



MARION COUNTY BOARD OF COMMISSIONERS WORK SESSION

Facilities Management Program Update Minutes

Thursday, July 23, 2026, 9:30 a.m. – 11:30 a.m.
Commissioners' Boardroom
Courthouse Square, 555 Court St. NE, Suite 5231
Salem, Oregon 97301

ATTENDANCE:

Commissioners: Kevin Cameron and Colm Willis.

Board's Office: Trevor Lane, Jonathan Sanford, Matt Lawyer, and Toni Whitler.

Legal Counsel: Michelle Teed.

Business Services: Tamara Goettsch, Kevin Dial, Donald Fillman, and Geoff Bonney.

Commissioner Kevin Cameron called the meeting to order at 9:30 a.m.

1. Welcome & Introductions

-Commissioner Kevin Cameron

2. Discussion

-All

- Review of Capital Improvements Projects:
 - Evidence Building (Sheriff Campus):
 - Construction substantially complete; team working through punch list.
 - Preparing for an open house in a few weeks.
 - Landscape remediation due to long-term herbicide build-up damaging tree roots.
 - Contaminated soil removed and replaced.
 - All trees removed and replanted for a consistent look.
 - Landscape plan brought into compliance with City of Salem standards.
 - Stabilization / Transition Center Remodel:
 - Remodel completed.
 - Project classified as a "loan project."
 - Remaining work focused on keying and access control to align with sheriff's office access needs.
 - Operational updates include use of private security at reduced cost.
 - Health Department – First Floor Remodel (Center Street):
 - First floor remodel completed; open house held.
 - Staff moving from the Beverly buildings on Lancaster to Center Street.
 - Beverly buildings will be repaired and restored before lease end:
 - After leases will be terminated.
 - One month overlap between leases and move-out to complete repairs.
 - Courthouse Square – Elevator Heat Pump Replacement
 - Heat pump serving elevator systems being replaced.

- Court Street closure planned from Saturday 8:00 p.m.:
 - Crane operations and unit swap-out.
- Work may exceed eight hours.
- Two maintenance crews scheduled to support.
- Cost driver is crane and street closure logistics not equipment alone.
- Courthouse Square – Power Outage Impacts & Access Control:
 - Recent storm caused power outages at Courthouse Square and jail.
 - One generator was offline awaiting parts:
 - Access control (Lenel key card system) failed.
 - Staff manually reset panels on site:
 - Doors were staffed and opened manually for employees.
 - Vehicles temporarily trapped in the garage:
 - Manual gate release location inside electrical room.
 - Emergency egress via stairwells and panic bars.
 - Building designed to allow safe exit, not be fully functional during power loss.
 - Need to communicate procedures to reduce panic.
- Juvenile Counseling House – Exterior & Interior Renovation:
 - Combines exterior siding and interior work due to disruption level.
 - Staff will relocate to other on-campus locations during construction.
 - Bid documents in Finance for review:
 - Project to go out to bid after approval.
 - Scope expanded due to discovery of lead paint and asbestos in window glazing putty:
 - Remaining older windows addressed.
- Woodburn Health Building Remodel:
 - Request for Proposal (RFP) routed through Finance:
 - Expected to be released imminently.
 - Project includes addressing asbestos and lead concerns where present.
- Jail Kitchen Infrastructure (Walk-in Coolers, Dishwasher, Sewer)
 - Issues identified in walk-in coolers and surrounding infrastructure:
 - Coolers require full rebuild and reengineering:
 - Including insulated flooring and shell replacement.
 - Work requires shutting down kitchen.
 - Operational continuity plan needed.
 - Sewer lines in kitchen show collapse, sagging, and corrosion.
 - Options under evaluation:
 - Pipe lining.
 - Internal pipe bursting with new pipe.
 - More extensive replacement.
 - Goal to bundle work into a single, well-planned shutdown.
- Courthouse Parking Structure:
 - Design nearing completion.
 - Preparing to go out to bid.
 - Coordinate with sheriff and state courts on phasing and alternative parking during closure.
 - Cost estimates indicate project may be over budget.
 - Some elements identified as alternates to allow scope decisions.
 - Need for a policy discussion on:
 - Minimum safety/structural repairs vs. aesthetic upgrades.
 - Overall budget impacts on the general fund.
 - Structural concerns:

- Existing cracks viewed as early-stage, mainly a water-infiltration risk to reinforcing steel.
 - Existing wear course worn out.
 - Plan to replace topping, correct slopes, and improve drainage.
- Veteran Services Space – Courthouse Square Lower Level:
 - Lower-level space identified as potential office with street access.
 - Prior cost estimate shared (~\$500k range).
 - Requested updated cost breakdown, including:
 - Option with dedicated bathroom in the space.
 - Option using existing nearby restrooms.
 - Discussion points:
 - Desire self-contained, dignified client experience for veterans.
 - Security concerns and conflicts if internal bathrooms are used.
 - Need to compare cost vs. benefit and confirm direction.
- Center Street Campus Parking & Site Improvements:
 - Comprehensive project covering asphalt, subgrade, storm drainage, and sewer across campus:
 - Excluding new building area.
 - Soils report indicates conditions are worse than expected:
 - Inadequate subgrade under existing paving.
 - Some requires full removal and reconstruction not grind-and-overlay.
 - Expanded scope adds new parking in front of old juvenile building:
 - Converts green space to additional parking to support consolidated health services on campus.
 - Project is health and loan-funded, June 18th loan condition deadline.
 - Additional funds needed from Health due to expanded scope and subgrade issues.
 - Interim options discussed with permitting and usage constraints noted.
- Behavioral Health Crisis Center (BHCC) Generator and Electrical Panels:
 - Project requires approximately \$450k+ additional funding.
 - Scope includes new generator, roof, and electrical panel upgrades.
 - Strategy shift from limited “red receptacle” emergency circuits to whole-building generator coverage:
 - Enhances resiliency during outages.
 - Generator to be natural gas-fueled, leveraging existing gas service.
- New Horizon House Project:
 - Early-stage planning for new facility configuration at existing Horizon House site.
 - Health produced a “wish list” for scope and capacity.
 - Work session scheduled with the board for:
 - Number of rooms and program scale.
 - Phasing and funding strategy (health-funded).
 - Prioritization relative to other projects.
- Old Juvenile / Old Health Building (Future Redevelopment Site):
 - County owns property fully.
 - Building is being monitored weekly for leaks, damage, and vandalism.
 - Considering security enhancements while long-term plan is refined.
 - Prior abatement estimates exist but not updated due to staffing constraint.
 - Site is long-term candidate for redevelopment to consolidate services onto county-owned campus.
- Ballot Box Security Cameras (Concept / Unfunded):
 - Concept maintained on project list without cost estimate.

- Earlier grant timeline from Secretary of State was missed:
 - Not eligible in latest round.
 - Request more research on implementation experiences in other counties and full evaluation before advancing.
 - Facilities noted cameras are not solar, requiring electrical infrastructure at each site:
 - Coordination led by the Board's office, not Facilities.
- Review of Large Non-Capital Projects:
 - Courthouse Square / Cherriots Tenant Sewer Backup & Coffee Shop Closure
 - Many deliberate or accidental obstructions placed in restrooms caused severe sewer backups.
 - Repeated backups impacted coffee shop tenant:
 - Floor drains, cabinets, and barrels.
 - Facilities and contractors had to access deep piping in basement to remove obstructions.
 - Tenant working with insurance:
 - Condo association and ownership must determine cost responsibility.
 - Concern that tenant may not reopen.
 - Potential need for new operator if closure becomes permanent.
 - Wetlands / Blackberries / Evidence Building Site:
 - Aesthetic and functional condition of wetlands near evidence building.
 - City guidance reportedly limits to hand tools and manual blackberry removal:
 - Prohibiting mechanized equipment.
 - Request legal review of applicable laws and regulations to confirm interpretation and identify more proactive management strategy.
 - Silverton Road Adult Behavioral Health (ABH) Campus / Future Relocation:
 - Capacity and landlord issues at current Silverton Road BH facility.
 - Long-term vision:
 - Eventually relocate to consolidated campus once developed.
 - Facilities has toured some alternative properties:
 - Follow-up limited due to owner health and cost concerns.
 - Ballot Drop Box Camera Project (Coordination Issue):
 - Board's office is responsible for project coordination.
 - Facilities is in a support role as needed.
 - Need complete, vetted plan prior to board reconsideration.
- Facilities Program Overview (Maintenance, Custodial & Grounds):
 - Grounds / Landscape Program:
 - New leadership is assessing all county properties to:
 - Identify irrigation failures and systemic issues.
 - Determine causes of plant loss.
 - Develop site-specific rejuvenation plans.
 - Priority on stabilizing irrigation systems across campuses.
 - Wetlands and Regulatory Constraints:
 - City's current interpretation:
 - Only hand tools permitted in designated wetland areas.
 - Mechanized equipment prohibited.
 - Concern of overgrowth and public health/aesthetic impacts.
 - Legal to explore alternative approaches and assert county interests in property maintenance.
 - Custodial Services – Staffing and Operations:
 - Custodial team experiencing:

- High callout rates, vehicle issues, and significant personal/family bereavement events.
 - Loss of a newly hired supervisor after two weeks.
- Temporary part-time staff brought in and under training.
- Recent power outage resulted in custodial staff being locked in buildings, highlighting need for better emergency preparedness.
- Discussion of potential schedule restructuring:
 - From strict after-hours cleaning to hybrid or daytime shifts to:
 - Improve access to county services.
 - Reduce isolation and improve morale and retention
 - Protect critical meeting times and accept some daytime custodial presence.
- HR evaluation of workforce to identify retention strategies, culture improvements, and appropriate schedules.
- Custodial & Grounds – Contracting vs In-House:
 - Security clearance requirements limits use of outside custodial vendors in certain facilities.
 - Past experiences with contracted custodial:
 - Vendors sent staff without proper clearances, forcing them to be sent home.
 - Resulted in reliability and coverage issues.
 - Some facilities already use contracted landscape services where distance and limited scope make in-house service inefficient.
 - Discussion of a hybrid model:
 - Retain in-house teams for secure or complex sites.
 - Expand contracted services for remote, easier-to-serve locations or lower-risk exterior work.
 - Evaluate cost-effectiveness, travel time, and service quality.
- Staffing Constraints and Workload:
 - Facilities management operating with reduced staffing, including loss of key position in project management.
 - Some strategic work delayed due to capacity.
 - Facilities did about \$11.5M in projects in last fiscal year and actively managing about \$32.7M in current projects, plus ~\$300k in larger M&S items.
 - Asset management:
 - Use five-year plan with asset grading:
 - C or below triggers review.
 - Integration of data to new Enterprise Resource Planning (ERP) system to improve long-term forecasting and prioritization.

3. Other

All

- Courthouse / Parking – State Use and Fee Policy:
 - State employees use county-owned courthouse parking structure.
 - Historical practice that judges do not pay for parking statewide:
 - Local policy currently aligned with that.
 - Board interest in:
 - Evaluate authority to charge all parkers, including state employees.
 - State to bear parking costs when county invests millions in structure.
 - Verify legal/contractual context and prior negotiations:
 - Work with internal staff to clarify options.

- Evidence Site Wetland, Legal Review, and Volunteer Efforts:
 - Explore legal reinterpretation and potential volunteer work to maintain area within regulatory bounds.
- Janitorial and Grounds – Policy Alignment with Sheriff’s Office:
 - Some sheriff campus clearance/access rules may warrant re-examination to balance:
 - Security requirements
 - Operational needs
 - Availability and cost of resources
- Silverton Road Behavioral Health & Long-Term Campus Planning:
 - Long-term vision to move ADH and related services from leased Silverton Road facility to a county-owned integrated campus.

4. Next Steps

-All

- Front Door ADA & Lock Integration:
 - Follow-up with contractor to resolve remaining compatibility and control issues for Courthouse Square’s main entrance and close out project.
- Juvenile Counseling House – Bid & Construction:
 - Obtain Finance approval on bid documents and release to bid.
 - Exterior and interior scope with asbestos/lead remediation.
- Courthouse Parking Structure – Scope & Funding Decisions:
 - Create package outlining base scope and alternates with cost impacts for board decision.
 - Coordinate with board staff to review Oregon Association of Counties (AOC/state courthouse funding opportunities and grant program timelines.
- Courthouse Parking Fees – Policy Clarification:
 - Confirm historical decisions and legal parameters regarding charging state employees for parking.
 - Return with options and recommendations on fee policy.
- Veteran Services Space – Options & Costing:
 - Provide layout and cost for lower-level Veteran Services space, including:
 - Scenario with dedicated bathroom
 - Scenario using existing restrooms with access controls
- Center Street Campus Site Work & Loan Alignment:
 - Refine design and cost estimates for asphalt, subgrade, drainage, and added parking, including increased costs due to poor soils.
 - Confirm additional funding source(s) within Health:
 - Ensure alignment with existing loan conditions and deadlines.
- BHCC Generator & Panel Upgrade Funding:
 - Incorporate estimated additional \$450k+ into Health’s funding plan.
 - Finalize design to provide full-building generator coverage.
- Wetland / Blackberry / Evidence Campus – Legal Strategy:
 - County Counsel to review regulations and give county-centric interpretation for wetland management and blackberry removal.
 - Develop proposed management strategy and return to the board.
- Landscape and Custodial Staffing Model Review:
 - HR evaluation of custodial staff for retention, schedule, and culture improvement.
 - Explore hybrid models for custodial and landscape services :
 - Including security and operational constraints.
- Old Juvenile / Old Health Building – Interim Strategy:

- Continue weekly walk-throughs and basic protection of facility.
 - Evaluate timing and resources needed to update abatement and demolition cost estimates as staffing allows.
- Ballot Box Camera Project Coordination:
 - Board's office consolidate technical, operational, and cost information.
 - Including external examples, before returning with cohesive project proposal.

Adjourned – time: 10:38 a.m.

Minutes by: Mary Vityukova

Reviewed by: Gary L. White