



Board of Commissioners

Office: (541) 766-6800

Fax: (541) 766-6893

4500 SW Research Way
Corvallis, Oregon 97333bentoncountyor.gov

AGENDA

BOARD OF COMMISSIONERS GOAL-SETTING WORK SESSION

Tuesday, October 8, 2024, 9 AM

How to Attend the Goal-setting Meeting
Zoom Video Click for Zoom link
In-person: Kalapuya Building, 4500 SW Research Way, Corvallis, Oregon

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 by contacting the Board of Commissioners Office at 541-766-6800 or 800-735-2900 TTY, by email bocinfo@bentoncountyor.gov, or on the County's website at <https://boc.bentoncountyor.gov/contact/>.

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.

1. Call to Order and Introductions

2. Review and Approve Agenda

Chair may alter the agenda

3. Consent Calendar

- 3.1 Ratification of Order No. D2024-053: Appointment of Charlene Carroll and David Livesay to the Disposal Site Advisory Committee
- 3.2 Approval of the April 11, 2023 Goal-setting Minutes
- 3.3 Approval of the September 12, 2023 Goal-setting Minutes

4. Discussion Topics

- 4.1 15 minutes – Presentation Regarding Merger of the Albany Area Metropolitan Planning Area (AAMPO) and the Corvallis Area Metropolitan Planning Area (CAMPO) – Gary Stockhoff, Public Works; Billy McGregor, Oregon Cascades West Council of Governments
- 4.2 20 minutes – National Institute of Corrections Technical Assistance Request – Sheriff Jef Van Arsdall; Rachel McEneny, County Administrator; Rick Crager, Assistant County Administrator
- 4.3 45 minutes – Sustainable Materials Management Plan Task Force Update – Sean McGuire, Sustainability; Bailey Payne, Community Development

5. County Updates

- 5.1 15 minutes – County Administrator Updates: Rachel McEneny, County Administrator
- 5.2 30 minutes – Commissioner Updates: Board of Commissioners

6. Announcements

7. 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."

8. Executive Session

The Board will convene into Executive Session under ORS 192.660[2][d] regarding labor negotiations and ORS 192.660[2][i] regarding performance reviews.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE STATE OF OREGON, FOR THE COUNTY OF BENTON**

**In the Matter of Appointments to the) ORDER #D2024-053
DISPOSAL SITE ADVISORY COMMITTEE)**

THE ABOVE-ENTITLED MATTER COMING NOW FOR THE CONSIDERATION OF THE BOARD AND,

IT APPEARING TO THE BOARD the following qualified and knowledgeable individuals have indicated a willingness to serve on this committee:

<u>Name</u>	<u>Term and Position</u>
Charlene Carroll	Beginning: 10/01/2024 Expires: 12/31/2024 Position: 2
David Livesay	Beginning: 10/01/2024 Expires: 12/31/2025 Position: 9

NOW, THEREFORE, IT IS HEREBY ORDERED the above individuals are appointed to the Disposal Site Advisory Committee.

Adopted this 8th day of October, 2024.

Signed this 8th day of October, 2024.

BENTON COUNTY BOARD OF COMMISSIONERS

Xanthippe Augerot, Chair

Nancy Wyse, Vice Chair

Pat Malone, Commissioner



MEETING MINUTES

BOARD OF COMMISSIONERS GOAL-SETTING WORK SESSION

Tuesday, April 11, 2023, 9 AM

Present: Pat Malone, Chair; Xanthippe Augerot, Vice-Chair; Nancy Wyse, Commissioner; Suzanne Hoffman, Interim County Administrator

Staff: Cory Grogan, Maura Kwiatkowski, Amanda Makepeace, Board of Commissioners Office; Don Rogers, Dawn Dale, Sheriff's Office; Rick Crager, Debbie Sessions, Financial Services; April Holland, Health Services; Carla Jones, Community Health Centers; Darren Nichols, Community Development

Guests: Alex Powers, Mid-Valley Media; Ginger Richardson; Mark Yeager

1. Opening

Chair Malone called the meeting to order at 9:00 AM. Introductions were made. There were no announcements.

2. Review and Approve Agenda

Item 3.5 was removed from the agenda.

3. Discussion Topics

3.1 Strategic Communications Update – Cory Grogan, Public Information Officer

Grogan provided a strategic communications update; he believes the updates are important for Commissioners' situational awareness. The next two episodes of county podcasts are being planned. Upcoming county events include the Kalapuya Building open house. Other events where the county will have a presence include City Speaks on April 19, Philomath Frolic on July 6, and the Fall Festival. The County Fair will run August 2 through 5. Grogan noted the increase in subscribers to the county's list serve; there is an appetite for information. Malone and Hoffman commented on the quality of the videos developed for the Navigation Center and Jackson Frasier Wetlands. Grogan advised that existing county publications are being updated, and new publications are being developed. Malone expressed a desire for increased visibility on transit services; he believes encouraging people to use transit once will result in repeat use. Grogan also reported that plain

language training will help county communicators reach and communicate effectively with a variety of community members.

Sessions presented on internal communications and public service awards. There is renewed energy around the May 11 Benton Breakfast, which recognizes the contributions of county employees. Public service awards will be given to recipients selected by the Commissioners, and Sessions would like each Commissioner to present one award. Augerot was glad to see this event happening again. Sessions would like to see regular, smaller events occur throughout the year to recognize employees and encouraged the Commissioners to share their recognition ideas. Wyse suggested polling county employees to see what is meaningful for them.

3.2 2023 Proclamation Schedule – Cory Grogan, Public Information

Grogan advised the months of April and May typically have many proclamations. Augerot expressed some concern with the proposed staggered schedule for proclamations and would like to consider another approach. Can some proclamations be included on consent calendars? Wyse acknowledged the significant effort required from staff, but proclamations are a valued component of her role as a Commissioner. Augerot would like some flexibility. Grogan agreed to bring the topic back to the Board at the May Goal-setting Meeting for more discussion. Malone supported the idea of some proclamations on the Consent Calendar; having many proclamations dilutes their value. Augerot expressed a desire for varied presenters. Malone believes the proclamation program should be meaningful.

3.3 Constituent Tracking System – John Larsen, Information Technology

John Larsen provided an overview of a new tracking method for constituent contacts. Staff is working on specifics, and the new tool will be ready to use soon.

3.4 Exception to Benton County Code Chapter 2: Purchase from Sole Source Vendor Motorola Solutions – Don Rogers, Dawn Dale, Sheriff's Office

The Sheriff's Office requested an exception to the county's sole source vendor policy (BCC 2.275) for the Motorola radio system to continue with interoperability and use existing hardware, software, and radios. The exception would cover two purchases of radios – one in the current biennium and one in the next. Wyse noted both purchases are included in the current request; Dale advised the county receives a discount for making larger purchases. Malone asked about other radio companies. Rogers indicated Harris equipment is used by some first responders, including fire. The Benton County Sheriff's Office would need to replace all hardware, software, and radios to transition to Harris. Rogers indicated the Sheriff's Office receives quality services from Motorola.

MOTION: Wyse moved to approve Order No. D2023-042 authorizing the use of a sole source exception to the process described in BCC 2.275 to contract with Motorola Solutions, Inc. for mobile and portable radios for the Benton County Sheriff's Office. Augerot seconded the motion, which was approved 3-0.

3.5 County Administrator Recruitment Update – Tracy Martineau, Human Resources

This item was removed from the agenda.

3.6 County Administrator Updates – Suzanne Hoffman, Interim County Administrator

Hoffman reminded the Board that Holland is currently serving as the Interim Health Director; Hoffman previously served as Interim Health Director for 2.5 years. Hoffman had discussed with previous County Administrator Kerby how the county would like to fill the role. There is an opportunity to consider the role differently; perhaps a health services administrator, who would oversee all health services rather than the Health Department and Community Health Centers (CHC) directors both reporting to the County Administrator. Other options are to continue with an interim director for a longer period or permanently fill the Health Director position now and consider potential organizational changes in the future. What model would better serve the interest of coordinated care and the various separate but integrated components of the health mission?

A health assessment was previously planned to recommend to the Board a structure that would best support health services. However, the budget process indicates now may not be the best time to undertake such an assessment. A better option may be to pursue assistance from an outside consultant with regard to finance, including optimizing revenue streams, particularly in the CHC. Crager and staff have provided significant clarity regarding the financial challenges.

Wyse would like to see something in writing that she can consider. Augerot indicated this has been a problem for a long time. The lack of clarity has resulted in recruitment challenges in the past, and Augerot believes it may be a challenge going forward. She would like to see a pros and cons analysis. Hoffman noted Lane County uses the health administrator model, and it has been successful for them.

Hoffman would want to ensure there is no negative result from a structural change since the county currently has an outstanding leadership team. Malone agreed a more coordinated approach, centralized finances, and data gathering is desirable. Crager indicated the CHC budget will be a major component of budget planning. COVID resources have been spent; the county used those funds to sustain services over the last two to three years. Crager reported having worked with Jones to define a sustainability plan. Staff will present a balanced CHC budget, but that budget will require substantial changes. Crager would like to have a third party review the CHC budget.

Malone asked whether budget assumptions were built in for the potential reorganization as presented. Crager advised that staff reviewed expenditures, staff vacancies, and opportunities to reduce costs. Expectations include a higher productivity rate from providers, which currently seems lower than other in counties. Other important components are insurance payments and opportunities related to billing. Augerot asked about bringing in someone with health finance expertise to conduct the analysis; is that included in a policy package? Hoffman pointed out that the funding earmarked for the health assessment could be used for this purpose.

Hoffman indicated circumstances have changed a great deal, particularly in behavioral health. Behavioral health was subcontracted to nonprofit community providers; however, demand for services has increased significantly. The county is providing a high volume of behavioral health services. Augerot cited the new state behavioral health mandates from.

3.7 Commissioner Updates – Benton County Commissioners

Wyse

- Attended the ABC House fundraiser; Juvenile Director Wetherell and other staff also attended.
- Registered for Corvallis Police 101. The first session was a tour of the jail and the Corvallis Police Department. Wyse looks forward to learning more about law enforcement.

Malone

- Recent meeting with Speaker Rayfield was positive; a good supplement to the legislative breakfast series.
- Spoke with Representative Paul Evans, who has an interest in Emergency Operations Centers.
- Met the new Lane County Commissioner.
- The Oregon Department of Forestry (ODF) is coordinating with AOC and counties regarding SB 80 modifying SB 0762, particularly with respect to the Wildfire Hazard Map. It may make sense to talk with the local ODF representative in advance of the AOC District 5 meeting on September 5.

Augerot

- Good presentation with south Philomath residents regarding the Justice System Improvement Program. It was a small but very engaged group.
- Commissioners need to purchase gift cards for the Benton Breakfast raffle. In past years, commissioners have each donated \$60. Augerot volunteered to purchase the gift cards. Hoffman also expressed a desire to participate.

4. Other

Bond Sale Update

Crager provided follow-up on the Board's authorization for up to \$36 million in bond sales for the new courthouse and District Attorney's offices. The county is on track for a June financing. Crager continues to work with Public Works Director Gary Stockhoff and the new general contractor. Construction costs are escalating, but the team is working to stay within budget. The team is also looking at potential savings through building adjustments. Malone noted the fluidity of interest rates, which is not something the county can control. He is cautiously optimistic the trends are in the county's favor. Crager pointed to the unprecedented market regarding interest rates, but the tax-exempt market is generally an efficient one. The county's planning was very conservative relative to interest rates.

Wyse continues to hear misunderstanding in the community about the project and the bond measure. This project is separate; it is self-financing comprised of county borrowing and funding from the Oregon Judicial Department.

Malone asked about the spread between taxable and tax-exempt bonds; Crager indicated he would look into this and respond back to the Board.

Budget Committee Vacancy

A new Budget Committee member is needed, and advertising for this vacancy is posted on social media. Two applications have been submitted thus far. Crager will send them to the Board for review and to make an appointment on April 18 so the new member can attend the first budget hearing on April 18. Augerot indicated several more applications will likely be submitted.

Extension of Spend Deadline for ARPA (American Rescue Plan Act) Funds

Augerot reported Marion County is talking with Senator Wyden's staff about a potential extension for the use of ARPA funding beyond the current December 31, 2024 deadline. Wyden is willing to submit legislation if the Association of Oregon Counties can secure a Republican co-sponsor. The National Association of Counties is also expected to support this effort.

Lottery-backed Bonds

The lottery backed bond bill is slated for May, but the timing could change. This is significant because lottery backed bonds are a primary resource for the county's \$15 million in legislative requests. It is important Benton County have a commissioner testify on this issue on May 5; Crager will obtain more information and update the Board.

Public Employee Retirement System Retirees

HB 2296, specific to PERS (Public Employee Retirement System) retirees and continued employment, is moving quickly through the legislature with significant support from first responders. There is considerable savings for public agencies hiring retirees due to certain contributions that are not required, and PERS retirees are important additions to the available public workforce.

Chair Malone adjourned the meeting at 11:39 AM.

Pat Malone, Chair

Maura Kwiatkowski, Recorder

**MINUTES OF THE GOAL SETTING MEETING
BENTON COUNTY BOARD OF COMMISSIONERS
Tuesday, September 12, 2023, 9:00 a.m.**

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

Elected Official: Jef Van Arsdall, Sheriff

Staff: Shannon Bush, Darren Nichols, Community Development; Tomi Douglas, Jesse Ott, Natural Areas, Parks & Events; Cory Grogan, JonnaVe Stokes, Public Information; Amanda Makepeace, BOC Staff; Rachel McEneny, incoming County Administrator; Erika Milo, BOC Recorder; James Morales, Records & Elections; Jodi Robin, District Attorney's Office; Sarah Siddiqui, Equity, Diversity, & Inclusion; Matt Wetherell, Juvenile Department

Guests: Bill Kughn, Eileen Stark, Andy Sterling, residents; Alex Powers, Mid-Valley Media; Michael Skipper, CFM Advocates

**1. Opening:
1. Call to Order**

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

**2. Introductions
3. Announcements**

No announcements were made.

2. Review and Approve Agenda

The following item was added to the agenda:

**3.7 Potential Delegation of Authority for Child Abuse
Multidisciplinary Intervention (CAMI) Grant Application –
*Xanthippe Augerot, Commissioner***

The following changes were made to the agenda:

Item 3.7 was renumbered as **Item 3.8**. **Item 3.8** was renumbered as **Item 3.9**

3. Discussion Topics

3.1 Strategic Communications Update – *Cory Grogan, Public Information Officer*

Grogan explained that staff are working to make Proclamations more meaningful. On October 3, 2023, a public celebration will be held in honor of Hispanic Heritage Month, followed by reading the Proclamation. Staff from Casa Latinos Unidos may read the Proclamation in Spanish. Grogan invited the Board to speak at the gathering.

The Board favored participating in the celebration.

Grogan provided a strategic communications update from August 2023 to the present (see packet). Highlights include:

- A successful advertising campaign for the Benton County Fair.
- Ongoing advertisements about wildfire awareness.
- A booth and sponsorship at the Corvallis Fall Festival on September 23-24, 2023.
- Publications including the Biennial Report, updated Historic Driving Tour, flood information in Spanish, and a Riparian Resources guide. Copies of the report will be sent to the Board, departments, and building lobbies.
- Staff plain language trainings.

Augerot suggested issuing a survey to gauge interest in an audio file version of the Tour, and mentioned a local service that distributes flyers.

Grogan to follow up on that service for County publications. Once the Board approves the Media Policy, staff will develop a Media Relations Plan, a Key Stakeholder Communication Plan, and a Crisis Communications Plan as part of a Comprehensive Strategic Communications Plan.

The Kalapuya Building branding update begins September 26, 2023. A web specialist will be hired to provide oversight, support, and training for the new County website. A photograph and video archive and a style guide will be available for staff use. Siddiqui and staff from Communications and Information Technology will ensure website accessibility.

Augerot mentioned comments from the visually impaired community that all web images need captions. Website accessibility is a high priority.

Grogan presented the 2023 Quarter Two analytics report (see packet). Current communication goals: 1. Get the right information to the right people at the right time. 2. Highlight Benton County's work in the community through the 2040 Thriving Community Initiative. Community members are interacting much less with the County email list-serv, possibly due to summer activities. Website traffic from social media is up over Quarter One. The top County platform is Facebook. Staff seek to reach a wider demographic.

Although engagement with social media is usually low (1-3%) in general, the drop in email subscribers is concerning. The email open rate has decreased considerably, even among employees. Staff will evaluate content and are open to suggestions. Paid advertising shows good return on investment. Earned media from sharing information with news media partners is extremely important.

Chair Malone recessed the meeting at 10:08 a.m. and reconvened at 10:13 a.m.

3.2 *Federal Legislative Debrief – Rick Crager, Interim County Administrator; Michael Skipper, CFM Advocates

Skipper reported on Fiscal Year (FY) 2023 Federal lobbying and the FY 2024 appropriations process (see exhibit 1). Benton County submitted seven requests in 2023; three were funded with a total of \$3 million: rural water and sewer infrastructure improvements, the Monroe Health Center, and regional Public Safety radio infrastructure. Benton did not receive funding for the Jackson-Frazier Wetland Boardwalk replacement, the Benton County Fairgrounds exhibit hall, or the Southwest 53rd Street overpass. A \$19.6 million grant request to the United States Department of Transportation (USDOT) for the overpass is still pending. No funding is final until Congress passes the funding package, hopefully by December 30, 2024. FY 2023 funding expires September 30, 2023. A short-term funding extension is expected, but a government shutdown could happen first.

CFM Advocates will continue to work on funding for the overpass, historic Courthouse (HCH), rural water infrastructure, and more. Many new Federal grant programs have been created. CFM will also start work on the 2024 Federal agenda. In October 2023, Skipper will meet with County department heads and staff to develop a new list of priority projects. Skipper encouraged the County to resubmit the boardwalk and exhibit hall projects through the 2024 earmark process. USDOT does not have a grant program for small transportation requests. There is not a program that aligns perfectly with the exhibit hall project, and the cost is high for an earmark (the County requested \$5 million, while earmarks are usually a maximum of \$3 million).

Augerot favored re-submitting both projects. The exhibit hall needs a compelling vision to interest State and Federal legislators. Other important projects include Children & Families Behavioral Health facilities needs, the Homelessness Navigation Center (HNC), and the HCH. Another need is Housing and Urban Development (HUD) policy changes about housing vouchers. The number of vouchers provided to Linn-Benton Housing Authority has not increased in a long time.

Skipper noted that HUD is a potential policy item for the 2024 Federal agenda. Skipper believed the Congressional delegation would be interested in supporting the HNC. The Federal grant program Save America's Treasures could apply to the HCH, but the maximum grant is \$750,000. Several Federal sources are available for the HCH seismic retrofit.

Malone favored prioritizing the HCH, as well as the boardwalk and the bridge.

Wyse concurred with Augerot's and Malone's priorities. Homelessness is a top community concern.

Skipper noted it might be advantageous if a non-profit service provider, rather than the County, submitted the HNC application.

Regarding the HNC, Wyse encouraged everyone to leverage the County's partnership with the City of Corvallis.

Augerot concurred and noted that many partners are interested in the boardwalk and should be involved when the County presents that project to the delegation.

Skipper shared that if Congress passes the funding package in December 2023, the County will probably receive the funds in May-June 2024.

Malone noted that Emergency Operations Center funds from Senator Ron Wyden must be committed by May 2024.

{Exhibit 1: CFM Presentation}

3.3 Collaborative Permitting Project – *Darren Nichols, Community Development; Rick Crager, Interim County Administrator*

Crager explained that the Community Development permitting system is one of the larger requests in the 2023-25 biennial budget. The system could be used County-wide, so all departments need to join the discussion. The current budget allows \$100,000 for pre-planning; next, staff will seek a facilitated contract for service.

Nichols explained that Community Development must draw information from many different sources, which can be difficult to coordinate. Other departments have similar challenges. Community Development processes about 2,000 permits per year, about one-third of which require two or more hours of staff review. This totals about \$130,000 per year in labor costs. A permitting package would:

- Provide better access to high-quality information for staff and customers.
- Increase efficiency, consistency, and transparency by consolidating information sources.
- Provide return on investment in about two to three years.
- Support staff recruitment, retention, and best practices.
- Help Benton County coordinate with the City of Corvallis. The current City and County systems cannot interface. Nichols was in discussions with Corvallis Community Development Director Paul Bilotta and team, who are interested and might be willing to make a shared investment.
- Improve reporting to the Board.
- Increase e-readiness, allowing the County to use emerging tools such as electronic plan review, electronic inspection reports, and remote perspective.

Nichols recommended hiring a third party to convene the conversation about needs, then assessing which type of system would meet those needs.

Crager added there are opportunities for connectivity between departments. The project involves an important Information Technology (IT) component.

Augerot expressed strong interest in such a system. Regular metrics would help the Board and Budget Committee evaluate County progress.

Malone and Wyse also expressed support for the project.

Nichols shared that the dialogue phase is expected to take about six months. The third phase is to collect all documents in one place, which IT has already begun. Phase four is to purchase the system, which incurs most of the cost.

Chair Malone recessed the meeting at 11:17 a.m. and reconvened at 11:22 a.m.

3.4 Exotic Animal Ordinance (EAO) – Tomi Douglas, Jesse Ott; Natural Areas, Parks, and Events

Douglas explained that many community members felt the EAO as approved did not accomplish their intentions. Staff have engaged in many conversations on this issue with the United States Department of Agriculture, County Counsel, the Oregon State Veterinarian, and others.

Augerot stated she stood by the intent of the original EAO: to preclude traveling animal-based exhibits or circuses that involve extensive travel for wild and exotic animals for the purpose of entertainment, because of the inherent cruelty to such animals. It was never the Board's intention to interfere with 4-H or rodeo activities; the inclusion of horses in the ban was an oversight. Augerot favored retaining the EAO with its core value of prohibiting animal acts that mistreat animals, but modifying the EAO to be more functional and workable.

Wyse wished to retain the original intent and spirit of the current EAO, but in a way that is more workable and understandable for staff and the public.

Malone expressed concern about the current EAO, which has caused considerable problems, and favored reconvening the past work group and adopting a new Ordinance.

Wyse commented her main concern with the current EAO is that the County Animal Control Officer (ACO) does not have the expertise or capacity to enforce it.

Augerot expressed concern that none of the original EAO advocates were included in the work group; any new process should include that community and Fair Board members. A significant part of the community feels very strongly about mistreatment of animals in traveling exhibits. A modified Ordinance could achieve both objectives by incorporating plain language, clear processes, clearer communications, and advance discussion with community members. Augerot agreed with Wyse that the ACO lacks the necessary expertise. State and Federal governments do little enforcement in this area. The Board just wants to share its values on animal treatment.

Douglas noted that simply not booking circuses will cover many of the concerns. Other solutions could include funding enforcement training, establishing a trained animal welfare officer, and/or a community hotline to report concerns.

Van Arsdall indicated a willingness to provide relevant training to ACO Erica O'Neill but noted O'Neill does not have time or opportunity to commit resources for investigations.

Augerot suggested forming another workgroup, including the original proponents of this EAO, to clarify the goal and how to achieve it. Augerot was uncomfortable with the current situation.

Wyse was comfortable amending this EAO or creating a different one, so long as the intent to prevent traveling animal shows remained the same. Another work group might

not provide more information. Instead, staff could work on a draft, then request public comment.

Augerot felt Wyse's suggestion was workable, so long as the process was clearly communicated to the community.

Malone favored staff developing recommendations rather than forming another workgroup. Malone would prefer to draft a new EAO that is short and clean.

Augerot preferred to modify the original EAO but expressed trust in staff's efforts.

Douglas offered to draft both a modified EAO and a new Ordinance.

3.5 *Parks Board Update on Jackson-Frazier Boardwalk Effort – Tomi Douglas, Jesse Ott, Natural Areas, Parks, and Events; David Smith, Parks Advisory Board

Smith read a report (exhibit 2) on efforts to replace the decayed Jackson-Frazier Boardwalk with an improved, durable, fully accessible boardwalk. In 2021, Natural Areas, Parks & Events (NAPE) estimated replacement cost at \$1.2 million, but the estimate was made without engineering specifications. In 2022, NAPE received a \$600,000 Oregon Parks 50% matching grant towards replacement. NAPE would contribute the \$600,000 match, and the Alliance for Recreation and Natural Areas (AFRANA) would raise any remaining funds. However, by March 2023, the replacement cost estimate rose to \$2.7 million (including 7% inflation and 20% contingency), producing a target AFRANA could not meet. Public Works lacked capacity to provide engineering support at that time. In 2023, AFRANA withdrew its support for boardwalk demolition. Now NAPE is working on a technical design in order to award contracts in spring 2025. Meeting this schedule is essential to maintain grant eligibility. For the project to succeed, Public Works must have capacity for engineering support.

Ott described two options:

- The County could return the grant and reapply with adjusted numbers. Oregon State Parks ranked this project number one in the state, and has more funds now, so the project would probably rank high again. So far, the County has only spent Capital Improvement Project (CIP) funds, not grant funds. The cap for a grant request is \$3 million, so Benton could request more than \$600,000 this time.
- The County could request four six-month extensions of the current grant, to 2027. This would provide two more years of CIP sessions, other grant possibilities, and fundraising.

Augerot noted the project would also be eligible for an Oregon Department of Fish and Wildlife County Opportunity grant. Augerot believed the County could receive more funding from the legislative process, but not on this schedule, and recommended continuing to work with Benton Community Foundation to approach community donors.

Wyse added that she and Malone spoke to all Benton's Congressional delegates about the project and will continue to request funds.

Smith requested direction. Staff capacity is limited. NAPE will finish the technical design, which will help with fundraising. Staff need to work closely with potential suppliers, but keeping momentum is difficult without a timeline for construction. Smith asked about other financing opportunities to advance the project in 2024, such as a bridge loan.

Ott noted the next grant application is due January 2024. Recipients would not be notified until June 2024 at the earliest.

Augerot felt that with the extant boardwalk's condition worsening and costs rising, it might be best to return the grant and reapply. That would allow time to pursue alternative funding.

Crager and Malone favored reapplying. Malone noted that Skipper (CFM Advocates) might have suggestions of which legislators to approach.

Smith shared that Udell Engineering-Land Surveying and Structural Engineer Dave Conklin will provide all bid specifications within months. Draft Requests for Proposals should be available by Thanksgiving, to be issued on January 1, 2024.

Ott indicated construction permits have been secured and are valid for five years.

Augerot noted the project would have to pause in 2024 if the County reapplies for the grant. Applying for the extensions is risky, and the project probably needs funding sooner. The County should finish the design work before applying. Malone concurred.

Smith added that the engineering is being funded by AFRANA donations, not Benton County. Vendors are anxious to know the project timeframe.

The Board affirmed support for the original replacement project as envisioned, rather than a reduced-scope project.

Smith reported AFRANA fundraising has been suspended. AFRANA likely cannot raise more than \$0.5 million, including the \$200-300,000 already contributed.

Augerot suggested enlisting the Board and the County's contracted grant writer to help pursue private donor/foundation funds, especially given the science education and Equity, Diversity, and Inclusion aspects of the boardwalk.

{Exhibit 2: Jackson-Frazier Boardwalk Report}

3.6 Approval of Annual Membership Renewal Notice from Albany Chamber of Commerce – *Benton County Commissioners*

Augerot shared that the benefit of membership is discounted event attendance.

MOTION: Augerot moved to approve the Board's membership in the Albany Chamber of Commerce. Wyse seconded the motion, which **carried 3-0.**

Malone suggested asking City of Albany Mayor Alex Johnson II about which events the Board should prioritize attending. Augerot to follow up.

**3.7 Potential Delegation of Authority for Child Abuse
Multidisciplinary Intervention (CAMI) Grant Application – Xanthippe
Augerot, Commissioner**

Augerot explained that the District Attorney's Office (DAO) is applying for a routine CAMI grant from the Department of Justice (DOJ), which now requires a Board Letter of Authorization for the District Attorney to sign the application.

Crager added that the DAO liaison had prepared a potential letter and the grant is included in the adopted budget.

Wyse stated her policy is not to vote on items that were not in the agenda and that she does not have information on. Wyse asked if the request was in writing.

Augerot replied the request was not in writing; this was a late item, but Counsel reviewed it.

MOTION: Augerot moved that the Board delegate signing authority to the District Attorney for the CAMI grant from the Department of Justice. Wyse seconded the motion, which **carried 2-1 (Wyse opposed)**.

**3.8 County Administrator Updates – Rick Crager, Interim County
Administrator**

Crager has been reviewing matters with Department heads and updating McEneny. The State seeks agreement on its design for the new Courthouse (NCH). Based on the County's current analysis of square footage, the design is over budget; the State knows that reductions will be necessary. The hope is to begin construction in March 2024. Cost escalation has stabilized somewhat.

Crager and Augerot met with State Representative Dan Rayfield, who was optimistic about State resources to fund the NCH. Later this month the County should have a clearer sense of the State's stance on this preferred model. If the model is over budget and the State still resists more cuts, a different approach may be needed.

Augerot told Rayfield that the Benton County Courthouse agreement will set precedent for the entire Oregon Courthouse Capital Construction and Improvement Fund (OCCCIF) program.

Malone noted that the Association of Oregon Counties (AOC) Region Five meeting discussed this topic; many Commissioners agreed the OCCCIF process is too difficult and needs to be redesigned.

Crager observed that even though this is a bond-based source of NCH funding, the County could still ask for a different type of funding. There should be opportunity by January or February 2024. Crisis Center construction will begin soon. The InterCommunity Health Network Coordinated Care Organization may provide some

capital support, which would help offset cost escalation and unanticipated environmental consultant costs. The County will pursue additional State funding for the Jackson-Frazier Boardwalk and can consider a bridge loan. Part of the Transient Lodging Tax (TLT) could possibly be dedicated to boardwalk debt service; Crager needs to discuss this with Counsel. Staff will start recruitment for the Board's Office Supervisor/ Executive Assistant position when McEneny arrives.

{Exhibit 3: County Administrator Video Log Proposal}

3.9 Commissioner Updates – Benton County Commissioners

Wyse reported that the Board of Forestry is expected to approve the Habitat Conservation Plan (HCP), which has implications for Forest Trust Land counties. Oregon State University Policy Analyst Branden Pursinger estimates Benton's harvestable lands will go down 43%, but since Benton only harvests a small amount per year, the impact on the County will be relatively small. In 2022, revenue was about \$800,000, of which \$135,000 went to Benton County. The special districts and schools that receive the remaining funds will feel more impacts. Governor Tina Kotek's office has asked AOC to set up meetings to discuss what the State could do, whether counties want to resume managing those forests, or want a Payment-in-Lieu-of-Taxes (PILT). Wyse will attend one of those meetings tomorrow.

Augerot stated that implementing the HCP into the Forest Management Plan is critical. This is a smaller issue here since Benton County contains only about 8,000 acres of Forest Trust Lands. A PILT-type arrangement seems good. The County lacks enough expertise to manage those forests, and the location is fairly inaccessible.

Wyse concurred. Wyse attended the AOC Governance, Revenue and Veteran's Steering Committee; many counties were interested in discussing courthouses. Past AOC President George Murdock is reviving a Courthouse Task Force, and Wyse was added to the group.

Augerot shared that a Courthouse Task Force is set up every few years to work with Oregon Judicial Department (OJD) on a funding priority list and review the queue. Benton's main stake is courthouse repairs and sharing the experience of working with OJD. Augerot offered to support Wyse in that role as needed.

Wyse noted that the District Five meeting was well attended, whereas few Commissioners attended the wildfire mapping discussion for Linn, Lane, and Benton Counties.

Malone commented that the draft Wildfire Hazard Map changed from five to three fire danger categories: low, medium, and high. Benton County is rated low; Emergency Manager Bryan Lee says that may not be accurate and may reduce the County's ability to attract fire prevention grants.

Augerot felt the map makes low estimates, especially considering climate change. However, Benton does have a lower risk level than the rest of Oregon.

Augerot reported having many meetings with community members, including:

- A resident interested in improving transitional housing for individuals emerging from jail and respite care.
- Scott Smith, Restorative Justice Director for Neighbor-to-Neighbor Mediation, who is working on restorative justice programming for Benton County. Augerot would like Smith to present to the Board about this. Some funding might be available during the legislative short session.
- Residents and Dial-a-Bus (DAB) Board members John Gardner and Lorena Reynolds, who expressed frustration about a gap between past Dial-a-Bus (DAB) services and current Benton Area Transit services. Augerot asked Gardner, Reynolds, and staff to specify the service gap. Augerot will probably not be able to respond to DAB Board members' questions until results from the recent service audit are available.
- Thomas H. DeLuca, Dean of OSU College of Forestry, who gave Augerot a tour of the new Peavy Hall built with mass timber.

Augerot shared that a new Corvallis Chamber of Commerce Executive Director will begin work in November 2023. Augerot attended a presentation by MGT Consulting on Equity, Diversity, and Inclusion (EDI) work for Oregon Cascades West Council of Governments and Community Services Consortium. Augerot will provide MGT contact information to Siddiqui regarding a similar assessment for Benton County.

Wyse offered to respond to a letter from resident Anneliese Gast about the Coffin Butte Landfill appeal fee. Wyse attended the City of Monroe first responder event.

Augerot will attend various events, including the Vina Moses Center benefit, Court-Appointed Special Advocates fundraiser, Leadership Corvallis welcoming reception, and the ABC House stakeholders' dinner.

4. Other

No other business was discussed.

5. Adjournment

Chair Malone adjourned the meeting at 1:47 p.m.

Pat Malone, Chair

Erika Milo, Recorder

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

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 10/08/24

View [Agenda Tracker](#)

Suggested Placement * Work Session

Department * Public Works

Contact Name * Gary Stockhoff

Phone Extension * 6010

Meeting Attendee Name * Gary Stockhoff

Agenda Item Details

Item Title * Presentation Regarding Merging AAMPO (Albany Area Metropolitan Planning Organization) and CAMPO (Corvallis Area Metropolitan Planning Organization)

- 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 * 45 Minutes

Board/Committee Involvement * Yes No

Advertisement*

Yes

No

Issues and Fiscal Impact

Item Issues and Description

**Identified Salient
Issues ***

Oregon Cascades West Council of Governments (OCWCOG) staff will provide a presentation on the topic of merging AAMPO and CAMPO. A discussion on the pros and cons of a merger will follow.

Options *

N/A

Fiscal Impact *

- Yes
- No

**Fiscal Impact
Description ***

To Be Determined

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*

Generally speaking, all value and focus areas are in some way associated with the mission and function of the Metropolitan Plan Organizations and the Oregon Cascades West Council of Governments.

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*

Generally speaking, all value and focus areas are in some way associated with the mission and function of the Metropolitan Plan Organizations and the Oregon Cascades West Council of Governments.

Recommendations and Motions

Item Recommendations and Motions

Staff None
Recommendations*

Work Session I move to ...
Motions* None

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.

AAMPO Merger_Full Story_Revised 9.24.24.pdf 1.99MB

Comments (optional)

If you have any questions, please call ext.6800

**Department
Approver**

GARY STOCKHOFF

1.

Department Approval

Comments

Signature

Gary Stockhoff

2.

Counsel Approval

Comments

Signature

Vance H. Choney

3.

County Administrator Approval

Comments

Signature

Rick Crager

4.

BOC Final Approval

Comments

Signature

Amara Makepeace

The Albany Area Metropolitan Planning Organization & Corvallis Area Metropolitan Planning Organization

Merger Story & Background: From 2013 to Now



Albany Area Metropolitan Planning Organization

1400 Queen Avenue SE, Suite 205; Albany, Oregon 97322
541-924-4548 / bmcgregor@ocwcog.org

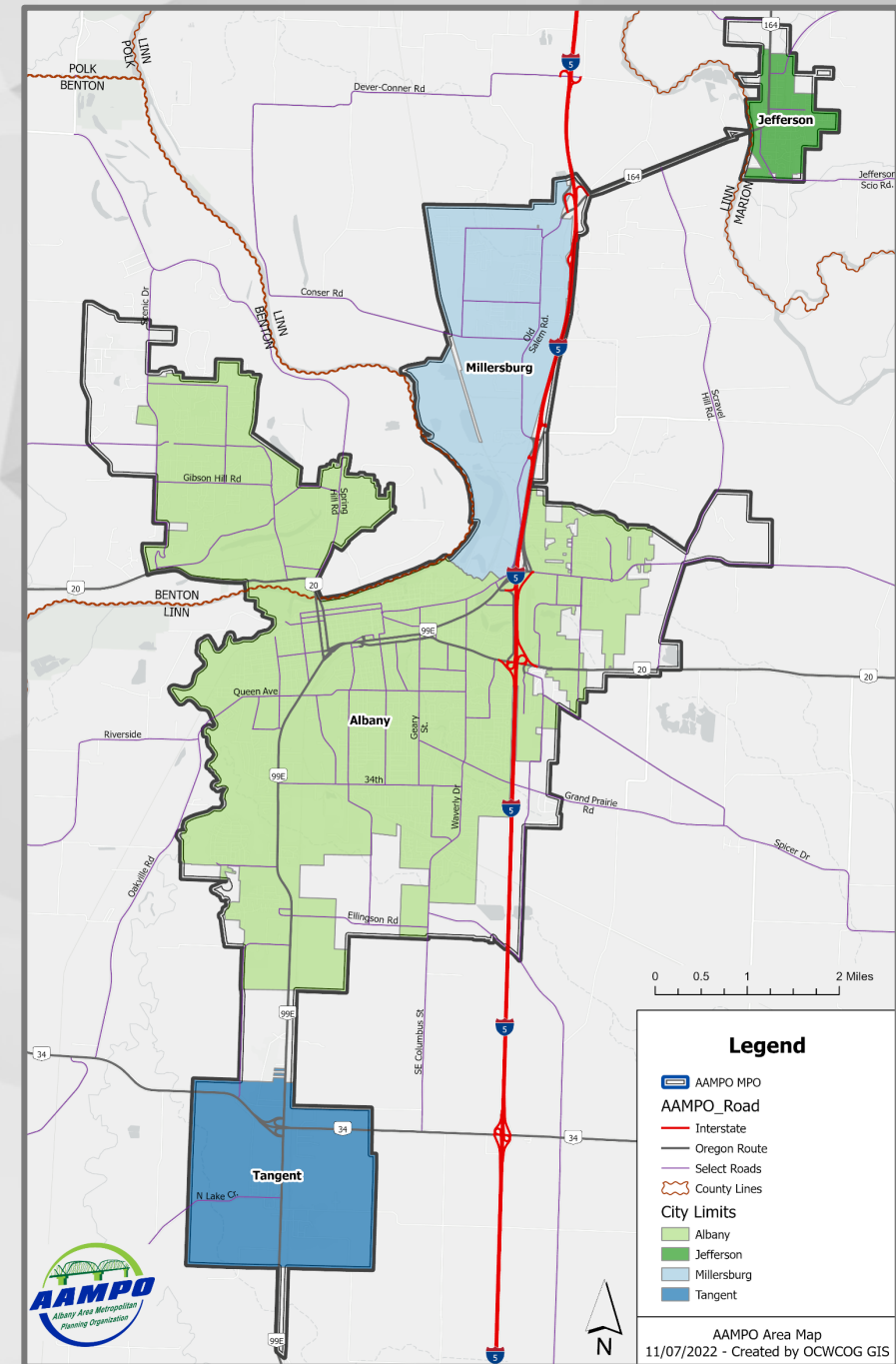


Corvallis Area Metropolitan Planning Organization

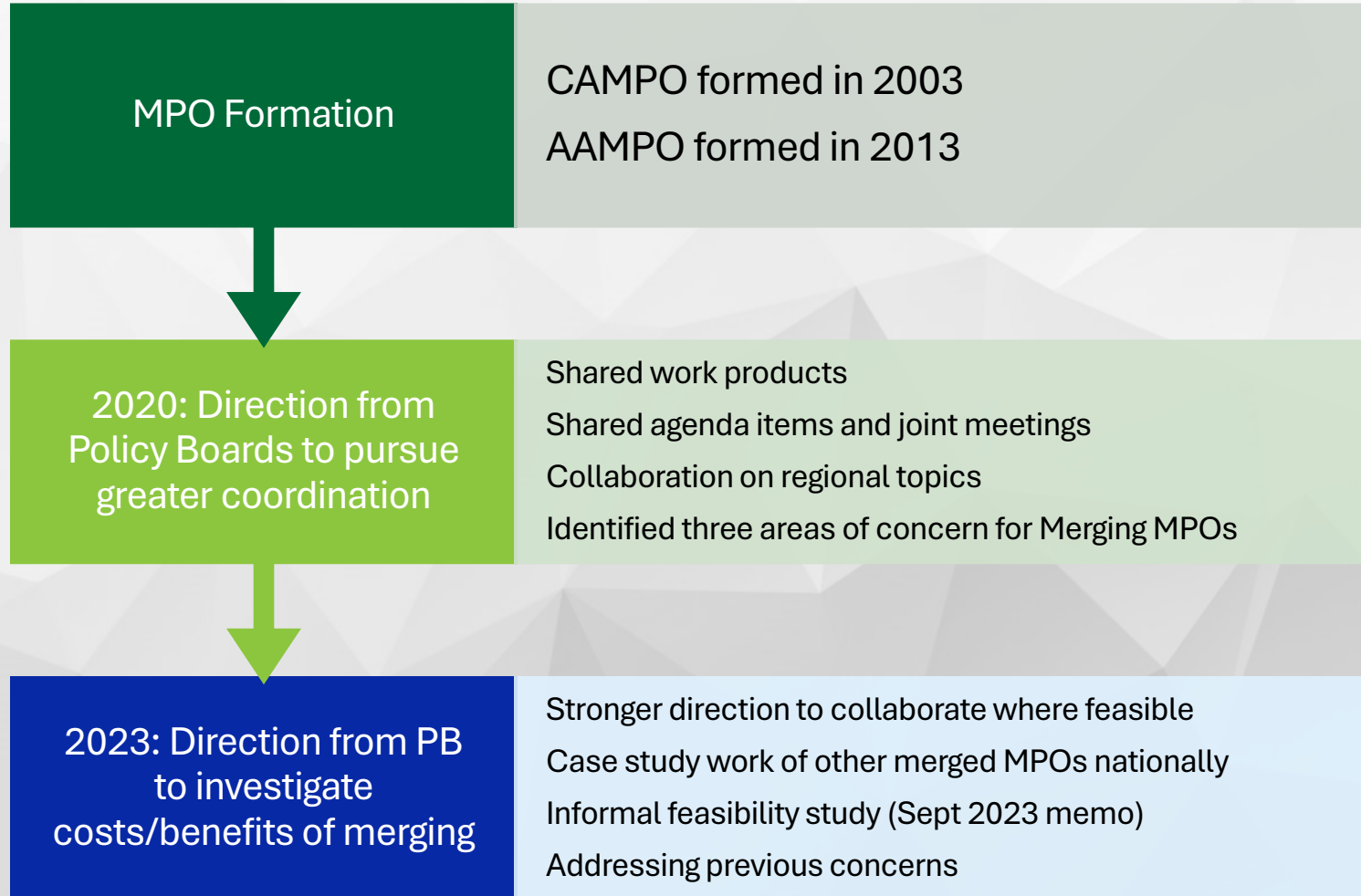
1121 NW 9th Street; Corvallis, Oregon 97330
541-223-7040 | CKetchum@ocwcog.org

Formation of AAMPO

- Designated by the Governor of Oregon on February 6th, 2013
- Boundary extends across the “urbanized area,” which is where the population density is 1,000 people per square mile or more
- AAMPO Membership Includes:
City of Albany, City of Jefferson, City of Millersburg, City of Tangent, Linn County, Benton County, & the Oregon Department of Transportation
- Required by the federal government when a city/urbanized area reaches a population of 50,000 or more people to accomplish 3 C planning. Continuing, Cooperative, Comprehensive



History



Can We Merge?

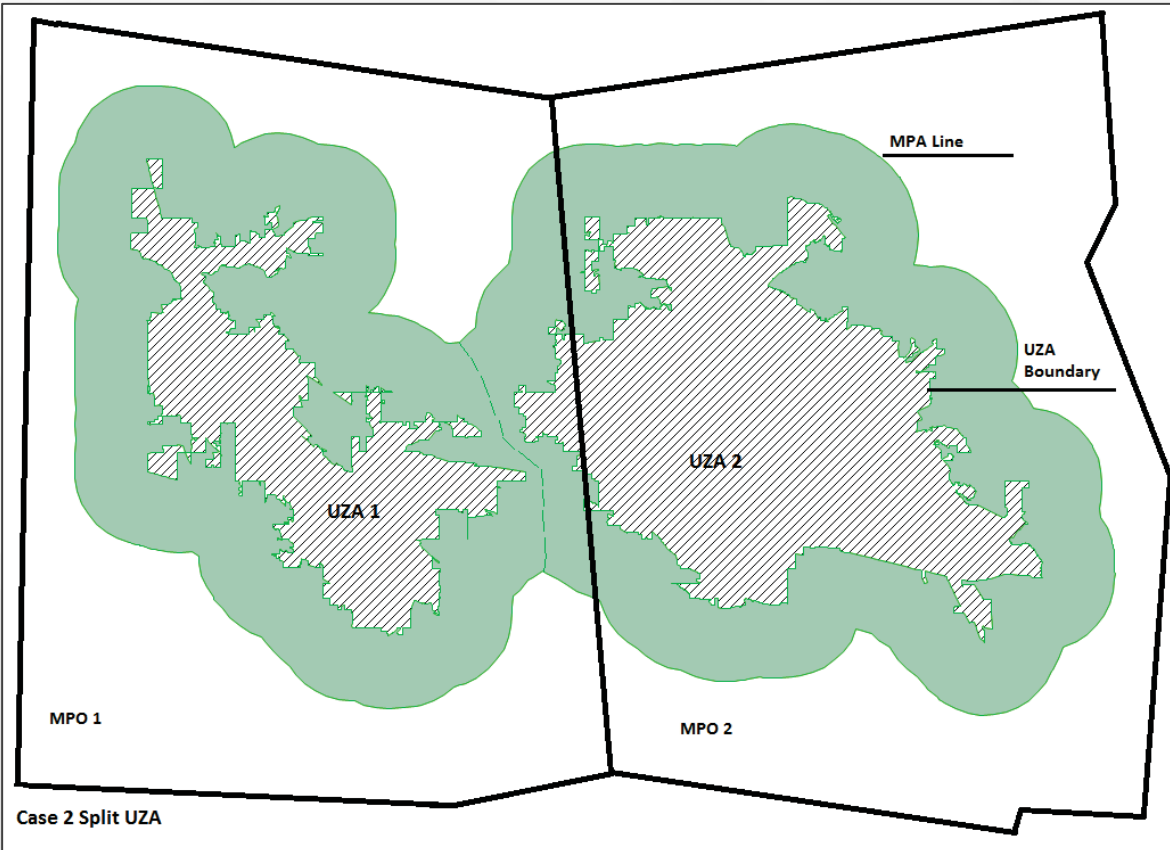
The federal guidance for establishing MPO boundaries permits more than one urbanized area within one MPO and also states:

(d) MPA boundaries may be established to coincide with the geography of regional economic development and growth forecasting areas.

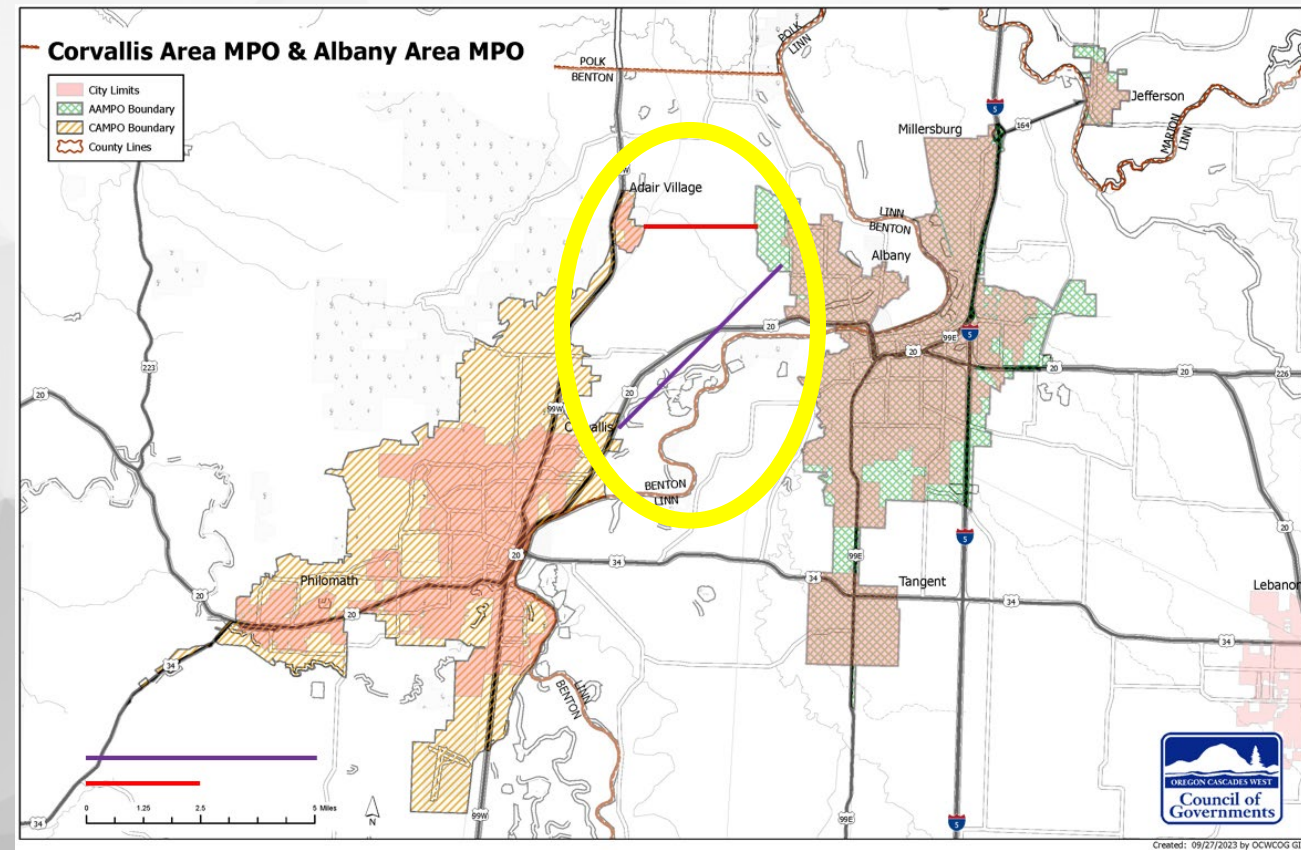
Without Urban Growth Boundaries, a single MPO might have been designated including both Albany and Corvallis from the start.

There are no Federal or State requirements that force AAMPO & CAMPO to merge, it would be an entirely voluntary action.

Two Urban Areas, One MPO



Map 1: Example from FHWA



Map 2: AAMPO & CAMPO

Addressing Previous Concerns, January 2020

Concern

1. Financial Impacts:
 - a. Staff Funding
 - b. State Highway Funds
 - c. Transit Funding
2. Policy Board Representation

Response

1. Financial impacts are manageable:
 - a. ~7% decrease in combined funding
 - b. No impact (pop. based)
 - c. No impact (based on urbanized area not MPO boundary)
2. Board representation will not be dominated by one interest group (large vs small, rural vs urban, counties vs cities) given the makeup

One Vote per Member

CAMPO
Corvallis
Adair Village
Philomath
<i>Benton County</i>
<i>Oregon Department of Transportation</i>

Large Cities	Small Cities	Non-City Members
Albany	Adair Village	Benton County
Corvallis	Jefferson	Linn County
	Millersburg	Oregon Department of Transportation
	Philomath	Citizen Representative
	Tangent	

AAMPO
Albany
Jefferson
Millersburg
Tangent
<i>Benton County</i>
Linn County
<i>Oregon Department of Transportation</i>
Citizen Representative

Lack of a single **“interest group”**

AAMPO/CAMPO Admin Funds



Scenario	Funding	Change	New Funding	Percent Change to Funding
Status Quo - Total	\$466,739	(\$38,326)	\$428,413	(8.21%)
Albany	\$230,626*	(\$3,001)	\$227,625	
Corvallis	\$236,113*	(\$35,325)	\$200,788	
Merger - Total	\$428,413	(\$30,497)	\$397,916	(+7.12% / 14.75%)

*These figures are subject to change

Required Staff Work Products – Most are Duplicative

Page 34 of 48

MPOs are responsible for the following work products:



Unified Planning Work Program (UPWP)



Title VI Nondiscrimination Plan



Regional Transportation Plan (RTP)



Public Participation Plan (PPP)



Transportation Improvement Program (TIP)

Can We Merge, Cont.

- Can we legally merge?
Yes, but it's a process
- Would it have negative impacts on staff/admin funding?
There will be a decrease in admin funds
- Would it have negative impacts on the region/regional funding?
Our communications with ODOT suggest No

Merger Benefits

- What are the benefits?
 - Reduce duplicating work for many required documents
 - Allow staff to provide coverage for each other
 - Fewer meetings for dual attendees
 - Increased coordination and collaboration
 - Less confusion for the general public



Where do we go from here?

Questions, Comments, Concerns

Contact Information

Prepared by

Billy McGregor
Albany Area Metropolitan Planning Organization

1400 Queen Avenue SE, Suite 205; Albany, Oregon 97322
541-924-4548 / bmcgregor@ocwcog.org



Corum Ketchum
Corvallis Area Metropolitan Planning Organization

1121 NW 9th Street; Corvallis, Oregon 97330
541-223-7040 | CKetchum@ocwcog.org



BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 10/08/24

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Board of Commissioners

Contact Name * Sean McGuire

Phone Extension * 0152

Meeting Attendee Name * Sean McGuire, Bailey Payne

Agenda Item Details 

Item Title * Sustainable Materials Management Plan (SMMP) Task Force Update

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 * 45 minutes

Board/Committee Involvement * Yes No

Advertisement*

Yes

No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

Staff will provide an update on the Sustainable Materials Management Plan (SMMP) process and preparation for the October 21, 2024 Kickoff Meeting. Staff will review the proposed agenda, current list of members and attendees, meeting logistics, and next steps. Agenda materials will be updated between checklist submission and the October 8 Goal-setting meeting, as staff meets with the consultant and critical partners within that timeframe.

Options *

N/A

Fiscal Impact *

- Yes
- No

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*

The SMMP is a solution-based initiative that positively affects all communities' Core Values within Benton County and the region.

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 SMMP is a solution-based initiative that positively affects many Focus Areas within Benton County and the region.

Recommendations and Motions

Item Recommendations and Motions

Staff N/A
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.

#KickoffAgenda-DRAFT-10-01-24.docx	49.3KB
#SMMP-GoalSettingUpdate-10-08-24.docx	57.93KB

Comments (optional) Please put 'GoalSettingUpdate' first in the packet, followed by the Agenda. Thank you!

If you have any questions, please call ext.6800

Department Approver

AMANDA MAKEPEACE

1.

Department Approval

Comments

Signature

Amarda Makepeace

2.

Counsel Approval

Comments

Signature

Vance H. Choney

3.

County Administrator Approval

Comments

Signature

Rick Crager

4.

BOC Final Approval

Comments

Signature

Amarda Makepeace



Board of Commissioners

Office: (541) 766-6800

Fax: (541) 766-6893

4500 SW Research Way
Corvallis, OR 97333

Bentoncountyor.gov

SUSTAINABLE MATERIALS MANAGEMENT PLAN FOR NORTHWEST OREGON UPDATE: OCTOBER 2, 2024

The following is an overview of the current status of the Kickoff Meeting for the Sustainable Materials Management Plan (SMMP) Task Force.

Kickoff Meeting

Included in the Goal Setting packet is the current draft agenda. We meet weekly with our facilitator and staff from our consultant, Resource Recycling Systems (RRS), so this may change before the October 8 meeting. Included in the agenda are confirmed & requested speakers, and a general description of the meeting sections. Also included are the Intended Outcomes of both the meeting and the Task Force, itself. The current horizon of the Task Force is June 30, 2025, which corresponds to the end of the budgeted funding.

Task Force Members/Participants

In order to have fruitful but targeted discussions to achieve our tasks, we anticipate about 20-25 Task Force Members. Those currently invited & confirmed include:

- Solid Waste Coordinators/Managers/Experts from 6-8 Counties, Metro, Portland, & Oregon State University
- Elected Commissioners from Northwest Oregon Counties
- Association of Oregon Counties & State Legislature Officials and Staff
- Oregon Dept. of Environmental Quality & Regional Materials Management Innovators & Experts

Scope

We currently envision, and have funding for, 2-3 full Task Force meetings from January–June, 2025. Though, we anticipate those meetings to be shorter than the Kickoff meeting. We anticipate the detailed work will be done in workgroups/subcommittees, which will be discussed in detail at the Kickoff. We currently envision these workgroups will bring in additional participants/experts to address specific issues and questions. Staff does not have pre-established expectations because, according to all our interviews, this approach has not been conducted before. Yet, all of the 35-40 people County staff spoke to over the past months conveyed this is much needed.



SMMP Kickoff Agenda
DRAFT October 21, 2024 DRAFT

Time	Topic	POTENTIAL Speakers
9:30	Check-In & Reception	
10:00	Welcome & Introductions	Liz Start, Facilitator SMMP Task Force Members & Attendees
	Introductory Remarks	Benton Co. Commissioner Xan Augerot Marion Co. Commissioner Kevin Cameron
	Background & Context Intent of SMMP Task Force	(Background & Context Speaker TBD) Liz Start, Facilitator
	Solid Waste Management vs. Sustainable Materials Management DEQ's 2050 Vision & Framework	Oregon Dept. of Environmental Quality (DEQ)
	Case Studies, Success Stories, & Opportunities	(Potential Speakers: DEQ, Resource Recycling Services, & City of Portland)
	Lunch	
	Current Northwest Oregon Regional Waste Management System	Joel Schoening & Staff, Resource Recycling Services (RRS)
	Establish Regional Action Framework for Next 3-5 Years: Waste & Materials Management Systems What Can Be Accomplished to Develop that Framework in the Next 9 Months (June, 2025)?	Liz Start, Facilitator

	Closing Comments	State Senator Janeen Sollman (Invited) Others TBD
3:00	Adjourn	

Intended Outcomes of Kickoff Summit

- Call to Action: Use Current & Near-Future Waste Management Pressures to Spur Focus & Change on Materials Management Systems
- Region cannot “recycle our way out of this”
- Better understanding of waste system in Western Oregon, pressure points; connection between jurisdictions, Opportunities for collaboration, etc.
- Clear understanding of Waste Management vs. Materials Management Systems

Purpose/Intent of SMMP Task Force

- Solution-Focused Effort to Recognize & Implement Regional Sustainable Materials Management Systems
- Recognize & Strengthen Western Oregon Collaboration to Leverage Resources, Opportunities, & Market Services
- Deliverables: Case Studies, Success Stories, Data-Driven Findings, & Recommendations to Positively Change Waste Management & Materials Management Systems