number of times units are declined by tenants seeking housing

Resources and Additional Reading

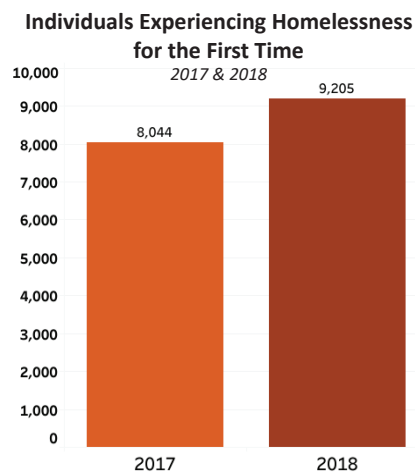
- [History and Takeaways from Los Angeles County’s Flexible Housing Subsidy Pool \(Hilton Foundation/Abt\)](#)
- [Hilton Foundation Fact Sheet, LA FHSP](#)
- [Brilliant Corners Fact Sheet, LA FHSP](#)
- [Accelerating the Development of Permanent Supportive Housing \(HPRI Research Symposium\)](#)



FLEXIBLE HOUSING SUBSIDY PROGRAMS

Background

California’s housing crisis has been marked by a continual rise in housing costs and compounded by a severe lack of affordable options. According to the California Housing Partnership Corporation, **median rent in Los Angeles County has increased 32%** since the year 2000, while median renter household income has decreased by 3%. The 2018 Greater Los Angeles Homeless Count found that **9,205 people fell into homelessness for the first time** – a sharp increase from 8,044 first time homeless individuals reported in 2017. One strategy deployed to try and curb this trend is the implementation of flexible housing subsidy programs, which are intended to provide housing stability to those at risk of experiencing homelessness.



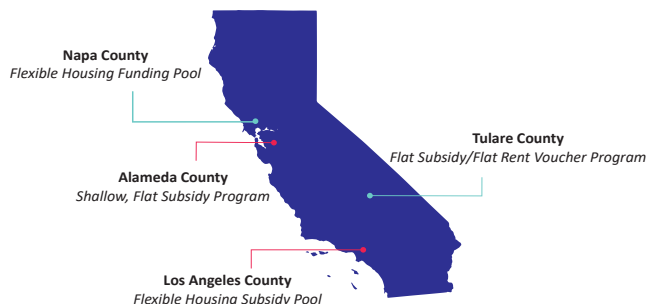
Areas Utilizing Flexible Subsidies

Below is a list of cities, states, and countries currently utilizing various kinds of housing subsidies including flexible, shallow, flat, and soft subsidy programs.

Chicago, Illinois
Flexible Housing Subsidy Pool



California
Flexible, Shallow & Flat Subsidy Programs



Minneapolis, Minnesota
Soft Subsidy Initiative



Denver, Colorado
Affordable Housing Fund
Social Impact Bonds



District of Columbia
Flexible Rent Subsidy Pilot Program



Chile
Flat Subsidy Program



Key Takeaways

- Literature suggests that governments have achieved success with flexible subsidy programs by tailoring successful existing strategies or programs to serve their local vulnerable populations
- Successful policy efforts to provide assistance through flexible subsidy programs must include:
 - funding to help clients achieve housing stability,
 - resources for health/mental health services, and
 - resources for clients with intensive case management needs.



Literature Review

Background and Research Motivation

According to a report from the California Housing Partnership Corporation, the median rent in Los Angeles County has risen by 32% since 2000. The same report found that Los Angeles County's lowest-income renters spend 70% of their income on rent – which leaves little left for food, health expenses, or other needs. The 2018 Greater Los Angeles Homeless Count found that 46% of individuals experiencing homelessness for the first time attributed it to some sort of financial hardship. In hopes of securing housing for those on the verge of entering homelessness, several cities have explored the feasibility of flexible housing subsidy programs. This memo looks at the various flexible housing subsidy programs being piloted across the country.

Flexible Housing Subsidy Programs

Flexible Housing Subsidy Pool – Los Angeles County, California

In 2014, the Los Angeles County Department of Health Services (DHS), the Conrad N. Hilton Foundation, and other governmental partners launched the Flexible Housing Subsidy Pool (FHSP) – a subsidy program intended to assist DHS clients with achieving and maintaining health and housing stability. This rental subsidy program was created out of an identified need to stabilize circumstances for the region's most vulnerable populations, such as those experiencing homelessness and those with complex physical and behavioral health conditions. The pool began operation with an initial investment of \$18 million financed through a combination of private and public funding. Since its launch in 2014, the FHSP has housed over 1,400 households. In addition to securing housing, FHSP ensured clients received intensive case management, supportive service and move-in assistance. The average cost of the subsidy was \$1,050 per month, per client. This amount represented both the cost of the rental subsidy and rental administrative fees (Abt Associates, 2017). According to Los Angeles County Health Services, clients of the following agencies and programs are eligible for assistance through FHSP:

- Department of Mental Health (DMH)
- Department of Health Services (DHS)
- Department of Public Health, Division of HIV and STD Programs (DHSP)
- Probation Department
- LA Care
- Single Adult Model (SAM)
- Office of Diversion and Reentry (ODR)
- Women's Initiatives with Services and Housing (WISH)
- The Housing and Jobs Collaborative
- Medically Vulnerable Probationers (MVP)

Napa Flexible Housing Funding Pool – Napa County, California

In 2015, government officials in Napa County, California engaged national experts to analyze the county's homeless system and make recommendations for improvement. Groups such as the Corporation for Supportive Housing and the National Alliance to End Homelessness (NAEH) conducted multisector stakeholder meetings and analyzed homelessness system and funding data. Among the changes suggested by the consultants was the creation of a Flexible Housing Subsidy Pool to support the creation of more



affordable housing, and support those at risk of becoming homeless. The subsidy pool is designed to centralize the management of system housing resources under a single operator, who matches the resources to eligible households. Additionally, the pool provides housing navigation and placement services, as well as flexible funds that can be utilized in a number of ways to close the funding gaps that serve as barriers to securing housing. The pool also incentivizes landlords to rent to vulnerable populations by setting funds aside that may be drawn from to pay for security deposits, furnishing, and tenant damages (Gehlert, 2017).

Affordable Housing Fund – Denver, Colorado

In response to one of the largest drops in housing affordability between 2010 and 2016, the Denver City Council approved its first-ever dedicated local funding source for affordable housing. The plan, approved in September 2016, was designed to raise \$156.4 million from a new property tax increase and development impact fees. The plan also calls for the preservation or building of 6,000 affordable units. City officials outlined a \$15 million plan for the start of the program in 2017, which included \$9.4 million to support development projects producing income-restricted apartments or homes and \$1.5 million in emergency assistance to 250 households at risk of becoming homeless (Murray, 2016). Denver officials also approved the city's first ever Social Impact Bond Program (SIB) in 2016. The SIB program was designed to be similar in scope to the FHSP programs of Los Angeles County and Chicago. The program has dedicated almost \$8.7 million in private investment funds, paired with \$15 million in federal resources, to provide permanent housing and supportive case management services to Denver's most vulnerable residents. The SIB program will serve 250 chronically homeless individuals. Participants can receive assistance from the program for up to five years (Frederick, 2018).

Flexible Housing Subsidy Pool – Chicago, Illinois

Following the model of Los Angeles County, the City of Chicago launched a Flexible Housing Subsidy Pool of their own to help house the chronically homeless in December 2017. This program will coalesce a wide range of partners including the Chicago Housing Authority, the Chicago Department of Family and Support Services, the Chicago Department of Public Health, the Department of Planning and Development and the Corporation for Supportive Housing. These groups will collaborate on establishing and administering a rental subsidy source that will allow the city to quickly house and provide supportive services to Chicago's most vulnerable homeless populations – including individuals who are frequent emergency room visitors and those who are often entangled in the criminal justice system. In addition to adults with high chances of recidivism, the program's target populations include youth aging out of foster care and unaccompanied youth (Hinton, 2017).

Flexible Rent Subsidy Pilot Program – District of Columbia

In September 2017, The District of Columbia's Department of Human Services launched the Flexible Rent Subsidy Pilot Program with the goal of helping families at imminent risk of becoming homeless achieve housing stability. The initial program is a four-year pilot that provides financial assistance to households to support their ability to pay monthly rental expenses, especially during periods of income volatility, in order to promote long-term housing stability. Additionally, the program will also provide



residents with training in budgeting and money management. The pilot is designed to accommodate between 120-150 households (Government of the District of Columbia, 2017). Program parameters state that in order to be eligible to receive the rent subsidy, a household must be headed by an individual that meets the following requirements:

- Be a D.C. resident at the time of program application;
- Be at least 21 years old;
- Be at or below 30% of the Area Median Income;
- Have physical custody of at least one dependent child;
- Currently employed or have a recent history of employment;
- Currently experiencing homelessness or at risk of becoming homeless.

Housing Solutions for Health Program – Alameda County, California

According to the Alameda County Health Care Services Agency, as a component of the Whole Person Care Pilot Program, the county created the Housing Solutions for Health Program in 2018. The Housing Solutions for Health Program is a cross-agency pilot intended to provide housing subsidies to clients of the Health Care Services Agency Behavioral Health Care Services (BHCS). The Alameda County Housing Authority takes client referrals from BHCS, and is responsible for the day-to-day operations of the housing subsidy administration including working with clients and landlords.

Shallow, Flat Subsidy – Alameda County, California

Shallow, flat subsidies are designed to stretch out finite resources to serve a greater number of people, with the trade-off that recipients receive a less-generous subsidy than they would receive under a traditional subsidy program, such as a housing choice voucher. One of the most widely-studied examples of this type of subsidy program is Alameda County’s Project Independence – which is a shallow rent subsidy program with services coordination for low-income individuals living with HIV or AIDS. Participants in Project Independence receive a shallow, flat subsidy that varies by household and bedroom size but is not determined by household income. A single adult renting a one-bedroom unit would receive a \$225/month subsidy. A five-year study found that the average time in rental housing for Project Independence participants was 3.9 years versus 1 year for the comparison group who were program-eligible individuals also living independently in rental housing (Cunningham, Leopold, & Lee, 2014).

Flat Subsidy/Flat Rent, Voucher Program & Public Housing Program – Tulare County, California

As a Moving to Work (MTW) demonstration site, the Housing Authority of Tulare County used its flexibility to implement a flat subsidy in its housing voucher program and a flat rent in its public housing program. As it relates to the voucher program, subsidies vary from \$280 for a studio apartment to \$680 for a five-bedroom unit. The county implemented a flat-subsidy system, rather than a shallow-flat system, to promote increased earnings and self-sufficiency. All non-elderly, non-disabled households receive the flat subsidy, and elderly and disabled households have the option of receiving an income-based subsidy. Subsidy assistance is terminated after five years of participation (Cunningham, Leopold, & Lee, 2014). According to the Housing Authority of Tulare, assistance from the flat subsidy has increased the amount



of earnings families report, but it has also slightly increased the proportion of families with moderate or severe rent burdens.

Soft Subsidy Initiative – Minneapolis, Minnesota

Using its MTW status, the Minneapolis Public Housing Authority implemented the Soft Subsidy Initiative. This program targets 20 homeless or recently homeless adults who have minor children and are capable of working. Program requirements state that at least 75% of units must be occupied by extremely low income families. Families participating in the initiative receive a flat subsidy of \$500/month. Assistance is limited to five years (Cunningham, Leopold, & Lee, 2014).

Flat Subsidy Program – Chile

With the intention of helping young families, the Chilean national government recently implemented a flat subsidy program of their own. Those eligible for the program are low-income adults between the ages of 18 and 30. Participants receive a flat rental subsidy equivalent to \$135/month. Assistance from the program is limited to five years (Cunningham, Leopold, & Lee, 2014).

*For questions about the Homelessness Policy Research Institute,
please contact Elly Schoen at ebschoen@price.usc.edu*



Works Cited

- Abt Associates. (2017). Flexible housing subsidy pool brief evaluation of the Conrad N. Hilton foundation chronic homelessness initiative. 1-25.
- California Housing Partnership Corporation. (2017). Los Angeles County renters in crisis: A call for action.
- Conrad N. Hilton Foundation. (2017). Flexible housing subsidy pool fact sheet.
- Cunningham, M., Leopold, .J, & Lee., P. (2014). A proposed demonstration of a flat rental subsidy for very low income households. *Urban Institute*. 1-25.
<https://www.urban.org/sites/default/files/publication/22311/413031-A-Proposed-Demonstration-of-a-Flat-Rental-Subsidy-for-Very-Low-Income-Households.PDF>
- Department of Human Services. (2017, August 30). District of Columbia flexible rent subsidy pilot program. *Government of the District of Columbia*. 1-18.
- Frederick, R. (2018, January 24). Home is where the health is. *Center for American Progress*.
<https://www.americanprogress.org/issues/poverty/news/2018/01/24/445321/home-is-where-the-health-is/>.
- Gehlert, H. (2018). Napa County: Housing as a health issue. *Berkley Media Studies Group*.
http://www.bmsg.org/sites/default/files/bmsg_tce_napa_health_equity_case_study2018.pdf.
- Hinton, R. (2017, December 25). City to start housing pool to improve assistance to homeless residents. *Chicago Sun Times*. <https://chicago.suntimes.com/news/city-to-start-housing-pool-to-improve-services-to-homeless-residents/>.
- Murray, J. (2016, September 19). Denver council approves creation of city’s first affordable-housing fund. *The Denver Post*. <https://www.denverpost.com/2016/09/19/denver-affordable-housing-fund/>.

Benton County Coordinated Homeless Response Office: House Bill 5019 Rapid Rehousing Initiative

BOC Update

12/12/2023



Today's Goals:



• **UPDATE: HB 5019 Community Plan**

- HB 5019 Background and Rapid Rehousing Community Goals
- Community Partner Engagement Outcomes



- Current Barriers to housing
- Identified strategies to overcome barriers.

- System Strategies
- System Barriers



• **DISCUSSION: Flexible Housing Subsidy Pool.**

- Components
- Alignment with Strategic Priorities

Oregon Balance of State HB 5019

State Sponsored. Locally Driven.

- **Benton County's HB 4123 Coordinated Homeless Response** structure and staff to develop Community Plan to be incorporated into grant agreements.
- **Local Planning Groups** to include culturally specific and responsive organizations, cities, counties, coordinated care organizations, mental health providers, and other critical partners supporting the needs of people experiencing unsheltered homelessness when developing plans.
- Plans outline **specific strategies** that a community plans to use to reach their goals.

Benton County's Goal: Rehouse 31 households and add 50 emergency shelter beds by June 30, 2025.

Key Questions for Community Plan

3 Subpopulations

Who is most likely to experience unsheltered homelessness?

What factors are contributing to folks becoming homeless?

5 Top Barriers

What barriers are keeping people from getting into a safe place to live?

What specific barriers are these subpopulations facing in finding and securing housing?

Overrepresented Groups in Local Data

- **Black and Native American communities**
- **Families with children**
- **High & complex needs: mental wellness, substance use, physical needs, aging**
- **People with high needs who don't qualify for specific programs**

What we have heard so far

- **Peer Supports representative of the overrepresented groups.**
 - Provide support throughout the entire journey of regaining and maintaining housing.
- **Intense supportive services.**
 - Provide support throughout the entire journey of regaining and maintaining housing.
- **Culturally Responsive and Intensive Housing Navigation for “right fit” placement.**
 - Understanding the unique needs and resources of each overrepresented group in accessing and keeping stable housing and support services.
- **Landlord engagement and incentives.**
 - Developing and maintaining strong partnerships with landlords for access to housing units.
- **Interim solutions.**
 - Transitional housing to stabilize and prepare for available and right fit permanent housing options.
 - Non-congregate emergency sheltering options.

CURRENT STRATEGIES



SHELTERS



SUPPORTIVE HOUSING DEVELOPMENT



SUPPORTIVE SERVICES

CURRENT BARRIERS



SILOS



INSUFFICIENT FUNDING/SCARCITY
MINDSET



NEED MORE HOUSING TO
HOUSE FIRST



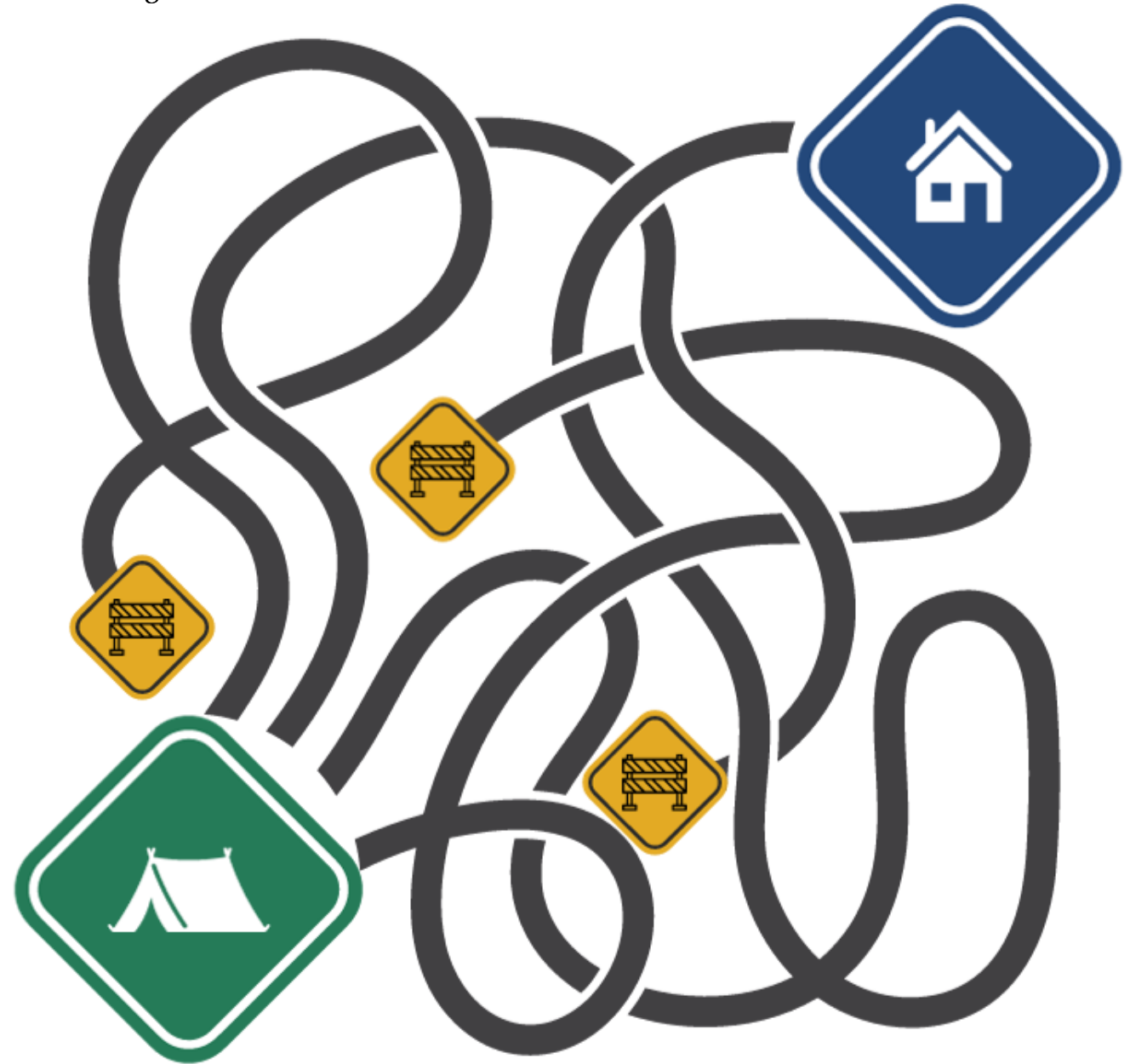
INFLEXIBLE FUNDING



TIMELINES FOR PSH DEVELOPMENT

CURRENT OUTCOMES

- WRONG DOORS
- WRONG POCKETS
- MULTIPLE PROGRAMS
COMPETING FOR HOUSING



SYSTEM LEVEL STRATEGY

FUND, LOCATE, AND SECURE HOUSING WITH SUPPORT SERVICES FOR PEOPLE EXPERIENCING HOMELESSNESS IN A MORE COORDINATED AND STREAMLINED WAY



ALIGNMENT WITH STRATEGIC PRIORITIES

COORDINATED HOMELESS RESPONSE OFFICE STRATEGIC PRIORITIES

- Increase available rental/income assistance options.
- Increase supportive services and stable funding streams to provide services at housing locations.
- Reduce barriers to accessing housing.
- Prioritize collaboration and coordination of providers.
- Increase development or acquisition of affordable housing units for PSH.
- Facilitate and coordinate data improvement.
- Create metrics for successful program goals

COMPONENTS OF A FLEXIBLE HOUSING SUBSIDY POOL

- Centralize management of system housing resources to streamline prioritized and right-fit housing placement. NO WRONG DOOR
- Landlord incentives and engagement to minimize barriers to housing and increase housing options.
- Intensive (right-fit) housing navigation and tenancy supports.
- Intensive (right-fit) case management.
- Flexible funding to close funding gaps. Braid disparate funding to minimize system complexity for service provider and household.
- A WHATEVER IT TAKES mindset. Get housing and keep housing.
- Integration with existing HMIS and Coordinated Entry systems to track program goals and evaluate person centered outcomes.



At your service,
every day.



/BentonCoGov



@BentonCoGov



@BentonCoGov



/BentonCountyGov



Benton County

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 12/12/23

View [Agenda Tracker](#)

Suggested Placement * Work Session

Department * Human Resources

Contact Name * Tracy Martineau

Phone Extension * 5417666389

Meeting Attendee Name * Tracy Martineau & Rick Crager

Agenda Item Details

Item Title * Ratification of Letter of Agreement - Benton County Deputy Sheriff's Association(BCDSA)-Teamsters

Item Involves * Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 10 minutes

Board/Committee Involvement * Yes
 No

Advertisement*

- Yes
 No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

BCDSA-Teamsters filed a grievance regarding overpayments and payroll deductions in September 2023. The Finance department had conducted an audit and found initial insurance premiums had not been collected from some BCDSA members and in August 2023 deducted those amounts retroactively. The parties disputed the process in which this occurred.

The grievance proceeded through 3 steps of the collective bargaining agreement's grievance process and a tentative agreement was reached at step 3 to settle the grievance. The Letter of Agreement (LOA) settles the financial dispute and modifies Article 17 of the collective bargaining agreement regarding collection of insurance premiums.

Options *

1. Ratify the tentative Letter of Agreement.
2. Do not ratify the tentative Letter of Agreement and provide direction to the HR Director and CFO for next steps.

Fiscal Impact *

- Yes
 No

Fiscal Impact Description *

\$906.38 for restoration of insurance premium deductions as noted in the LOA.

2040 Thriving Communities Initiative

Mandated Service? * Yes No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

Core Values * Select all that apply.

- Vibrant, Livable Communities
- Supportive People Resources
- High Quality Environment and Access
- Diverse Economy that Fits
- Community Resilience
- Equity for Everyone
- Health in All Actions
- N/A

Explain Core Values Selections * labor relations

Focus Areas and Vision * Select all that apply.

- Community Safety
- Emergency Preparedness
- Outdoor Recreation
- Prosperous Economy
- Environment and Natural Resources
- Mobility and Transportation
- Housing and Growth
- Arts, Entertainment, Culture, and History
- Food and Agriculture
- Lifelong Learning and Education
- N/A

Explain Focus Areas and Vision Selection * labor relations

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations * The HR Director and the CFO recommend ratification of the tentative Letter of Agreement.

Work Session Motions * I move to ...
I move to ratify the Letter of Agreement with Benton County Deputy Sheriff's Association-Teamsters to settle the grievance.

Recommendations

I move to ratify the Letter of Agreement with Benton County Deputy Sheriff's Association -Teamsters to settle the grievance.

Attachments, Comments, and Submission

Item Comments and Attachments






Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Benton Overpayment and Payroll Deductions
Concept Settlement County and BCDSA final TA.pdf 123.04KB

Comments (optional) I will route for signatures via DocuSign after the Board meeting. tm
If you have any questions, please call ext.6800

Department Approver TRACY MARTINEAU

<p>1. Dept Approval</p> <hr/> <p>Department Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	<p>5.</p> <hr/> <p>BOC Final Approval</p> <hr/> <p>Comments</p> <p>Signature </p>
<p>2.</p> <hr/> <p>Counsel Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	
<p>3.</p> <hr/> <p>Finance Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	
<p>4.</p> <hr/> <p>County Administrator Approval</p> <hr/> <p>Comments</p> <p>Signature </p>	

Settlement of Grievance

regarding overpayments, insurance premium deductions and associated issues

and Letter of Agreement: Benton County and BCDSA

December 2023

PARTIES

Benton County (Benton County being a political subdivision of the State of Oregon), herein after called "County"

Benton County Deputy Sheriffs' Association (affiliated with Teamsters Local Union No. 223), herein after called "Association"

RECITALS

A. The County and the Association are parties to a current collective bargaining Agreement (CBA).

B. The Association has filed a grievance regarding multiple contractual issues but primarily involving overpayment of funds and payroll deductions regarding health insurance premiums.

C. The parties have negotiated a settlement and desire to reduce their Agreement to writing.

AGREEMENT

Effective upon signing, the parties agree as follows:

The Association will waive its position that the County has established a status quo in paying the initial costs and advancement of employees' portion of the monthly insurance premiums and is therefore responsible for paying the employee's portion without the employee owing those funds to the County. The Association also agrees to withdraw the portion of the grievance regarding fund recoveries that were identified in the grievance as occurring prior to August 31, 2023 (those were added at Step 2).

All wages identified in the grievance (as shown in Step 2) that were taken as "adjustments" or "recoveries" or by whatever term used including "retroactive payroll deductions" (payroll deductions that would have typically been applied in previous employee paychecks) on August 31, 2023 will be returned to the respective employees on the next paycheck after signing; no bargaining unit members currently owe or will owe the County any funds regarding insurance premiums related to this incident. The funds to be returned are as follows:

Ball, Daniel	\$145.02
Davis, Larry	\$145.02
Davison, Daniel	\$145.02
Harris, Lori	\$ 72.51
Hernandez, Brianna	\$108.77
Lyman, Tyler	\$145.02
Macken, Audrey	\$108.77
Rath, Christopher	\$145.02

The parties agree employee retroactive payroll deductions will be limited to those legally permissible and specifically authorized by the CBA and by employees. Employees will be notified of any retroactive payroll deduction in advance, including the amounts and reasons.

The following paragraph will be added to the end of Article 17, Section 17.1.1 and incorporated into the CBA:

“Specifically for insurance premium contributions only: Individual employees shall be responsible for paying their portion of the insurance premium through payroll deduction. As necessary, the County is hereby authorized to advance such sum(s) for the express purpose of premium payment to the insurance providers and then make automatic retroactive payroll deductions from the earnings of any and all covered employees for reimbursement to the County for such advances. Those specific retroactive payroll deductions will only occur on paychecks issued within sixty (60) days of the advance (with the employee’s portion of the premium amount evenly split between two (2) paychecks). If the amounts are not deducted as specified, the County is then responsible for the amounts and there will be no reimbursement from the employee. If an employee does not have sufficient wages in their paycheck to have their portion of the insurance premium deducted as required, the employee will arrange for payment of that amount to the County by means other than payroll deduction (at the employee’s choice) consistent with the repayment amounts and periods listed under Article 16.9.C.”

For the County:

For BCDSA:

For Teamsters:

Pat Malone, Commission Chair

Christopher Dale, President

Michael Mann, Labor Representative

Date:

Date:

Date: