



MARION COUNTY BOARD OF COMMISSIONERS

Work Session Summary Minutes

O R E G O N

Solid Waste Updates

December 11, 2025. 1:30 PM

Courthouse Square, 555 Court St. NE, Salem
5th Floor, Suite 5232, Commissioners Board Room

ATTENDANCE:

Commissioners: Colm Willis, and Kevin Cameron.

Board's Office: Trevor Lane, and Matt Lawyer.

Legal Counsel: Scott Norris, and Steve Elzinga.

Public Works: Cory Swartout, Andrew Johnson, Brian May, Dennis Mansfield, and Brian Nicholas.

Re:Source: Kevin Hines, and Jim Hinkle.

Re:Source Board of Directors: Carson Kuenzi, Shane Kuenzi and Derek Neliton.

Commissioner Colm Willis called the meeting to order at 1:30 p.m.

Re:Source Presentation

- Facility processed 176,000 tons of waste in 2019:
 - Upgrades allow 170,000 tons to be handled annually under one roof.
 - Expanded capacity for additional waste streams.
- New access roads, advanced sorting lines, and added compactor reduced truck wait times from 30 minutes to 11 minutes:
 - From double shifts (7 days/week) to a single shift (5 days/week) without loss of throughput.
- Outbound hauling needs dropped significantly:
 - Over 11,500 fewer hauls per year following operational changes.
- Discovered and rectified overpayments caused by long-standing clerical error in disposal rate calculations with Republic Services:
 - Secured \$3.75M credit over five years.
 - Eliminated unauthorized fees.
 - Projected long-term savings exceeding \$5M.
- Deepened collaboration with county staff, increased public access to facility, and planned for 15,000 more tons per year in 2025:
 - By opening to contractors and the public.
- Ongoing investments:
 - \$2M annually in facility improvements.
 - Planned 1,500 sq. ft. education center for tours and events.
 - Refreshed public website to promote transparency and education.
- Promotion:
 - Public outreach campaigns.
 - Expanded Recycling Coordinator's role to include school and event outreach.

- Launched a regional TV commercial.
 - Strengthened partnerships with counties and schools.
- Safety enhancements:
 - Increased trailer parking.
 - Widened exits.
 - Occupational Safety and Health Administration (OSHA) consultations.
 - Dust and fire suppression systems.
 - Improved stormwater management to comply with Oregon Department of Environmental Quality (DEQ) 1200-Z permits.
- Infrastructure upgrades:
 - Restored aging facility areas.
 - Improved traffic flow.
 - Installed new loading pit scales.
 - Retaining walls.
 - Expanded stormwater detention ponds with special filtration systems to prevent contamination.
- Overcame challenges:
 - Third-party hauler contracts.
 - Workforce constraints.
 - Equipment upgrades.
 - Shifting regulatory requirements.

Other

- Updating franchise agreement to resolve legacy references and clarify ambiguous rate-setting provisions:
 - Diversion rates, compacted trash, and cost adjustments.
- Distinction between:
 - Fixed cost/capital recovery:
 - From building a new facility.
 - Rising variable costs:
 - Shifting waste streams.
 - Increasing disposal/transportation rates.
- Limitations imposed by loan covenants:
 - A \$2M annual capital expenditure cap.
 - Bank approval is needed for expenses beyond this limit.
 - Communication and planning needed around restriction.
- Evaluate shifting some waste from trucking to intermodal rail/container shipments:
 - Requirements for additional compactors.
 - Container and equipment storage.
 - Portland General Electric (PGE) consultation for electrical service upgrades due to capacity constraints.
- Backup plans in case of transportation route disruptions:
 - Benefit of flexible of “handshake” agreement with Republic as stopgap.
 - Comparative transportation and disposal costs with alternative landfills.
- Disposal contracts for flexible, “shop-around” procurement versus locking in lower rates through long-term tonnage commitments:
 - Careful consideration of impact on overall costs to community.
- Public education and engagement remain an ongoing focus:
 - Coordination with Materials Management Advisory Committee (MMAC).
 - Production and distribution of materials to reduce recyclables contamination:

- Current contamination rate at 16%.
- Outreach to schools and communities to meet Recycling Modernization Act (RMA) and DEQ requirements.

Next Steps

- Re:Source to compile thorough documentation for county review:
 - Detailed all-in per-ton costs covering legacy and current rates at Coffin Butte, Waste Connections, and other viable disposal sites:
 - What is included in each rate:
 - Disposal, transportation, handling, and fees.
 - Written explanations:
 - Accounting treatment of Republic credit.
 - Clarification of high-margin vs. cost-intensive waste streams.
 - Precise acreage/capacity of remaining facility expandability.
- County to review analyses and schedule a follow-up meeting:
 - Longer-term disposal agreements or flexible arrangements:
 - For best cost management.
- Re:Source to assess and estimate:
 - Capital costs for rail/containerization:
 - Site changes, storage requirements, and handling equipment.
 - Document power system necessities.
 - Engage with PGE on capacity and upgrade timelines.
- MMAC and county coordinate distribution of educational contamination reduction tools and management updates for collective outreach and compliance.
- At close of 2025 fiscal books (end of Feb 2026):
 - Re:Source present detailed breakdown of annual tonnages by waste stream:
 - Municipal Solid Waste (MSW), residuals, yard debris, Construction & Demolition (C&D), and recyclables.
 - To inform annual review and future financial planning.
- Re:Source finance team:
 - Summarize loan covenants.
 - Present process for securing capital approval above \$2M cap.
 - Transparency on any related bank negotiations.
- Annual franchise review to be scheduled for March after finalizing 2025 financials.
 - Timely rate and contract adjustments.
 - Support long-term planning for Marion County's waste management system.

Adjourned – time: 2:43 p.m.

Minutes by: Mary Vityukova

Reviewed by: Gary L. White