



Clark County Regional Solid Waste System Study



City of Camas Council Work Session

Solid Waste Transfer Stations Ownership Options

September 5, 2023



Clark County Regional Solid Waste System Study



Agenda

Purpose: *To review options for possible future ownership of County transfer stations and receive input from Camas City Council*

1. Solid Waste Overview
2. History
3. Findings from Regional Solid Waste System Study
4. Evaluation of Public vs Private Ownership and Operations
5. Options for Public Ownership
6. Governance Options
7. Questions and Discussion



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Solid Waste Overview

- Solid Waste Overview
 - **Collection Services** – *Collection NOT included in this overall discussion*
 - Garbage - City provided. Disposal at Transfer Stations.
 - Recycling & Yard Debris – Provide through Contract with Waste Connections
 - **Solid Waste Management Plan** – Required per RCW 70A.205.040
 - City shall: prepare its own plan; prepare joint city-county plan; **or** authorize County to prepare Plan
 - All cities (including Camas) historically enter into Interlocal Agreement (ILA) to authorize County to complete
 - **Transfer, Disposal and Recycling Processing**
 - County-led contract with private owner/operator, Columbia Resource Company (Waste Connections)
 - Camas linked through ILA and use of Transfer Stations
 - **Camas has role on Regional Solid Waste System Steering Committee and County's Solid Waste Advisory Commission**



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History of Transfer Stations

- 1992 - Transfer Stations built and operated through an agreement with Columbia Resource Company (CRC)
 - Option to purchase existing facilities for \$1 each
- 2006 - Contract extension to include Washougal Transfer Station
 - City of Washougal has first option to purchase
- 2019 - Regional Solid Waste System Study (RSWSS) to assess condition of transfer stations and evaluate ownership options
- Present – Negotiations with CRC and the County are ongoing and near completion



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Findings of the RSWSS

1. Primary structures are in fair to good condition
2. No major improvements have been made to transfer stations
3. Waste generated in the County increased from 200,000 to over 400,000 tons per yr. since 2010
4. In the next 20 yrs. waste generated in north services area expected to be additional 100,000 tons
5. Projected County growth will primarily happen in north/central County
 - North Service Options:
 - Expand CTR
 - Minor Improvements at CTR and site a new smaller transfer station to serve self haul customers
 - Replace with new transfer station



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Findings of the RSWSS

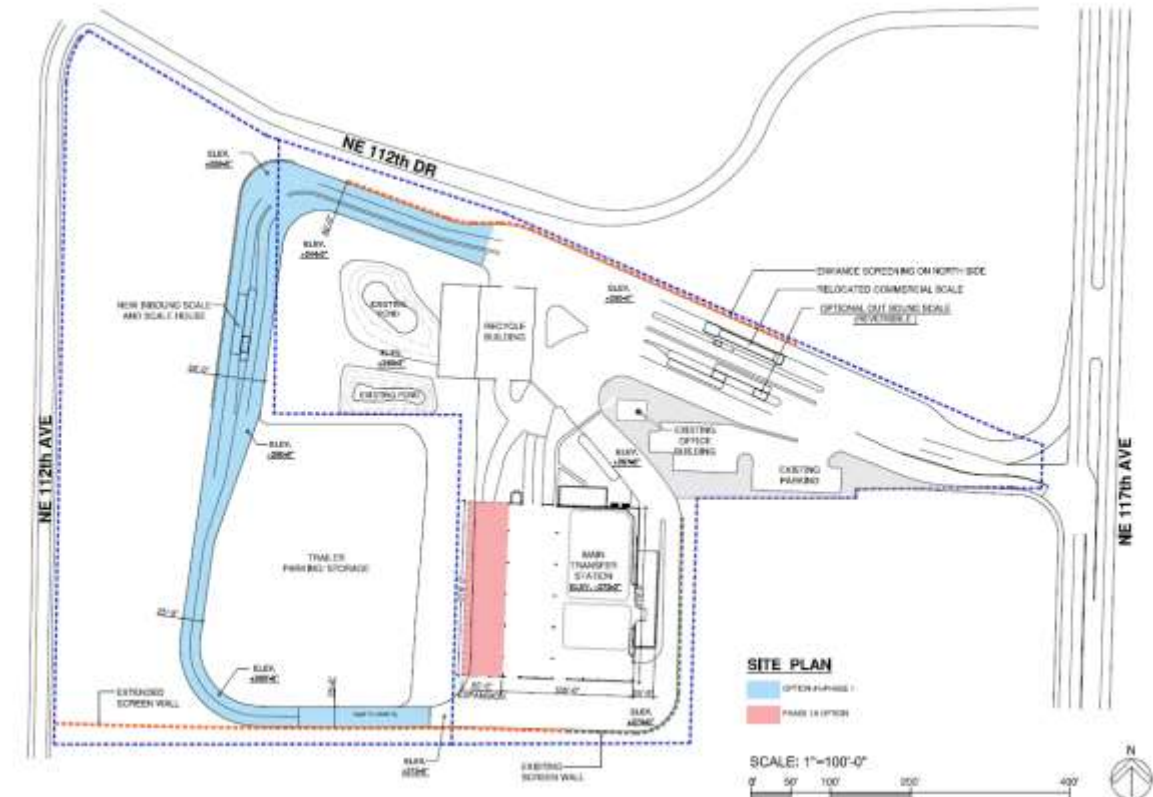
Financial Analysis

1. Capital Improvements are needed and estimated at \$30M to \$50M over the next 10 years
2. Negotiations are ongoing with CRC to continue to operate the transfer stations
3. Revenues generate more than current operating cost assuming reasonable operating margin (profit)
4. Current rates generate revenue that can be placed in County managed capital trust fund
5. Ownership of the system is still under consideration



Capital Improvements

Central Transfer and Recycling

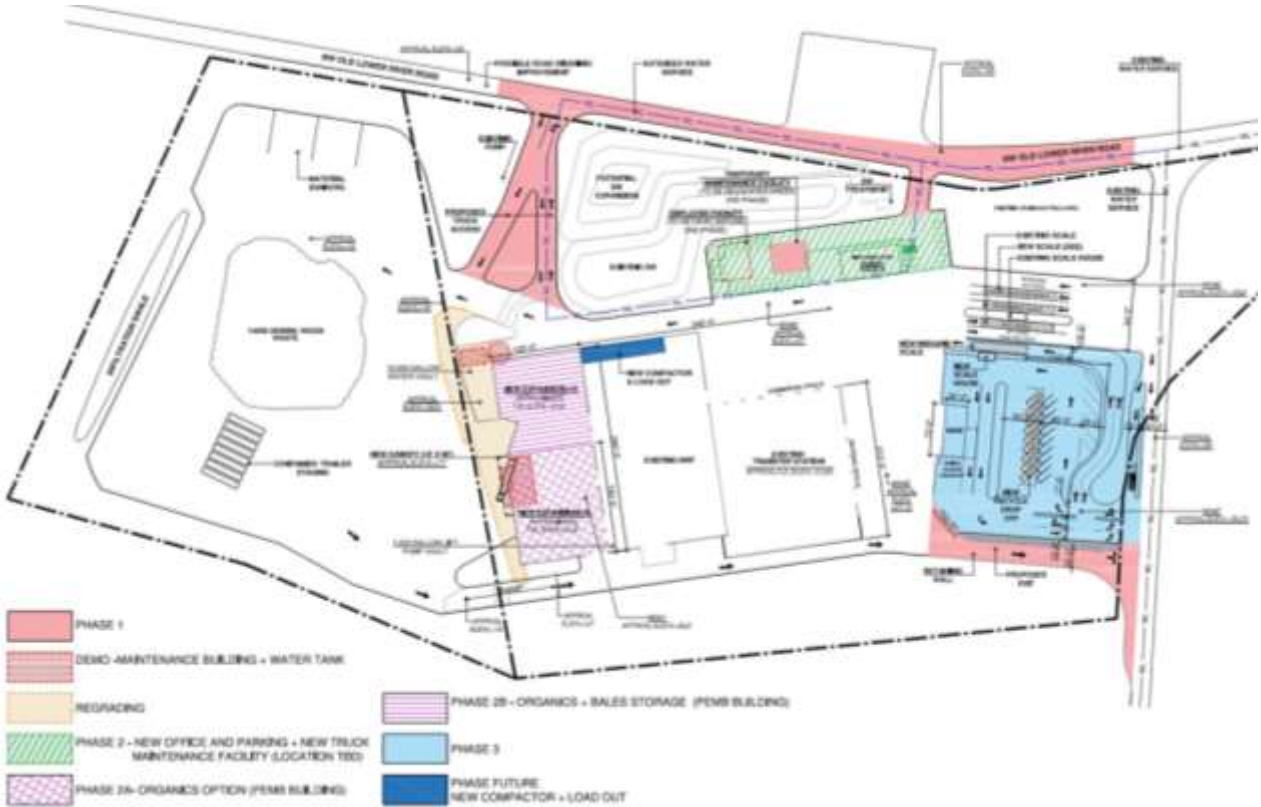




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Capital Improvements West Van Materials Recovery Center

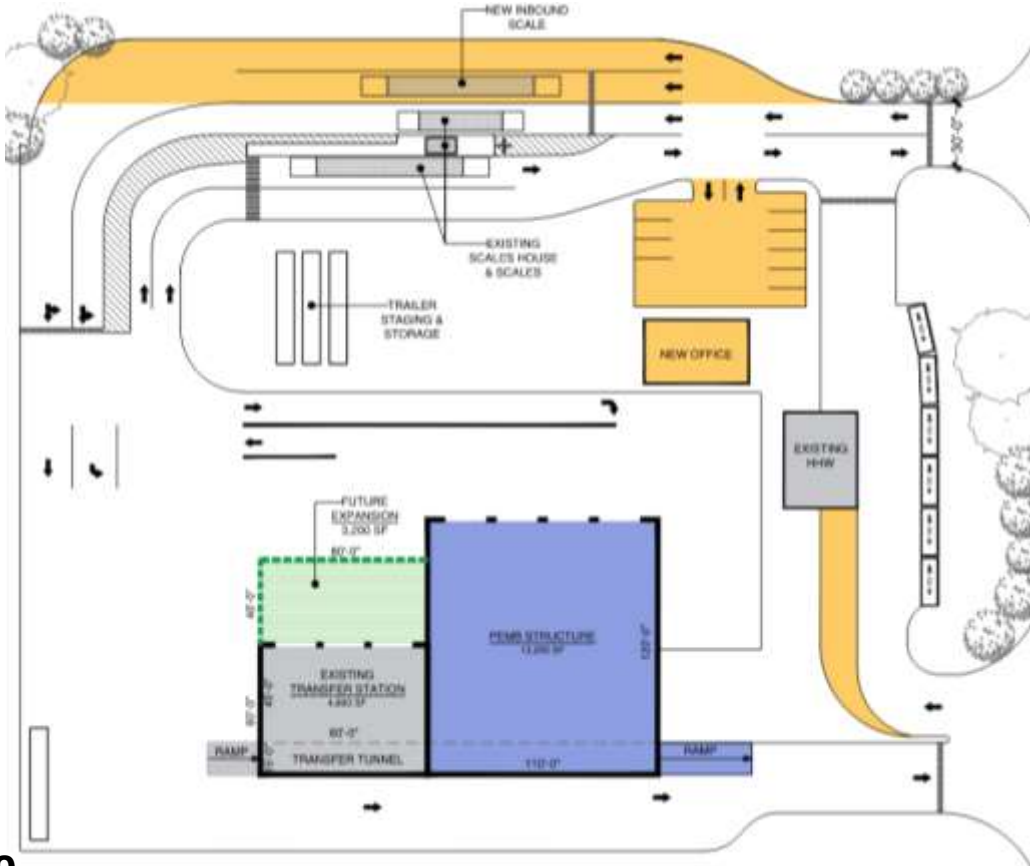




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Capital Improvements Washougal Transfer Station





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RSWSS Ownership Options:

1. Current System (private ownership and operations)
2. Public ownership, private operation
3. Public ownership with limited public operation of scale houses
4. Public ownership and operation



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Criteria Used to Evaluate Options

- **Funding Capital Improvements** – Evaluate ability to make and control implementation of capital improvement at facilities
- **Span of Control** – Ability to control decisions and implementation related to the level of services necessary to meet local government goals and requirements
- **Management Experience** – Ability to manage and administer the services provided



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Criteria Used to Evaluate Options (Cont'd)

- **Ownership Risk** - What are the risk associated with ownership and operation of the transfer station system and what is acceptable
- **Contracting of Services** – What control can be delegated and is that acceptable if the system is publicly owned
- **Regulatory Options** – How could public ownership be structured for management of solid waste utility



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RSWSS Evaluation of Ownership Options

1. Report includes an evaluation of the various ownership/operational options
2. List advantages and disadvantages of each
3. Presents analysis that contrast the option to meeting challenges associated with managing solid waste system



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Guiding Principles for Public Ownership

Guiding principals for a multi-jurisdictional organization include:

1. Establishing a regional agency that includes all incorporated cities and the County
2. Independent entity with separate powers and authority
3. The Governing Board should be appointed and not duly elected
4. Board would have authority to set rates/fee with revenues managed by the entity with ability to issue revenue bonds
5. Staff would be independent from County and participating cities



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Ownership Governance Options

The Revised Code of Washington (RCW) allows for multi-jurisdictional organizations to provide a variety of services

- Interlocal Cooperation Act (**ICA**) – Chapter 39.34 RCW
- Joint Municipality Utility Services (**JMUS**) – Chapter 39.106 RCW
- Metropolitan Municipal Corporation (**MMC**) – Chapter 35.58
- Disposal District – Chapter 39.34 RCW



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Ownership Recommended Governance

JMUS provides the organization that addresses the guiding principles

1. Board members are elected officials appointed by jurisdictions
2. Operates as independent public utility /enterprise fund with revenues generated by rates
3. Facilities are publicly owned and can contract out operations or self operate
4. Agency can issue revenue bonds backed by revenues of system



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Ownership Recommendations

The following recommendations were adopted by the SWAC and endorsed by the Regional Steering Committee.

- Solid waste staff recommend the **County and/or City of Washougal exercise the available contractual options to purchase the facilities** when the option of public ownership becomes available.
- Solid waste staff recommend the option to **publicly own and privately operate the regional transfer facilities under contract to be further evaluated.**
- Solid waste staff recommend **further evaluation of Joint Municipal Utility Service model to own and operate the system with public engagement.**



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Questions and Discussion