

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING) **RESOLUTION NO. 01-3058**
THE YEAR 12 PARTNERSHIP PLAN)
FOR WASTE REDUCTION) Introduced by:
(FISCAL YEAR 2001-02)) Mike Burton, Executive Officer
)

WHEREAS, The Partnership Plan for Waste Reduction has been a significant part of the Region's waste reduction and recycling programs for the past eleven years in order to attain state mandated regional recovery goals (OAR 340-90-050); and

WHEREAS, The Partnership Plan serves as an implementation tool for the Regional Solid Waste Management Plan; and

WHEREAS, The Partnership Plan continues to be one of the primary mechanisms for Metro and local governments to establish and improve recycling and waste reduction efforts throughout the Region; and

WHEREAS, The means of implementing these waste reduction tasks is through the Partnership Plan, which is adopted by Metro and local governments and defines the work to be completed in the region; and

WHEREAS, The plan for the 2001-02 fiscal year is the second year of a significantly revised three-year plan in response to lower-than-anticipated recovery rates in the region, to Council concerns about the focus of joint waste reduction efforts and to local government desires for simplified reporting requirements; and

WHEREAS, A cooperative process for formulating the Year 12 Partnership Plan was used by Metro and local governments and ensures a coordinated regional effort to reduce waste; and

WHEREAS, The Year 12 Partnership Plan has been through a public comment period; and

WHEREAS, The Year 12 Partnership Plan is consistent with and meets the intent of the goals and objectives in the Regional Solid Waste Management Plan; and

WHEREAS, The Partnership Plan funding distribution to local governments for the maintenance section programs is a revenue-sharing program that is tied to adherence to the plan and satisfactory completion of work plan elements; and

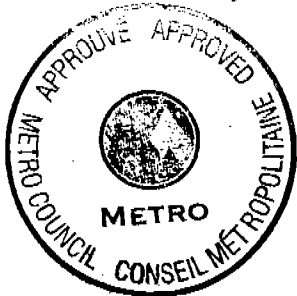
WHEREAS, The Partnership Plan grants are funded in the 2001-02 budget; and

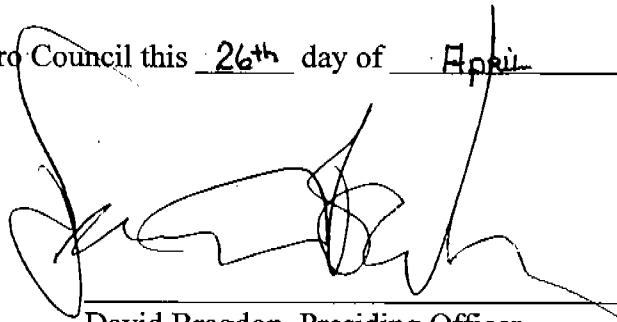
WHEREAS, the Year 12 Partnership Plan has been reviewed by the Solid Waste Advisory Committee and recommended for Metro Council approval; and

WHEREAS, The resolution was submitted to the Executive Officer for consideration and was forwarded to the Council for approval; now therefore,

BE IT RESOLVED, That the Metro Council approves the Year 12 Partnership Plan for Waste Reduction (attached hereto as Exhibit "A") and supports increased efforts to reduce waste in the Metro Region.

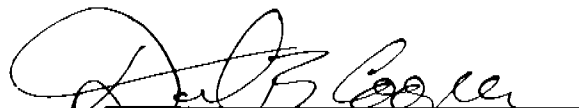
ADOPTED by the Metro Council this 26th day of April, 2001.





David Bragdon, Presiding Officer

Approved as to Form:



Daniel B. Cooper, General Counsel

SOLID WASTE AND RECYCLING COMMITTEE REPORT

CONSIDERATION OF RESOLUTION NO. 01-3058, FOR THE PURPOSE OF APPROVING THE YEAR 12 PARTNERSHIP PLAN FOR WASTE REDUCTION

Date: April 24, 2001

Presented by: Councilor McLain

Committee Recommendation: At its April 18 meeting, the Committee considered Resolution No. 01-3058 and voted unanimously to send the resolution to the Council for adoption. Voting in favor: Councilors McLain, Monroe and Chair Atherton.

Background: Each year since 1990, Metro has worked with its local government partners to develop a comprehensive annual recycling and waste reduction program. The program has two principal purposes: 1) to meet state mandated recycling goals, and 2) to facilitate the implementation of the recycling and waste reduction goals set forth in the Regional Solid Waste Management Plan (RSWMP).

Initially the program related to the expenditure of Metro's challenge grant funds (approximately \$600,000) that were provided to local recycling and waste reduction programs on a per capita basis. In recent years, the program has been expanded to include targeted competitive grants and various pilot programs under the new initiatives program for commercial, construction/demolition, and organics recovery.

Committee Discussion: Meg Lynch, Recycling and Waste Reduction Supervisor, presented the staff report. She noted that staff had made a comprehensive informational presentation on the plan to the committee at its March 7 meeting. She noted that total funding for the program is now \$2.3 million. This includes: 1) \$618,000 for maintenance programs, 2) \$185,000 for competitive grants and 3) \$1,518,000 for the new waste initiatives.

She reminded the committee that Councilor McLain had raised several questions with regard to the level of monitoring and evaluation that occurred with regard to the expenditure of funds under the proposed plan. Lynch indicated that REM and ASD have been working to develop monitoring and evaluation processes for the program and that they had meet with Councilor McLain to review a draft proposal.

Councilor McLain reiterated her interest in the need for monitoring and evaluation. She indicated that she thought that the staff was moving in the right direction and that she looked forward to continuing to work with them on these issues.

EXECUTIVE SUMMARY
YEAR 12 PARTNERSHIP PLAN FOR WASTE REDUCTION
Resolution No. 01-3058

PROPOSED ACTION

- Recommend that Metro Council pass Resolution No. 01-3058, which approves the FY 2001-02 (Year 12) Partnership Plan for Waste Reduction activities. These activities assist with the implementation of the Regional Solid Waste Management Plan (RSWMP).

WHY NECESSARY/DESCRIPTION

- The annual plan process is one of the primary mechanisms for Metro and local governments to achieve the region's recycling and waste reduction goals set forth by the RSWMP.
- Each year since 1990, Metro staff and local government staff have prepared a work plan for the region's waste reduction activities in the upcoming fiscal year. The plan is designed to provide a regional framework for programs to lend continuity throughout the region as well as to partner in our efforts to meet state requirements and work towards reaching regional goals.
- The plan now includes three program areas: maintenance, targeted competitive grants, and new initiatives in commercial, construction and demolition debris, and organics recovery.

ISSUES

- **Councilor McLain was concerned about monitoring of programs currently in place and how staff would assess progress. REM staff has compiled an outline of monitoring and measurement methods that are built in to the competitive portion of the Year 12 Plan, as well as the new initiatives in commercial, organics, and C&D. Karen Feher from the Financial Planning section of Administrative Services has expertise in designing and monitoring program performance, and has agreed to assist staff with the development of such measures for the maintenance portion of the plan. Information gathered to date will be presented at the April 18, 2001 Council Solid Waste & Recycling Committee meeting.**
- The plan for the 2001-02 fiscal year is the second year of a three-year revised format developed in response to lower-than-anticipated recovery rates in the region, to Council concerns about the focus of joint waste reduction efforts and to local government desires for simplified reporting requirements.
- The need to maintain existing programs while implementing aggressive new initiatives are the two primary factors that motivated this move to a new approach.
- Local government and Metro solid waste managers have convened to provide a stronger and narrowed focus for future waste reduction and recycling programs as reflected in this plan.

BUDGET/FINANCIAL IMPACTS

- A total of \$2,321,000 has been proposed in the FY 2001-02 budget for the three parts of this program:
 - \$618,000 for maintenance programs
 - \$185,000 for the Targeted Competitive Grants
 - \$1,518,000 for the Waste Reduction Initiatives (funded separately in the proposed 2001-02 budget)

STAFF REPORT

Resolution 01-3058, For the purpose of approving the Year 12 Partnership Plan for Waste Reduction (Fiscal Year 2001-02)

March 26, 2001

Presenter: Terry Petersen
Author: Jennifer Erickson

BRIEF DESCRIPTION OF RESOLUTION

This resolution approves the format and framework for the Annual Partnership Plan for Waste Reduction between local governments and Metro. The Plan is one implementation tool for the Regional Solid Waste Management Plan.

EXISTING LAW

ORS 459A "Opportunity to Recycle Act" requires the city, county or metropolitan service district responsible for solid waste management to provide recycling services, public education programs, and contribute to the statewide solid waste recovery goals. OAR 340-90-040 sets forth the administrative requirements for such programs. In response to state requirements and more aggressive regional goals, Metro developed a Regional Solid Waste Management Plan (a functional plan) adopted by Council via Ordinance 95-624. The Partnership Plan, adopted by resolution annually, is one of the implementation tools developed to fulfill the recommended practices of the Regional Solid Waste Management Plan.

BACKGROUND

Each year since 1990, Metro staff and local government staff prepare a work plan for the region's waste reduction activities in the upcoming fiscal year. The plan is designed to provide a regional framework for programs to lend continuity throughout the region as well as to partner in our efforts to meet state requirements and work toward reaching regional goals:

The plan for the 2001-02 fiscal year is the second year of a three-year revised format developed in response to lower-than-anticipated recovery rates in the region, to Council concerns about the focus of joint waste reduction efforts and to local government desires for simplified reporting requirements.

The new plan includes three program areas: maintenance, targeted competitive grants, and new initiatives in commercial, construction and demolition debris, and organics recovery.

- *Maintenance* provides baseline support (on a per capita basis) for the foundation of regional recycling through a joint work plan and funding for established local and regional waste reduction and recycling programs. Reporting requirements by local governments are simplified.
- *Targeted competitive grants* supplement maintenance funding by helping local governments to target Regional Solid Waste Management Plan practices that are not addressed elsewhere and for which other sources of funding are not available, especially for "lagging" waste sectors. Local governments provide matching funds.

- *New initiatives in waste reduction* for the commercial, construction and demolition debris, and organics sectors will receive increased focus. The State-of-the-Plan Report completed last year found that significant amounts of recoverable materials are present in those sectors and that recovery in these sectors was lagging. Three work groups, one group for each sector and comprised of Metro and local government staff, developed separate work plans for the 1999-2000, 2000-2001 and 2001-2002 fiscal years.

Public comment: Over 60 interested parties were solicited and offered the opportunity to comment on the plan. Staff received comments from two parties, a private citizen and the Clackamas County Solid Waste Commission. Both parties responded favorably to the plan. Public comments are attached to this staff report.

SWAC Review: The plan has been to SWAC for review, comment and approval and received its unanimous endorsement without amendments on March 19, 2001.

Previous Council Review: The Plan along with public comment received was presented at Council Solid Waste and Recycling Committee work session for review and discussion on March 7, 2001.

BUDGET IMPACT

A total of \$2,321,000 has been proposed in the FY 2001-02 budget for the three parts of this program:

- \$618,000 for maintenance programs
- \$185,000 for the Targeted Competitive Grants
- \$1,518,000 for the Waste Reduction Initiatives.

OUTSTANDING QUESTIONS

None.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends approval of Resolution 01-3058.

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Year 12 (FY 2001-02)

**Metro and Local Government Partnership Plan
for Waste Reduction**

March 26, 2001

Background:

Since 1990, Metro and its local government partners have developed cooperative plans to implement the region’s waste reduction and recycling programs.

These plans, implemented by both Metro and local governments, are designed to:

- build on the foundation of the Regional Solid Waste Management Plan,
- contribute to accomplishing state and regional waste reduction goals,
- provide regional continuity among the various local government and Metro programs.

Through this and other programs, Metro and local governments have worked together to provide programs and services including:

- single and multi-family residential recycling services,
- curbside yard debris collection,
- home composting education,
- waste reduction consultations to businesses,
- in-school programs for students and teachers,
- hazardous waste public outreach and education, and many other valuable programs and services.

Despite demonstrated successes in the residential sector, findings from the State of the Regional Solid Waste Management Plan Report indicated a need to place more emphasis and resources on three critical areas: Commercial waste reduction and recycling; construction and demolition debris management; and recovery of organic wastes. Substantial changes were made to the Annual Plan during 1999-2000, with the Year 11 (2000-01) Plan as the inaugural year for the new format. Year 12 begins the second year of this new structure, a focused approach to the three critical areas (commercial, organics and C&D) and continued support and maintenance of existing regional programs.

In rethinking the manner in which programs are planned and implemented, Metro, DEQ and local government partners chose to take a true team-oriented approach to developing new programs and initiatives. Intergovernmental work groups were formed to plan the new strategies and will implement and measure these new strategies as a team—a truly regional effort. Local jurisdictions and Metro will also continue to maintain and report on independent activities.

This plan brings together three integral pieces of the region’s waste reduction and recycling system: New and focused efforts to recover more from the commercial, construction/demolition debris (C&D) and organics sectors; continuation of competitive grants for innovative waste reduction programs; and the maintenance of programs that form the foundation of the region’s recycling infrastructure.

New Initiatives--Results to date:

Three intergovernmental teams were formed in the summer of 1999 to develop comprehensive three-year plans to address the lagging recovery progress in the commercial, construction & demolition debris and organic waste areas. The plans were adopted in late 1999 and began implementation in January 2000. The following are some highlights of accomplishments during the first year of implementation.

Organics:

1. Waste prevention, donation and diversion:

- A study of food waste-generating industries and their communication channels was completed in August 2000. This study will assist the region in targeting effective outreach methods and messages.
- A study of 92 food-generating businesses in the region to determine where food waste is generated and to guide efforts in waste reduction, donation and collection for processing has been completed.
- \$109,000 in grant funds were awarded in 1999-2000 to develop food recovery and food waste processing infrastructure.
- \$166,383 in grant funds were awarded in 2000-01 to enhance the region's edible food recovery infrastructure.
- Metro continues strong food recovery partnerships with the Oregon Food Bank, St. Vincent de Paul and food industry professional organizations.
- A market study on the feasibility of diverting food waste for animal feed is nearing completion.

2. Collection and processing infrastructure development:

- DEQ has begun conducting detailed waste sorts on food waste generating businesses to help determine types and tonnage of food waste.
- A \$600,000 grant program for the development of infrastructure for the collection and processing of non-edible food waste has been developed and will be released in early 2001.
- The City of Portland has begun a pilot food waste collection project to determine the feasibility of collection and processing from businesses within the City.
- Metro and the City of Portland continue to coordinate efforts to encourage the development of organic waste processing capacity within the region through Requests for Qualifications and combined Request for Proposal processes.

Commercial:

- Developed a process to assess the accomplishments of the current waste evaluation program that provides business assistance on waste prevention, recycling and buy-recycled efforts.
 - A) Convened a focus group of current and past waste evaluators in November to find out how they think the current program could be improved.
 - B) Designed and developed an instrument to survey 600 Metro region businesses that have and have not received waste evaluations. RFP will be issued in November for market research firm to conduct the survey.
- Began design of new commercial technical assistance program (CTAP) that will include an evaluation component for each of the above three activities. As part of that process, the team:

- A) Conducted a survey of other community commercial technical assistance programs. Final report due November 27
 - B) Is developing a summary of Metro and local government commercial waste reduction research. Scheduled for December 2000.
 - C) Is designing new Commercial Technical Assistance Program. Scheduled to begin February 2001.
- Select a specific commercial waste prevention activity with a measurable component and hire a contractor to provide implementation for the targeted industry. Office paper reduction and reusable packaging are examples of two activities that could be pursued. Planning scheduled to commence November 2000.
 - Developed a work plan and formed an intergovernmental team of planning staff to implement the model building design review initiative.

Construction and Demolition Debris:

- Researched other construction and demolition debris outreach and education programs (successful and not) implemented throughout the country.
- Used the research results to develop a request for proposals and hired a contractor to create a three-year education and outreach strategy for the Metro region. Contractor chosen in August 2000.
 - A) Completed executive interviews with C&D industry leaders in October 2000.
 - B) Began quantitative interviews with contractors, developers and property owners to learn more about their waste management practices and receptiveness to new information about C&D waste.
 - C) Focus groups with C&D industry to test outreach strategies and completed three-year education outreach plan due at project completion in December 2000.

Plan Structure and Format:

The Year 12 Partnership Plan is divided into the following three program areas:

- Part I: New Initiatives in Commercial, C&D, and Organics
- Part II: Targeted Competitive Grant Program
- Part III: Maintenance Programs

Part I is composed of detailed initiatives in the three focus areas: Commercial, C&D, and commercial organics. These initiatives, now in their second year of implementation, form the core of the work and activities to be implemented in the region. Each of the three programs was identified as lagging in recovery levels necessitating intensive, focused planning and implementation efforts over the next few years.

Part II provides competitive grant funds and a structure to target RSWMP practices that are not otherwise addressed in other program plans and for which other sources of funding are not available. This portion of the program also seeks to support creative methods for addressing solid waste issues. Each year, an area or areas of focus will be developed based upon targeted needs or regional priorities.

Part III tracks the backbone of established programs in the region that must be continually maintained by local government and Metro services. These programs form the foundation of the region's waste reduction and recycling system and include single and multi-family residential recycling services, regular outreach and education to all residents and businesses, school education programs, household hazardous waste education and outreach, home composting programs, and regional planning support.

Annual Work Plan Development and Approval Process Schedule:

The public input process and program plan development schedule are incorporated into the Year 12 Annual Plan as "Appendix A".

Link to the Regional Solid Waste Management Plan Recommended Practices:

The Regional Solid Waste Management Plan (RSWMP) presents a set of recommended solid waste management practices designed to meet the overall goal of the RSWMP: Continue to develop and implement a Solid Waste Management Plan that achieves a regionally balanced, environmentally sound and publicly acceptable solid waste system.

The RSWMP recommended practices embody six broad, integrated strategies:

1. Invest in waste reduction before building additional transfer and disposal capacity.
2. Expand the opportunity to recycle.
3. Emphasize the waste reduction hierarchy.
4. Maintain flexibility and encourage innovation.
5. Set interim target dates, define roles and responsibilities, and focus on implementation issues.
6. Advance cost-effective practices for managing the region's waste.

The RSWMP-recommended practices were developed for particular areas of the solid waste system: Residential waste reduction, business waste reduction, building industries waste reduction, solid waste facilities regulation and siting, and transfer and disposal facilities.

Specific activities in this annual partnership plan will be tied to the recommended practices through the annual State of the Regional Solid Waste Management Plan Report published by Metro at the end of each calendar year. The Year 12 Partnership Plan addresses all areas of the RSWMP recommended practices through maintenance of established programs, a new emphasis on commercial waste reduction and recycling, construction & demolition debris recovery, and commercial organic waste reduction and recovery.

Measurement of Progress:

Each of the three sections in this partnership plan for waste reduction has an independent progress measurement and reporting scenario tied to the specific tasks involved. At the end of fiscal 2001-02, progress reports for each section will be produced independently. These reports, combined with other important measures such as the State of the Regional Solid Waste Management Plan Report and the Annual DEQ Recycling and Recovery Report will be combined and used to assess regional waste reduction and recycling progress.

Part I: New Initiatives in Commercial, C&D and Organics

Overview:

The recent State of the Plan Report for the Regional Solid Waste Management Plan, which evaluated the region's progress toward its waste reduction goals, indicated a need for new initiatives in three solid waste program areas. The need for new initiatives is predicated on the following issues:

- The recovery rate for the region has stalled, at about 43 percent.
- The easily accessible material in the waste stream has been recovered. Progress in retrieving additional recoverable materials will be much more difficult and more costly.
- Waste generation, fueled by a strong regional economy, has grown over the past years. This means that in order to meet our waste reduction goals, even higher amounts of recyclable and compostable materials must be diverted from disposal than earlier anticipated.
- Recovery from the commercial, organics, and construction and demolition sectors is lagging behind the residential sector, where recovery is strong and steady.
- Declining tip fees further complicate the recovery of materials from lagging sectors.

In December of 1998, a group of Metro and local government solid waste managers convened to address the issue of the region's stalled recovery rate and the need for new efforts in certain targeted sectors. As a result, three work teams comprised of Metro, local government and DEQ staff were formed to develop new strategies and initiatives in the commercial, construction & demolition debris, and commercial organics sectors. The teams' objectives included:

- Development of a new approach to the waste reduction planning process that results in unified, measurable, accountable and targeted work plans.
- Increase regional recovery by concentrating on the lagging sectors of commercial, organics, and construction and demolition (while continuing to support existing strong recovery from the residential sector.)
- Identify areas within these lagging sectors on which to focus cooperative waste reduction activities.
- Identify emerging issues in waste reduction planning that may need special attention; e.g., co-collection.
- Integrate the results of new initiatives into the State of the Regional Solid Waste Management Plan Report, DEQ Waste Composition Study and other recycling and solid waste data and studies.
- Determine the resources required for these new initiatives and measurement/ reporting activities.
- Regular evaluation of the focus areas to ensure they remain relevant.

New Initiatives Program Plan, Administration and Timeline:

Each of the three work teams convened in June 1999 and independently developed three-year work plans for their respective focus areas. An overview of the work plans is presented below. The complete three-year plans are included with this plan as Appendix "B".

Commercial:

In order to reach regional recovery goals, the region needs to have recovered an additional 168,000 tons of commercial recyclables between the baseline year of 1995 and the target year of 2000. To meet this goal, about half of the available recyclable paper (including OCC), containers and scrap metal remaining in commercial waste would need to be captured.

Of the 20 actions identified by the Task Force, seven received a ranking greater than three on a five-point scale. These seven actions comprise the plan recommendations that follow. (Actions are listed in order of decreasing priority.)

1. *Market development:* Increase market development efforts, both regionally through Metro and statewide through the Oregon Market Development Council. Develop markets for new materials and local markets for recycled feedstock that might offer higher scrap prices.
2. *Assess disposal bans for selected materials:* This proposal needs greater review by stakeholders, including haulers, private recycling collectors, processors, markets, disposal facilities, businesses and the public. In particular, issues such as enforcement, market price impact and flow control need to be reviewed.
3. *Expand local governments' technical assistance to businesses on waste prevention, buy recycled and recycling:* The current technical assistance program of waste evaluations needs to be assessed for its effectiveness in increasing recovery tonnage. Data collection for future technical assistance programs needs to be standardized by local governments to allow easier monitoring. Staffing needs to be increased to provide greater follow ups at each business and to expand the number of targeted businesses.
4. *Implement design review ordinances for recycling collection areas in new buildings:* Some local governments have adopted an ordinance, but do not have dedicated staffing to monitor submitted plans and compliance. Adoption of an ordinance and adequate staffing are needed to ensure that new construction in the region will have adequate recycling space to enable full participation in reaching the region's recycling goals.
5. *Promote commingling:* Mass media outreach programs were not generally seen as effective in reaching businesses as they are in reaching households. However, the development of commingled collection and processing capacity in the region was seen as an important shift in how recycling service was provided. Awareness of this new service level would be especially important to businesses facing space and resource limitations in implementing new or expanded recycling collection. In this case, a regional media outreach program was thought to be effective.
6. *Target outreach to promote waste prevention:* Specific outreach campaigns and technical assistance should target activities (such as double-sided copying) and packaging (reusable transport packaging) that increase waste prevention. Specific campaigns offer the greatest likelihood of implementing an evaluation system.
7. *Review regional commingled processing capacity:* Ensure the region has adequate commingled processing capacity for commercial recycling with equitable access by the region's collectors. Make certain these facilities are capable of meeting high standards for material quality.

Construction & Demolition Debris:

According to the revised RSWMP recovery rates, the region must recover 130,000 tons of C&D debris in order to meet its established goals. The Construction and Demolition Debris Recovery plan is composed of three tracks, designed to increase recycling and recovery in all sectors of the construction industry while adhering to the solid waste hierarchy of reduce, reuse, recycle, recover, landfill.

The first track emphasizes waste prevention through salvage and deconstruction. This practice has proven to be an effective way to prevent one of the largest sources of C&D waste, demolition waste, from entering the waste stream. As less undeveloped land is available, demolition will become an increasingly common activity in the future.

The second track focuses on ways to increase diversion through programs at material recovery facilities, dry waste landfills or transfer stations. The objective is to ensure that either source-separated recycling or effective post-collection recovery is available to all sectors of the C&D industry. An important component of these efforts will focus on educating the C&D industry about the different source-separated and post collection recovery service options available for construction and demolition activities. There are four components to Track 2:

- A. Promotion and education targeting C&D generators on source separated recycling methods and how to take advantage of post-collection recovery options.
- B. Recycling requirements: Require that certain C&D loads be processed before disposal. *(An extended stakeholder process will be undertaken before proceeding with this recommendation.)*
- C. Recycling Requirements: Ban the disposal of certain materials commonly found in C&D waste loads. *(An extended stakeholder process will be undertaken before proceeding with this recommendation.)*
- D. Create incentives through the Metro System Fee Credit Program for post collection recovery facilities to increase their recovery of recyclables from C&D loads.

The third track implements a market development program to target reuse and recycling of the materials prevalent in the C&D waste stream (wood, drywall, composition roofing and fiberglass insulation). The current markets for these materials are undeveloped, which represents a major barrier to reusing or recycling these materials.

Commercial Organics:

According to the revised RSWMP recovery rates, the region must recover 52,000 tons of organic waste in order to meet its established goals. This plan is designed to guide the region in the direction of increased recovery while adhering to the solid waste hierarchy of reduce, reuse, recycle, recover, compost, landfill.

This plan takes a two-track approach to organic waste management. The first track emphasizes waste prevention, donation and diversion. This is considered to be a least-cost approach, since preventing the generation of the material in the first place removes the need to manage it as a waste product. Donation is the highest end-use of food that is produced, and diversion to animal feed is the next step down in the hierarchy. Each of these approaches can be implemented in a relatively rapid fashion in that an existing infrastructure is present in the region, and outreach materials may be produced with short turnaround. While the food donation infrastructure does exist, some assistance

and support will be necessary to enhance capacity to accommodate new and increasing flow of material.

The second track focuses on developing a processing system to accommodate organic waste that cannot be diverted to higher-end uses. Every effort will be made to utilize existing infrastructure and tailor generator and collection programs to fit within existing operations and regulatory systems.

Several pilot projects will be initiated within the next 18 to 24 months to determine the economic feasibility of a regional organics collection and processing system. If the pilots prove successful, the Regional Organics Team will move rapidly towards the development of a permanent collection and processing infrastructure. If the pilots prove that organic waste collection and processing are not economically feasible in the current solid waste environment, only Track 1 programs will be fully implemented and the group will revisit the issue at a later date. The decision to develop permanent collection and processing facilities is contingent upon economic feasibility. If feasible, and the program determines that public participation is required to leverage processing capacity, then we may face a large, lump-sum budget request within the next two to three years.

During the first three years, the team has chosen to target efforts towards large organics-rich businesses and industries. These targeted businesses are:

- Large retail grocery stores
- Large restaurants
- Hotels
- Institutional cafeterias*
- Produce wholesale warehouses

(*Institutional cafeterias include food service operations in schools and universities, hospitals, large office buildings, corporate campuses, prisons, etc.)

Program Administration and Reporting:

Because these new initiatives require the work and the support of all regional partners, the day-to-day administration of the various tasks in the Commercial, C&D and Organics programs will be managed by the respective regional intergovernmental work teams that developed these plans. Individual team members will be assigned oversight of particular pieces of the plans, and will be responsible for reporting back to the team when they meet on an ad-hoc basis. Each work team will give a regular update at the monthly Local Government Recycling Coordinators Meeting and will solicit feedback from the group as well as inform the group of progress being made. Data collection, measurement and year-end progress reports will be the responsibility of the work teams. As part of the overall Year 12 Program Plan, each work team will be responsible for production of a year-end report on the progress made in the region.

2001-02 Budgeted Funds:

Commercial initiatives:	\$550,000
Construction & Demolition Debris Initiatives:	\$160,000
<u>Commercial Organics Initiatives:</u>	<u>\$808,000</u>
Total:	\$1,518,000

Part II: Targeted Competitive Grant Program

Overview:

The competitive grant program is designed to supplement the program funding available through the Partnership Program. These grants are intended to assist local jurisdictions in targeting the RSWMP practices that are not addressed in other program plans, and for which other sources of funding are not available. This program also seeks to support creative methods for addressing solid waste issues.

Format and Structure:

Each year, Metro will specify focus area(s) or target(s) for this competitive grant program based upon RSWMP needs and priorities. Applicants will have the choice to:

- 1) Submit a proposal in the focus area(s), **OR**
- 2) Propose a project outside the focus area(s) and demonstrate that there is a true need for this approach that is not being addressed through new initiatives, maintenance programs or other means. Alternative programs must also demonstrate that they contribute to meeting RSWMP goals.

Local jurisdictions interested in this program must submit an application for funds using a standardized form provided by Metro. Applications must include:

- A clear goal statement,
- A clear justification of need,
- A specific dollar amount requested,
- Concise and meaningful measurement tools and methods, and
- A description of intended results.

Applications must identify the specific practices of the RSWMP to which the funds will be applied, demonstrate clear benefits to the region, and should be transferable to other jurisdictions.

Local jurisdictions are required to provide at least a 50% match to funds requested. This match may be dollars, materials, in-kind services or a combination of these. Applicants are encouraged to cooperate or develop formal partnerships with nonprofit, volunteer agencies, business associations, chambers of commerce or other groups. In-kind matches may be provided in part by some or all partners.

Reporting:

A 90-day progress report as well as a final report due 30 days from the completion of the project must be submitted to Metro. Reports must demonstrate how the project has met the stated criteria and the impacts the project has had to the prevention, recycling and recovery of waste in the region.

2001-02 Budgeted Funds:

\$185,000

Part III: Maintenance of Existing Programs

Overview:

Part III of the Partnership for Waste Reduction focuses on the maintenance of existing and established local and regional waste reduction and recycling programs. Significant progress in waste reduction and recycling has been made over past years through these existing programs. In order to maintain these successes, established programs must continue to be funded, staffed and maintained at the same time that new initiatives are introduced.

Maintenance Program Plan Format, Structure and Timeline:

The Maintenance Program format is intentionally simple and straightforward. Local governments and Metro will each complete the attached chart, detailing the outreach, education and collection programs currently implemented and the efforts each will engage in to maintain these programs. This will provide a comprehensive regional picture of the existing programs implemented and maintained by local governments and Metro.

The reporting section is to be completed at the end of the fiscal year and submitted to Metro no later than August 1, 2001. This section will detail each task's actual implementation date, as well as relevant status reports, changes and noted results. The reporting section will serve as the basis for integrating existing program status and progress into the recommended practices of the RSWMP, as well as the required annual reporting to the Department of Environmental Quality.

Compliance with State Law and the Regional Solid Waste Management Plan:

All regional partners will continue to be required to comply with the provisions set forth in State Law (OAR 340-90-040) in addition to the tasks listed in the RSWMP. Metro will be the reporting agency for the region's three county area. Metro will also assume responsibility for integrating maintenance programs into the recommended practices set forth in the RSWMP. This integration will be illustrated in the Annual State of the Plan Report section titled Implementation Status of Recommended Practices.

Annual Allocation:

The funding assistance provided to local jurisdictions for the maintenance of existing programs is allocated on a per-capita basis. Each jurisdiction receives an allocation based upon its percent of the region's total population.

The FY 2001-02 allocation for the City/County of _____ equals \$ _____. This represents _____% of the overall City/County solid waste and recycling budget.

Program Overview Narrative:

This section of the Plan provides a more descriptive and encompassing overview of maintenance programs. Local governments and Metro will each provide a short annual narrative describing the range of programs and the principles behind them.

2001-02 Budgeted Funds:

\$618,000

PLANNED MAINTENANCE ACTIVITIES FOR FISCAL YEAR 2001-02

The Program Plan Table is divided into two sections: Planning and Reporting. The planning section lists program areas under the header marked "Tasks" which are to be completed in detail by Metro and local governments. All outreach, education, collection and other existing program efforts are to be listed under each task area with an associated implementation date noted under the heading "Planned Date." The section header "R/WP/B" identifies whether this particular program or activity is primarily recycling (R), waste prevention (WP) or both (B). This notation is to assist Metro in the collection of data for reporting to the Department of Environmental Quality on the region's waste prevention activities. The completed planning section of the table is due to Metro no later than June 1, 2001.

PLANNING			REPORTING	
Tasks	Planned Date	R/WP/B	Implemented Date	Implementation Status/Results
Residential				
▪				
▪				
Multifamily				
▪				
▪				
Home Composting				
▪				
▪				
Commercial				
▪				
▪				
Construction & Demolition				
▪				
▪				
Household Hazardous Waste				
▪				
▪				
Regional Planning Support				
▪				
▪				
School Outreach and Education				
▪				
▪				
Other				
▪				
▪				

Appendix A

Fiscal Year 2000-2001 Metro and Local Government Partnership Plan for Waste Reduction

PLAN DEVELOPMENT SCHEDULE

Timeline	Annual Work Plan Process
September 30, 2000	Metro and local government targeted sector work teams (Organics, C&D, Commercial) review and amend plans and associated budgets.
October 30, 2000	Targeted sector plans and existing program maintenance plans combined and refined to create overall 2-3 year approach outline. Fiscal Year 2001-02 presented in a more detailed fashion.
December 30, 2000	Draft overall framework developed by Metro and local government staff. Version 1 ready for public involvement process.
January – March 2001	Regional public involvement: Public Comment and Metro SWAC review of drafts REMCOM Work session on drafts REMCOM public hearing on final version
March – April 2001	Council approval process: Metro Council consideration and adoption.
April - May 2001	Local and Regional Public Involvement: Local SWAC and other public involvement Metro budget hearings Local government budget hearings
June 1, 2001	Local Government Participation Commitment Agreements Drafted
PLAN IMPLEMENTATION	
July 1	Start of Fiscal Year - Implementation begins
No later than Nov. 30	Intergovernmental agreements for grant funding approved and funds distributed to local governments to support the maintenance of existing programs.
PROGRESS REPORTING	
Aug. 1	Local government and Metro assess progress.
Nov. 30	Metro publishes annual "State of the Regional Solid Waste Management Plan" status report for the previous fiscal year period

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Appendix B

New Initiatives in Waste Reduction 3-Year Plans

- **Commercial Organic Waste Recovery**
- **Construction & Demolition Debris Recovery**
- **Commercial Waste Reduction and Recycling**

Commercial Organics Work Plan 1999-2002 Updated September 2000

Overview: According to the revised Regional Solid Waste Management Plan recovery rates, the region must recover 52,000 tons of organic waste in order to meet its established goals. This plan, cooperatively developed by the Regional Organics Work Team comprised of Metro, DEQ and local government staff, is designed to guide the region in the direction of increased recovery while adhering to the solid waste hierarchy of reduce, reuse, recycle, recover, compost, landfill.

This plan takes a two-track approach to organic waste management. The first track emphasizes waste prevention, donation and diversion. This is considered to be a least-cost approach as preventing the generation of the material in the first place removes the need to manage it as a waste product; donation is the highest end-use of food that is produced, and diversion to animal feed is the next step down in the hierarchy. Each of these approaches can be implemented in a relatively rapid fashion in that an existing infrastructure is present in the region, and outreach materials may be produced with short turnaround. While the food donation infrastructure does exist, some assistance and support will be necessary to enhance capacity to accommodate a new and increased flow of material.

The second track focuses on developing a processing system to accommodate organic waste that cannot be diverted to higher-end uses. Every effort will be made to utilize existing infrastructure and tailor generator and collection programs to fit within existing operations and regulatory systems. Several pilot projects will be initiated within the next 18 to 24 months to determine the economic feasibility of a regional organics collection and processing system. If the pilots prove successful, the Regional Organics Team will move rapidly towards the development of a permanent collection and processing infrastructure. If the pilots prove that organic waste collection and processing are not economically feasible in the current solid waste environment, only Track 1 programs will be fully implemented, and the group will revisit the issue at a later date. The decision to develop permanent collection and processing facilities is contingent upon economic feasibility. If feasible, and the program determines that public participation is required to leverage processing capacity, then we may face a large, lump-sum budget request within the next two to three years

A series of outreach efforts with a global message to the general public about the regional organic waste efforts will be planned for roll-out once programs are implemented. It is unknown what the specific concept or costs of such efforts will be at this time as they are dependent on the extent of the programs implemented. Additional funds to cover this effort will be proposed in future budget requests.

The following draft plan provides the details and the accompanying resources needed for the immediate implementation of a regional organic waste management plan. During the first three years, the team has chosen to target efforts towards large organics-rich businesses and industries. These targeted businesses are:

- Large retail grocery stores
- Large restaurants
- Hotels
- Institutional cafeterias*
- Produce wholesale warehouses

(*Institutional cafeterias include food service operations in schools and universities, hospitals, large office buildings, corporate campuses, prisons, etc.)

While this plan focuses on the commercial sector, the team may address the possibility of a residential plan in the future. At this time, however, the team feels that the commercial sector has the majority of clean, accessible and recoverable food wastes.

TRACK 1: WASTE PREVENTION, DONATION AND DIVERSION

Develop focused outreach and education programs for targeted food-intensive businesses to increase waste prevention, donation and diversion practices.

A. Waste Prevention	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
<ul style="list-style-type: none"> Research and development: <ul style="list-style-type: none"> ▪ Research nature of each targeted business category to determine most suitable entry point for effective waste prevention messages. ▪ Determine number and location of each targeted business within the region. ▪ Research current methods used for information dissemination within each industry (professional or industry organizations, etc.) ▪ Research existing outreach and educational materials developed for use in targeted industries. 	0.16 Interns	\$5,000	0	0
<ul style="list-style-type: none"> ▪ Develop partnerships with industry associations to create suitable and effective outreach messages, appropriate outreach methods, and to lend credence to the program (seek out sponsorships or endorsements.) 	Organics Team	0	0	0
<ul style="list-style-type: none"> Develop focused outreach and education on waste prevention coupled with on-site assistance: <ul style="list-style-type: none"> ▪ Utilize research results and existing materials currently in use in the region to tailor specific materials for production. 	Organics Team	0	0	0
<ul style="list-style-type: none"> ▪ Develop effective outreach tools and methods based on results of research. (design and printing) 	Contract	\$25,000	0	\$2,000
<ul style="list-style-type: none"> ▪ Develop distribution plan for materials developed. 	Organics Team	0	0	0
<ul style="list-style-type: none"> ▪ Hire temporary staff to distribute materials, provide on-site assistance, coordinate contacts with business groups, provide presentations, provide feedback to Regional Organics Team for future program changes. (total 8,000 hours = 16-20 hours per targeted business) 	2.0*	0	\$73,710	\$70,000
SUB-TOTAL (Section A)	2.16	\$30,000	\$73,710	\$72,000

These FTE will also perform Track 2 outreach functions within the targeted business community.

B. Donation	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Coordinate with charitable organizations to enhance donation infrastructure and build capacity: <ul style="list-style-type: none"> ▪ Develop grant program to provide funding to qualifying charitable organizations to increase their capability to collect, receive, store and distribute perishable foods. 	Organics Team	0	\$200,000 matching grant fund	\$200,000 matching grant fund
<ul style="list-style-type: none"> ▪ Create an interagency work team that meets on a quarterly basis to assess outreach and coordinate messages between Metro, local governments and charitable agencies to ensure consistent and effective direction. ▪ Work with DEQ to provide statewide outreach and assistance programs that will supplement activities within the Metro region to increase capacity. 	Organics Team	0	0	0
Design, print and distribute educational and outreach materials for targeted businesses in coordination with charitable agencies. <ul style="list-style-type: none"> ▪ Research targeted businesses' level of knowledge and comfort regarding food donation to identify barriers and opportunities. 	0.09 intern	\$2,500	0	0
<ul style="list-style-type: none"> ▪ Work with agencies to refine message regarding Good Samaritan Laws, liability issues, "myths and realities" of food donation in all outreach materials developed (in tandem with waste prevention outreach and educational materials). ▪ Work with DEQ and other associations (such as AOR) to develop alternative vehicles for information dissemination regarding food donation and liability throughout the state to enhance knowledge. 	Organics Work Team	0	0	0
<ul style="list-style-type: none"> ▪ Design and print educational materials. 	Metro	\$1,000		\$2,000
SUB-TOTAL (Section B)	.09	\$3,500	\$200,000	\$202,000

C. Diversion	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Conduct market study to determine existing and potential options for increased diversion of acceptable, non-edible foods to animal feed uses: <ul style="list-style-type: none"> ▪ Research current animal feed options, facilities accepting food wastes, tonnage currently diverted, barriers to increased diversion, feedstock requirements, strength and viability of current animal feed market, etc. ▪ Research existing professional and industry associations, government agencies and others involved in regulating animal feed operations and disseminating information to those involved in the industry. ▪ Research current levels of land application of food wastes along with applicable laws and regulations. 	<i>Contractor</i>	\$20,000	0	0
Implement animal feed diversion program if research proves increased market capacity exists and can be utilized.	Organics Team	0	0	\$100,000
SUB-TOTAL (Section C.)	0	\$20,000	0	\$100,000
TOTAL (Track 1)	2.50	\$53,500	\$273,710	\$374,000

TRACK 2: ORGANIC WASTE COLLECTION AND PROCESSING INFRASTRUCTURE DEVELOPMENT

Develop a wide range of processing options using existing infrastructure to the greatest extent possible.

A. Generator Programs	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Target larger organics generators in concentrated areas and conduct research on willingness to participate in an organics collection program. <ul style="list-style-type: none"> ▪ Focus on franchised areas that will not have mandatory separation programs. ▪ Identify physical and financial barriers. 	Organics Work Team	0	0	0
Research proportions of pre- and post-consumer food waste generated by each business type to best tailor separation and collection programs.	Contractor	\$60,000	0	0
Develop specific educational materials focused on generator types, geographic area, hauler equipment, and end-use of materials collected. (design and print)	Contractor	0	\$10,000	\$4,000
SUB-TOTAL (Section A.)	0	\$60,000	\$10,000	\$4,000

3. Development of Collection Infrastructure	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Utilize information gathered by City of Portland organics collection and processing pilot project to determine feasibility of implementing Portland's organic waste recycling requirement ordinance.	Organics Work Team	\$10,000	0	0
Work with area haulers and businesses to determine feasible organics collection routes throughout the region. ▪ Research hauler willingness/potential to develop collection cooperatives.	Organics Work Team	0	0	0
Work with haulers to determine equipment needs, collection schedules and assistance required to implement routes.	Organics Work Team	0	0	0
Determine true costs of collection to facilitate future planning decisions. ▪ Conduct pilot projects throughout the region to assess costs.	Organics Work Team	\$50,000	\$40,000	0
UB-TOTAL (Section B.)	0	\$60,000	\$40,000	0

4. Utilization and Enhancement of Existing Infrastructure for Delivery and Processing of Organic Wastes	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Develop tip fee at Metro Central Station for the acceptance of organic waste for processing (currently in process).	Organics Work Team	0	0	0
Build local infrastructure by working closely with facilities throughout the region to research potential and assist with the implementation of organics reload and processing. ▪ Work with facility operators, local officials, etc. to research and determine feasibility and likelihood of varied degrees of delivery and reload of organics on a case-by-case basis. ▪ Assist with the development of pilot projects to test feasibility of reloading for off-site processing or for acceptance of organic waste for potential of on-site processing. ▪ Continue to utilize the two currently-available existing processing options (Arlington and LRI) while working to develop local processing capacity. ▪ Examine development of local options such as on-site processing at transfer stations and MRFs as well as local yard debris processors. ▪ Consider the use of a short-term Metro subsidy to support organics collection and processing until more economically viable local options are developed.	Organics Work Team	\$50,000	\$600,000 (pilot projects, infrastructure, grants, loans, etc.)	\$500,000 (pilot projects, infrastructure, grants, loans, etc.)

<ul style="list-style-type: none"> Work closely with Metro transfer station operator (BFI/Allied) to develop organics delivery options. Develop protocols for acceptance reload and transport of organics to appropriate processing facilities. 	Organics Work Team	0	0	0
Investigate financial assistance opportunities such as state tax credits for recycling businesses.	DEQ	0	0	0
UB-TOTAL (Section C.)	0	0	\$600,000	\$500,000

D. Organics Market Development	FTE	1999-00 Budget	2000-01 Budget	2001-02 draft Budget
Re-establish 1 FTE in Waste Reduction to implement a permanent and meaningful market development program focusing on organics, commercial, and C&D.		0	0	0
UB-TOTAL (Section D.)	0	\$0	\$0	\$0

TOTAL TRACK 1	2.50	\$53,500	\$273,710	\$374,000
TOTAL TRACK 2	0.25	\$170,000	\$650,000	\$504,000
UB-TOTAL (Tracks 1 and 2)	2.75	\$223,500	\$923,710	\$878,000
Less Currently Budgeted Funds		(\$240,000)	\$0	\$0
GRAND TOTAL New Funds Needed	2.75	\$0	\$923,710	\$878,000

For future consideration:

Identify potential generators who may benefit from on-site processing options.

Consider public/private purchase and development of processing facilities if existing infrastructure proves unsuitable.

ORGANICS PLAN TIMELINE AND BUDGET

FY 1999-2000 Program Initiatives

Tasks that span fiscal years have had their budgets adjusted accordingly to indicate each year's particular resource needs.

TRACK 1

Waste Prevention:

1. Research and development.

BUDGET: \$5,000

2. Develop focused outreach and education on waste prevention coupled with on-site assistance.

BUDGET: \$25,000

Donation:

1. Coordinate with charitable organizations to enhance donation infrastructure and build capacity for recovered food. Create inter-agency work team to assess outreach needs and coordinate messages.

BUDGET: \$0

2. Design, print and distribute educational and outreach materials for targeted business groups in coordination with charitable agencies.

BUDGET: \$3,500

Diversion:

1. Conduct market study to determine the existing and potential options for increased diversion of acceptable, non-edible food wastes to animal feed uses.

BUDGET: \$20,000

TOTAL TRACK 1: \$53,500

TRACK 2:

Generator Programs:

1. Target larger organics generators in concentrated areas and conduct research on willingness to participate in an organics collection program.

BUDGET: \$0

2. Research the proportions of pre- and post-consumer food waste generated by each business type to best tailor separation and collection programs.

BUDGET: \$60,000

Development of Collection Infrastructure:

1. Utilize information gathered by City of Portland organics collection and processing pilot project to determine feasibility of implementing Portland's organic waste recycling requirement ordinance.

BUDGET: \$10,000

2. Work with area haulers and businesses to determine feasible organic organics collection routes throughout the region.

BUDGET: \$0

3. Work with haulers to determine equipment needs, collection schedules and assistance required to implement routes.

BUDGET: \$0

4. Determine true costs of collection to facilitate future planning decisions. (begin pilot projects throughout region)

BUDGET: \$50,000

Utilization and enhancement of existing infrastructure for delivery and processing of organic wastes:

1. Develop tip fee at Metro Central Station for the acceptance of organic waste for processing.

BUDGET: \$0

2. Build local infrastructure by working closely with facilities throughout the region to research potential and assist with the implementation of organics reload and processing.

BUDGET: \$50,000 (grants/contracts)

3. Work closely with Metro transfer station operator to develop organics delivery options.

BUDGET: \$0

4. Investigate financial assistance opportunities such as state tax credits for recycling businesses.

BUDGET: \$0

TOTAL TRACK 2: \$170,000

FY 1999-2000 TOTAL: \$223,500

Current FY 1999-2000 budgeted funds: \$240,000

FY 2000-2001 Program Initiatives

Tasks that span fiscal years have had their budgets adjusted accordingly to indicate each year's particular resource needs.

TRACK 1

Waste Prevention:

1. Develop focused outreach and education on waste prevention coupled with on-site assistance. Hire 2.0 FTE temporary staff for 2 year positions to distribute materials, provide on-site assistance, coordinate contacts with business groups, provide presentations, provide feedback to Regional Organics Team for future program changes.

BUDGET: \$73,710 (year 1)

Donation:

1. Coordinate with charitable organizations to enhance donation infrastructure and build capacity for recovered food. Develop a 2-year matching grant program to provide funding to qualifying charitable organizations to increase their capacity to collect, receive, store and distribute perishable foods.

BUDGET: \$200,000 (year 1)

TOTAL TRACK 1: \$273,710

TRACK 2:

Generator Programs:

1. Develop specific educational materials focused on generator types, geographic area, hauler equipment, and end-use of materials collected.

BUDGET: \$10,000

Development of Collection Infrastructure:

1. Determine true costs of collection to facilitate future planning decisions. (begin pilot projects throughout region)

BUDGET: \$40,000

Utilization and enhancement of existing infrastructure for delivery and processing of organic wastes:

1. Build local infrastructure by working closely with facilities throughout the region to research potential and assist with the implementation of organics reload and processing.

BUDGET: \$600,000

Local Organics Market Development:

1. Re-establish 1 FTE in Waste Reduction to implement a permanent and meaningful market development program focusing on organics, commercial and C&D. (organics work represents one-quarter of the FTE)

BUDGET: \$0 (1 FTE to fill vacant position—budgeted separately)

TOTAL TRACK 2: \$650,000

FY 2000-01 TOTAL: \$923,710

DRAFT FY 2001-02 Program Initiatives

The following Organics Program initiatives are scheduled to commence within fiscal year 2001-02. Those tasks that span fiscal years have had their budgets adjusted accordingly to indicate each year's resource needs.

TRACK 1

Waste Prevention:

1. Develop focused outreach and education on waste prevention coupled with on-site assistance. Begin second and final year of employment of 2.0 FTE temporary staff to distribute materials, provide on-site assistance, coordinate contacts with business groups, provide presentations, provide feedback to Regional Organics Team for future program changes.

BUDGET: \$70,000 (year 2)

Donation:

1. Coordinate with charitable organizations to enhance donation infrastructure and build capacity for recovered food. Implement the final year of the matching grant program to provide funding to qualifying charitable organizations to increase their capacity to collect, receive, store and distribute perishable foods.

BUDGET: \$200,000 (year 2)

Diversion:

1. Implement animal feed diversion program if research proves increased market capacity exists and can be utilized.

BUDGET: \$100,000

Outreach:

1. Update and reprint focused education and outreach materials.

BUDGET: \$4,000

TOTAL TRACK 1: \$374,000

TRACK 2:

Generator Programs:

1. Update and reprint focused education and outreach materials.

BUDGET: \$4,000

Utilization and enhancement of existing infrastructure for delivery and processing of organic wastes:

2. Build local infrastructure by working closely with facilities throughout the region to research potential and assist with the implementation of organics reload and processing.

BUDGET: \$500,000 (year 2)

Local Organics Market Development:

1. Continue support of 1 FTE in Waste Reduction to implement a permanent and meaningful market development program focusing on organics, commercial and C&D. (organics work represents one-quarter of the FTE)

BUDGET: \$0

TOTAL TRACK 2: \$504,000

FY 2001-02 TOTAL: \$878,000

Draft Recommendations
Construction and Demolition Task Force

11/03/99
Updated 10/04/00

Task Force Members:

JoAnn Herrigel,	City of Milwaukie
Rick Winterhalter,	Clackamas County
Dick Schmidt,	City of Portland
Christa Morrow,	City of Troutdale
Scott Keller,	City of Beaverton
Wendy Fisher,	Washington County
Bryce Jacobson,	Metro

Overview

According to the revised Regional Solid Waste Management Plan recovery rates, the region must recover 130,000 tons of Construction and Demolition debris in order to meet its established goals. This draft plan, cooperatively developed by the C&D Task force comprised of Metro and local government staff, is designed to address shortcomings of the current RSWMP recommended practices for the C&D sector and guide the region in the direction of increased recycling and recovery while adhering to the solid waste hierarchy of reduce, reuse, recycle, recover, compost, landfill.

Statement of the Problem:

Both the 1997 State of the Plan Report and the 1998 C&D generator study show that recycling and recovery of waste materials from the region's construction and demolition sites has not kept up with the amount of growth in the construction sector. The C&D sector is responsible for generating approximately a quarter of the region's waste. While up to 60% of this waste material could be recycled or reused, the fragmented structure of the industry and complicated nature of most job-sites has made it a challenge to divert materials into recovery programs.

Background

The RSWMP recommended practices for the C&D sector, as implemented, have not created the tonnage diversion that was originally expected. Among the recommended practices for the building industries, there are several that the task force identified as ineffective:

Recommended practice 2. a, *Local governments will assure the availability of on-site services for two or more materials and ensure that generators requesting hauling services for construction and demolition sites are offered these services.* Haulers franchise agreements require them to comply with this recommended practice by offering recycling services but several factors have made it difficult for haulers to put forth an attractive recycling offer to their C&D customers. These include the difference in cost of service between disposal and recycling is usually very small and customers that choose to order just one box for all job-site waste will usually pay less for this service than if they had ordered two or more boxes to facilitate source separated recycling

Task force members believe that this recommended practice has had little effect on increasing tonnage recycled from C&D sites.

Recommended practice 1.b, *Metro and Local governments to perform on-site audits at construction and demolition sites to promote waste prevention.* Despite numerous attempts to interest builders in this

service, only a hand full of these have been performed since 1995. The concept may have value if it was used as a component of another C&D program, but as a stand alone item builders have not shown much interest.

Recommended Practice 1.a, *“Earth-Wise” building program to train builders about salvage, waste reduction, recycling, and buying recycled along with other environmental building practices.* Metro staff have found that organizations with a green building agenda are not willing to make waste issues a key concept in their promotions and education to the building industry.

Recommended Practice 4. *Develop regional dry waste processing facilities for waste from sites where separation and collection of recyclables is not possible.* The current system of post collection recovery options does not appear to draw in as much C&D waste as we had hoped for. The task force found that much of Washington and Clackamas Counties are underserved in terms of processing capacity, recovery facilities have trouble competing with the rates at local dry waste land fills and actual recovery rates have been lower than expected (down to 4% at one facility).

The 1998 C&D Generator Study found that the regions contractors as a group are not well informed about waste recycling issues and put little energy into making decisions about job-site waste. However, the study also found that they are open to assistance on recycling and waste issues if it comes in a format that they can use.

Work Group Objectives

In July 1999 the C&D Task Force had its first meeting to discuss the objectives that would guide the process of making our recommendations. The group agreed to the following objectives:

- Assess what is going on with C&D waste and recycling in the Metro region and around the country
- Identify areas where improvement is needed
- Develop and implement specific programs to address the problem areas
- Create incentives to keep unprocessed mixed loads of C&D material in the Metro region

Draft Plan Recommendations:

This plan takes a three-track approach to increasing recycling and recovery in the C&D sector.

1. The first track emphasizes waste prevention through salvage and deconstruction. This practice has proven to be an effective way to prevent one of the largest sources of C&D waste, demolition waste, from entering the waste stream:
2. The second track focuses on ways to impact diversion through programs at material recovery facilities, dry waste landfills or transfer stations. The proposed incentives will ensure that either source separated recycling or effective post collection recovery is available to all sectors of the C&D industry. An important component of these efforts will be the education and promotion of the different source separated and post collection recovery service options available to C&D sites.
3. The third track implements a market development program that targets reuse and recycling of the materials prevalent in the C&D waste stream: wood (22%), drywall (17%), composition roofing (11%) and fiberglass insulation (1%). Current markets for these materials are either underdeveloped or nonexistent representing a major barrier to salvaging or recycling these materials.

All of the following recommendations come with several caveats:

- They depend on initial research into the feasibility
- They each require different stakeholder involvement strategies.
- They are designed to either compliment each other or existing activities
- The budgets, tonnage impacts and schedules are speculative and should be seen as a starting point

Implementation of the Plan:

Once the draft plan is approved by stakeholders and requested budget funding made available, the task force is prepared to begin implementing the plans' three tracks. Although not specifically called out in this document, the task force will need to amend the current RSWMP section on C&D waste to reflect the changes in the regions approach to managing C&D waste.

TRACK 1: WASTE PREVENTION, SALVAGE AND REUSE (B. Jacobson .25 FTE)

Develop focussed outreach and education programs on salvage and deconstruction practices for the regions contractors and property owners.

<u>A. Waste Prevention outreach and education</u>	Staffing	1999-00 M+S Budget	2000-01 M+S Budget	2001-02 M+S Budget
<p>Research and development:</p> <ul style="list-style-type: none"> Perform research on the messages, opportunities, possible partnerships, identify what the salvage community sees as needed and the best ways to promote/ educate on salvage. Evaluate commercial or residential focus. Evaluate need for a secondary focus on source-separated recycling Utilize LGRC, REM Marketing Team and salvage community to evaluate data from research and identify best opportunities. Create an implementation plan for education and promotion activities including timeline for project and identify methods of measuring effect. LGRC and Metro to approve. 	Contractor with oversight by C&D task force	0	\$25,000	0
<p>Develop and Implement Program</p> <ul style="list-style-type: none"> Create an implementation plan for education and promotion activities including timeline for project and identify methods of measuring effect. LGRC and Metro to approve. Contractor to work with Local Governments to custom tailor the messages and tools of the campaign to the specifics of each jurisdiction. Begin implementing program mid-2000-01. 	Contractor with oversight by C&D task force	0	\$50,000	0
<p>Evaluate and measure effect</p> <ul style="list-style-type: none"> Continue evaluating/measuring effect to determine benefit of continuing program. Continue to use contractor to follow implementation plan, trouble shoot and fine-tune. 	Contractor with oversight by C&D task force	0	0	\$65,000
<u>SUB-TOTAL (TRACK 1-SECTION A)</u>	0	\$0	\$75,000	\$65,000
<u>B. Waste Prevention Grants</u>				
<p>Oregon Remodelers Association (ORA), Annual Builders Yard Sale</p> <ul style="list-style-type: none"> Funding assists the ORA in promoting and managing the annual Builders Yard Sale. Through the sale of used building materials donated by ORA member contractors and suppliers, this event promotes the value and availability of used building materials to the public. * Note that this item has been part of the Metro C&D budget since FY 95-96 	Metro	\$5,000	\$5,000	\$5,000
<u>SUB-TOTAL (TRACK 1-SECTION B)</u>		\$5,000	\$5,000	\$5,000
<u>TOTAL (TRACK 1)</u>	0	\$5,000	\$80,000	\$70,000

TRACK 2: C&D WASTE PROCESSING/DISPOSAL (B.Jacobson .5 FTE) Develop a system to ensure that source-separated recycling or effective post collection recovery is available or provided to all sectors of the C&D industry.	Staffing	1999-00 M+S Budget	2000-01 M+S Budget	2001-02 M+S Budget
Require that specified C&D loads be processed before disposal				
<p>Research and development</p> <p>Compile information on C&D loads and C&D waste hauling to determine appropriate lower and upper threshold and load types effected, where the burden of responsibility should be placed, how processing will be defined, what enforcement efforts will be required. Identify legal issues involved with flow control, interstate commerce code violations and out of state waste. Identify potential effect in tons; identify methods for addressing the limited processing capacity in sections of the Metro region. This data gathering effort will be coordinated with local governments and other organizations as appropriate.</p> <ul style="list-style-type: none"> With direction from C&D task force, draft a project timeline 	Contractor with oversight by C&D Task Force	0	\$25,000	0
<p>Stakeholder involvement</p> <ul style="list-style-type: none"> With direction from the C&D task Force, draft a stakeholder involvement plan. In FY 00-01, implement this plan to find out if this concept can move forward. 	C&D Task Force	0	0	0
<p>Implementation</p> <ul style="list-style-type: none"> Pending stakeholder approval, begin limited pilots to evaluate the most effective methods of rolling this program out to all facilities 	Contractor with oversight by C&D Task Force	0	0	0
3-TOTAL (TRACK 2-SECTION A)	0 FTE	0	\$25,000	0

Ban the disposal of certain material(s) commonly found in C&D loads				
<p>Initial Research and Development</p> <ul style="list-style-type: none"> Identify, evaluate and report on disposal bans in other states. Compile this information and present report to local governments and Metro staff. 	Contractor with oversight by C&D Task Force	0	\$10,000	0
<p>Stakeholder involvement</p> <ul style="list-style-type: none"> Metro staff will coordinate a disposal ban work group made up of key stakeholders and local government staff. Participants include ORRA, Tri-County haulers, AOR, ORMDC, Metro SWAC, facility operators and builder groups. If this group finds that this should be a statewide effort, pull in AOR to assist with the legislative concept. If a regional effort is preferred, develop an RFP for a consultant to look at options for a regional disposal ban. If this work group finds that a ban should be brought forward for further consideration by SWAC and Metro Council, The group will draft a project timeline. 	Contractor with oversight by C&D Task Force	0	\$10,000	0
<p>Further Research and Development</p> <ul style="list-style-type: none"> Local information on C&D loads and C&D waste hauling to determine appropriate lower and upper threshold and load types effected, where the burden of responsibility should be placed, how bans could be enforced. Identify potential effects on material markets. Identify potential effect in tons. Identify potential methods of measuring the effect of the ban. Identify methods for addressing the limited processing capacity in sections of the Metro region. Identify if this should be a regional or statewide effort. This data gathering effort will be coordinated with local governments and other organizations as appropriate. 	Contractor with oversight by C&D Task Force	0	\$25,000	0
<p>Implementation</p> <ul style="list-style-type: none"> Pending stakeholder approval, C&D Task Force will begin pilots. Create measurement methods, education materials and conduct facility staff trainings. Begin limited pilots to evaluate the most effective methods of rolling this program out to all facilities. Full implementation expected in FY 02-03 or 03-04. 	2 enforcement /education FTE at PA 1 level	0	0	0
SUB-TOTAL (TRACK 2-SECTION B)	2 FTE	0	\$45,000	0

Educate generators on source-separated recycling and/or other methods to remain in compliance with disposal bans or processing requirements.	Staffing	FY 99-00 M+S Budget	FY 00-01 M+S Budget	FY 01-02 M+S Budget
Initial Research and Development <ul style="list-style-type: none"> • Create messages that support source-separated recycling and promote service options that will facilitate a high degree of recycling from targeted C&D sites. • Secure partners such as industry associations and retailers. • Evaluate commercial or residential focus. • Test messages with building industry. Identify methods of measuring effect. • Create an implementation plan for education and promotion activities, create timeline for project. • Compile this information and present report to local governments and Metro staff. 	Contractor with oversight by C&D Task Force	0	\$28,000	0
Develop and Implement Program <ul style="list-style-type: none"> • Begin implementing program mid-2000-01. • Contractor to work with Local Governments to custom tailor the messages and tools of the campaign to the specifics of each jurisdiction. • As disposal bans or processing requirements come on-line, modify messages to support these programs 	Contractor with oversight by C&D Task Force	0	\$50,000	\$50,000
Update, print and distribute Metro Construction Site Recycling Guide <ul style="list-style-type: none"> • Distribution will follow the education and outreach strategy developed in Track 1.A. and Track 2.C. * Note that this item has been part of the Metro C&D budget since FY 92-93 	Metro staff with oversight by C&D Task Force	\$25,000	\$25,000	\$40,000
BTOTAL (TRACK 2-SECTION C)	0	0	\$103,000	\$90,000
Create incentives through the Metro System Fee Credit Program for post collection overy facilities to increase their recovery of recyclables from C&D loads	Staffing	1999-00 M+S Budget	2000-01 M+S Budget	2001-02 M+S Budget
Research and Development <ul style="list-style-type: none"> • Budget and Regulatory Affairs regulatory staff to identify and report on System Fee Credit Program modifications that may offer a stronger incentive for MRF operators to recover C&D materials. Consider implementing a preference or weighting for reuse and recycling over energy reclaimation. • Involve the C&D Task Force, MRF operators and SWAC in this research effort 	REM Regulatory Affairs staff	0	0	0

Implementation • Create a timeline and begin implementing changes and monitoring effect on tonnage	REM Regulatory Affairs staff	0	0	0
3-TOTAL (TRACK 2-SECTION D))	0	0	0	0
TOTAL (TRACK 2)	2 FTE	\$25,000	\$173,000	\$90,000
TRACK 3: MARKET DEVELOPMENT (B Jacobson 0 FTE)				
Develop a system of grants and loans to encourage the development of markets for both salvaging and recycling of C&D materials.				
Metro to create a REM market development position to support the increased C&D recycling and recovery efforts	Staffing	1999-00 M+S Budget	2000-01 M+S Budget	2001-02 M+S Budget
Research and development • Research other similar grant and loan funds, and market development efforts. Involve local governments and C&D Task Force as steering committee • Research the program structure needed to develop reuse and recycling markets first and energy recovery markets second. • Metro to appropriate funds, set priorities on materials and or sectors to be targeted and publicize fund • Create implementation plan that includes consulting with finance professionals on the criteria for funding and identifying possible ways to piggyback on other private or public programs. • Start program and receive first applications. Continue to evaluate the effect on tonnage.	Budgeted under market development position	0	0	0
• Conduct market research on wood, drywall, composition roofing and fiberglass and other prevalent C&D materials	Budgeted under market development position	0	0	0
3-TOTAL (TRACK 3-SECTION A)	0	0	0	0
TOTAL (TRACK 3)	0	0	0	0

	Staffing	1999-00 M+S Budget	2000-01 M+S Budget	2001-02 M+S Budget
TOTAL TRACK 1	0	\$5,000	\$80,000	\$70,000
TOTAL TRACK 2	2 FTE	\$25,000	\$173,000	\$90,000
TOTAL TRACK 3	0	0	0	0
GRAND TOTAL (TRACKS 1, 2 and 3)	2. FTE	\$30,000	\$253,000	\$160,000
Less Currently Budgeted Funds	0	\$30,000	0	0
GRAND TOTAL New Funds Needed	2. FTE	0	\$253,000	\$160,000

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Recommendations of Commercial Recovery Task Force

November 8, 1999

Task Force Members

Marcele Daeges, Washington County
Anne McLaughlin, City of Portland
Susan Ziolk, Clackamas County
Genya Arnold, Metro
Steve Apotheker, Metro

Overview

A Commercial Recovery Task Force comprised of local government and Metro representatives was charged with reviewing the Metro region's strategy for reaching its commercial waste reduction targets identified in the Regional Solid Waste Management Plan (RSWMP). The task force began meeting in July 1999, and produced draft recommendations on policy and program options (including resource needs) for a three-year timeline. Members of the task force were Susan Ziolk, Chair, Clackamas County; Marcelle Daeges, Washington County; Anne McLaughlin, City of Portland; Genya Arnold, Metro and Steve Apotheker, Metro.

Statement of the Problem

Progress in commercial waste reduction is not keeping pace to meet the targets for waste prevention and recovery that have been set for this sector in the revised RSWMP. Because commercial waste makes the largest contribution to the Metro region's total waste, it is critical to achieve the waste prevention and recovery targets for businesses in order for the region to meet its recovery rate target for total waste of 52% in the Year 2000. The region's total recovery rate for 1998 was 43.3%, off at least four percentage points from where it should be if the region was on track to meet its goal.

Background

Commercial waste is the largest component of Metro's disposed waste, accounting for more than 50% of what is landfilled. Residential (including multi-family) and construction and demolition (C&D) wastes comprise the balance.

The RSWMP sets out commercial waste reduction goals for the Year 2000 of 11,550 tons of waste prevention and 168,000 tons of source-separated business recyclables, primarily paper and containers. These goals represent the increase in waste reduction that is needed relative to 1995 baseline levels set out in the RSWMP.

The RSWMP identifies implementation of several recommended practices to meet the waste prevention and recovery goals.

1. Waste evaluations or audits shall address waste prevention, recovery and buy recycled opportunities in targeted businesses that generate large quantities of paper and packaging.
2. Model waste prevention programs shall be developed for different types of businesses.

3. Coordinated regional and local media waste prevention programs shall be developed.
4. Model buy recycled procurement outreach campaigns and policies shall be developed.
5. Market development efforts shall look at how recycled feedstock shall be substituted for virgin materials in manufacturing processes.
6. Provision of appropriate recycling collection containers to all small businesses.
7. Implement business recycling recognition programs.

Metro has not identified a strategy to comprehensively measure the level of commercial waste prevention occurring in the region. Some data is available on diversion through certain programs, such as paint reuse and edible food recovery. And, this past summer an intern was hired to review existing efforts to quantify waste prevention and to determine the feasibility of applying these approaches at the local level to commercial waste generators. A final report is due in November 1999.

Metro also has conducted focus groups with businesses on how to develop regional media campaigns on waste prevention. The results of these interviews indicated that regional media campaigns could be effective if they provide a strongly motivational message. However, businesses made little distinction between waste prevention and recycling activities. A media campaign should not try to distinguish between these two activities. Also, businesses need to receive site-specific information to solve immediate problems, rather than the general type of knowledge received through media campaigns.

However, despite the lack of measurement of commercial waste prevention, the region has a program which focuses on commercial waste prevention. Local government recycling staff conduct site visits at businesses, during which businesses receive information about waste prevention actions and buy recycled opportunities, in addition to potential improvements in their recycling collection system.

In the area of commercial recovery, programs appear to be diverting only about half of the tonnage needed to reach the target for this sector. However, the available data and on-route collection practices make it difficult to isolate business recovery from efforts that occur at multi-family locations and construction sites.

Also, different local policies and approaches to commercial waste recovery provide different conditions and reporting requirements for haulers and private recycling companies that provide commercial recycling collection services. For example, the City of Portland allows each business to arrange independently for services from its 60+ waste haulers and 30+ independent recycling collectors. However, the city requires businesses to file plans on how they will divert 50% of their waste and requires all waste haulers to offer collection of all recyclable paper and many other materials.

Outside of Portland, local jurisdictions have created commercial waste franchises. Local governments set commercial waste hauling rates for the franchised hauler, which include recyclables in the rate schedule.

Despite difficulties in meeting commercial recovery targets, the commercial waste stream remains rich in marketable recyclables. About 25% of commercial waste is comprised of recyclable paper, including corrugated cardboard, high-grade paper and mixed paper. A Washington County survey indicated that 90% of all businesses generating corrugated cardboard had recycling collection.

Nevertheless, regional waste composition data show that waste compactors, such as those often placed at multi-tenant office buildings, still average more than 10% corrugated cardboard, which is twice the average from other regional waste generators. Mixed office paper is highly recyclable, yet only 55% of businesses generating this material have put recycling collection programs in place. Furthermore, another 12% of disposed commercial waste is made up of metal, glass and plastic containers, plastic film and other scrap metal – all of which are easily recoverable.

A Washington County survey of 599 businesses in August 1998 showed that the average number of recycled materials increased with the size of the business, as measured by number of employees. Similar results were found in studies done by the City of Portland in 1993, 1996 and 1999.

Commercial recovery lags in small and medium-size businesses, due to a lack of storage space and lack of staffing resources to implement recycling programs. Also, larger businesses that have recovery programs may not be collecting the full range of recyclables that are generated.

Task Force Objectives and Process

The Commercial Recovery Task Force met for three months, starting in July 1999, and identified the following objectives:

- Assess level of commercial waste prevention and recovery in the Metro region.
- Identify politically acceptable programs and policies that would help the region effectively and efficiently meet its targets for the commercial sector.
- Develop and implement specific programs and policies that were identified.

In addition to discussion by Task Force members, interviews were conducted with more than two dozen haulers and business associations regarding potential actions that could be taken to increase recovery and prevention.

Waste haulers were very comfortable in the role of providing recycling collection services when businesses requested those services and adequate financial compensation was available. However, haulers did not want to be in the position of advising their customers, the businesses, on when and how to set up waste prevention programs. Also, hauler were reluctant to initiate provision of new or expanded recycling collection, however, they were very willing to respond to their customers' request for such services. Strong economic incentives were the clearest motivator to increase

recycling for this group. This may be the most difficult in Portland, where rates are set by negotiation between hauler and customer, and not all customers yet place recycling service as a high priority.

Businesses were supportive of recycling; however, they did not want to spend a lot of time seeking out information on recycling, waste prevention and buy recycling actions. They wanted specific information on markets and materials handling solutions to be provided. This was especially true for smaller and medium size businesses that did not have the staffing levels to figure out how to implement recycling programs. Regulatory actions to increase recycling might be acceptable if convenient, cost-effective recycling collection services were provided.

Finally, local government solid waste and recycling staff are definitely comfortable with the role of providing technical assistance. However, resources are limited for field staff to provide the initial and multiple follow up contacts needed to ensure that recycling collection programs are implemented at businesses.

Also, local government solid waste staff(with the exception of Clackamas County), are not involved in the plan review process for ensuring that the design of new buildings includes adequate recycling collection space to meet regional recovery rates. Washington County has adopted a model ordinance for construction of commercial buildings, but there are no staff to implement it. The City of Portland has adopted an ordinance that applies only to multi-family units, but there is no oversight.

The Task Force developed a list of 20 potential actions. Task Force members, according to the following criteria, discussed each action:

- Political acceptance
- Program cost
- Potential new tonnage diverted
- Ability to institutionalize
- Ability to monitor and evaluate
- Problems addressed by the recommended action
- New problems created by the recommended action

Each action was then ranked on a five-point scale, with 1=Low and 5=High. Troutdale, Gresham, Portland, Clackamas County, Washington County and Metro submitted rankings, along with final comments.

Of the 20 actions identified by the Task Force, seven actions received a ranking greater than three. These seven actions comprise the draft recommendations being offered by this Task Force.

Draft Recommendations

Seven actions are recommended for implementation or further review, where needed.

1. Increase market development efforts, both regionally through Metro and statewide through the Oregon Market Development Council. Develop markets for new materials and local markets for recycled feedstock that might offer higher prices (Ranking 4.7).
2. Implement disposal bans for selected materials. This proposed policy needs greater review by a larger stakeholder group that includes haulers, private recycling collectors, processors, disposal facilities, businesses and the public. In particular, issues such as enforcement, market price impact and flow control need to be reviewed (Ranking 4.3).
3. Expand local governments' technical assistance to businesses on waste prevention, buy recycled and recycling. The current technical assistance program of waste evaluations needs to be assessed for its effectiveness in increasing recovery tonnage. Future technical assistance programs need to be designed to allow for easy program evaluation. Staffing needs to be increased to provide greater contacts and follow ups at each business and to expand the types and number of targeted businesses (Ranking 4.2).
4. Implement design review ordinances for recycling collection areas in new commercial and multi-family buildings. Several local governments have adopted an ordinance, but do not have dedicated staffing or technical resources to monitor submitted plans and compliance. Adoption of an ordinance, technical support and adequate staffing are all needed to ensure that the new construction in the region will have adequate recycling space to enable full participation in reaching the region's recycling goals (Ranking 4.2).
5. Promote commingling. Commingling can result in fewer recycling containers, accepting more materials in less space, with less-complicated sorting instructions. The development of commingled collection and processing capacity in the region is seen as an important shift in how recycling service is provided. Awareness of this new service level would be especially important to businesses facing space and resource limitations in implementing new or expanded recycling collection. One element of a regional media outreach program might talk about the availability of this service. It is important to link any promotion of commingling with a prior inventory of commingled processing capacity in the region to adequate geographic distribution and access by all haulers as noted in recommendation seven below (Ranking 4.2). ***(see note on following page regarding recent amendments to this recommendation)***
6. Target outreach to promote waste prevention. Specific outreach campaigns and technical assistance should target activities (double-sided copying) and packaging (reusable transport packaging) that increase waste prevention. Campaigns that target a specific activity or material in a homogeneous population (e.g., offices for double-sided copying) offer the greatest opportunity to have their results tracked (Ranking 4.2).
7. Ensure the region has adequate commingled processing capacity for commercial recycling with equitable access by the region's collectors and that these facilities are capable of meeting high standards for recovered materials (Ranking 3.3).

DRAFT RECOMMENDATIONS ON COMMERCIAL WASTE PREVENTION AND RECOVERY - 11/9/99

	Staffing	1999-2000 M+S Budget	2000-2001 M+S Budget	2001-2002 M+S Budget
TRACK 1 WASTE PREVENTION Target specific activities for implementation and measurement.				
Targeted waste prevention projects.				
Review commercial waste prevention measurement.	Intern and Contractor w/oversight by Commercial Task Force	\$4,000		
Evaluate selected waste prevention activities.		\$10,000		
Implement first waste prevention project.			\$50,000	
Evaluate first project.				\$15,000
Implement second waste prevention project.				\$50,000
Total (Section A)	0	\$14,000	\$50,000	\$65,000
Track 1	0	\$14,000	\$50,000	\$65,000

Note: Track 2 B2 also includes waste prevention actions.

TRACK 2 RECOVERY Develop a system to ensure effective commercial recovery is in place.				
Promote commingling. *				
Include as part of, but not the focus of, a regional outreach campaign	Contract	\$225,000		
Outreach campaign evaluation		\$15,000		\$15,000
Total (Section A)		\$240,000	0	\$15,000
Expand technical assistance.				
Evaluate local waste audit programs	Contract	\$25,000		\$25,000
Local government waste audits, 6 FTE through contractors or staff includes waste prevention, buy recycled recovery.			\$300,000	\$300,000
Develop Web site and support material for recycling information			\$75,000	\$50,000
Total (Section B)		\$25,000	\$375,000	\$375,000

Note: Amendments were made to this portion of the Commercial Work Plan in mid 2000. The focus of the outreach will not be commingling, rather it will take a broader approach to encourage businesses to increase their recycling, buy recycled, and waste prevention efforts. Businesses will be asked specifically to call Metro to sign up for free technical assistance (provided by local governments).

Implement disposal bans for selected materials.				
Stakeholder review to identify material and implementation issues.		\$5,000	\$10,000	
Study to review market and implementation issues of bans.		\$5,000	\$25,000	
Streamline administrative rules.				
Recruit enforcement staff.	1			
Outreach to publicize new policy.				
Implement buy recycled program to increase market demand for banned material				
Total (Section C)	1	\$10,000	\$35,000	0
Design review ordinances for recycling areas in new buildings.				
Technical assistance during review process by local governments			\$10,000	\$15,000
Adoption of design ordinances and implementation rules by local governments.			\$5,000	
Funding for local government staff to implement.			\$75,000	
Total (Section D)		\$0	\$90,000	\$15,000
Ensure commingled processing capacity and standards.				
Develop inventory of different commercial commingled sorts and processing facility capacity.	Contract	\$10,000	\$5,000	
Stakeholder review of commingled processing standards.			\$5,000	\$5,000
Implement recommendations for monitoring facility performance.				\$25,000
Total (Section E)		\$10,000	\$10,000	\$30,000
Track 2	1	\$285,000	\$510,000	\$435,000

TRACK 3 MARKET DEVELOPMENT Ensure adequate market capacity is available.				
Increase market development efforts.				
Review market capacity for mixed paper, color-mixed and green glass, film plastic, rigid plastic containers.			\$25,000	\$25,000
Look at market initiatives that would create higher value regional markets			\$25,000	\$25,000
Staffing for commercial material market development, buy recycled and technical assistance	0.5		\$27,500	
Total (Section A)	0.5		\$50,000	\$50,000
Track 3	0.5		\$50,000	\$50,000

PRIMARY Materials & Services	Staffing	1999-2000 M+S Budget	2000-2001 M+S Budget	2001-2002 M+S Budget
LOCAL TRACK 1	0	\$14,000	\$50,000	\$65,000
LOCAL TRACK 2	1	\$285,000	\$510,000	\$435,000
LOCAL TRACK 3	0.5	\$0	\$50,000	\$50,000
TOTAL (TRACKS 1,2 and 3)	1.5	\$299,000	\$610,000	\$540,000
Currently Budgeted Funds	0	\$279,000	\$0	\$0
Local New Funds Needed For Materials & Services	1.5	\$20,000	\$610,000	\$550,000

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**Year 12 Public Comment
March 2001**

The following comments on the Year 12 Plan (second draft) were received from the public input process due March 1, 2000.

Comment	Source	Response
I think your plans are excellent and I want to emphasize that I completely agree with the path you have charted and would encourage you to push to get everything you have outlined. I appreciate being included on the mailing list.	Citizen	Thank you for your support!
Page 14 section B: Waste Prevention Grants. This section discusses the Oregon Remodeler's Association annual Builders' Yard Sale. When and where does this happen?	Citizen	The Oregon Remodelers' Yard Sale is a twice a year event organized by the Oregon Remodelers' Association. The ORA and it's member contractors and suppliers collect for resale all of their used, too good to throw away, mis-ordered, and otherwise excess building materials that they have accumulated throughout the year. These materials are made available to the public at garage sale prices. Metro assists the ORA with funding to promote the sale and several reuse messages. The next event will happen on a Saturday in early May at the ReBuilding Center at 3625 N. Mississippi. The ORA can be reached at 788-2274
Page 25, near bottom, 3. Develop Web site and support material for recycling information. Is this up and running yet? When is it projected to be up?	Citizen	We have requested funding for Web site and other resources in the FY2001-2002 budget. It might be possible to get something up sooner as part of the targeted outreach program that our internal Public Outreach Team will do to promote commercial waste reduction and the waste audit program. Whenever it is complete, it will either be on our Metro web site or linked to it.
Referring to Organics Initiative "Results to Date" section on our continued strong food recovery partnerships with Oregon Food Bank, St. Vincent de Paul and food industry professional organizations: Bravo!!	Citizen	Thank you. Working with the food rescue organizations in the region helps us to build their cap-acity to recover food and reduce edible food being landfilled. The food industry professional organizations have also welcomed us and taught us a lot about their businesses and their needs. With their help, we hope to provide them with the necessary resources to reduce their food wastes and divert edible food surplus to those in need.

<p>5. Referring to C&D Initiative "Results to Date" section: I view the C&D components as all very important. Despite help received from the Metro team, it has been hard to interest anyone in demolition with a goal of reuse/recycling materials.</p>	<p>Citizen</p>	<p>Most demolition contractors already perform some recycling of metal and concrete in the course of their work, especially on larger jobs. The practice of deconstruction (partial or complete hand disassembly of a building) is the next step. Over 75 wood frame residential and commercial buildings in the Metro region were deconstructed last year. Concrete and metal framed buildings also offer some opportunities for salvage of fixtures, partitions and other building components. The task force will be helping the industry identify best management practices that are cost effective and appropriate for each type of project.</p>
<p>6. Referring to the narrative description of the Commercial Organic Work Plan's tracks one and two: These are both very important and I encourage you to stick to your plan.</p>	<p>Citizen</p>	
<p>7. Referring to the C&D Task Force Recommended Plans: Is there any way to tie demolition recycling, reuse and recovery into the building permit process? That is, reduce the cost of the permit depending on the commitment of the builder/demolisher to sort for recycling on site? Or conversely, increase the cost of a permit if they don't want to deal with recycling? In my experience it keeps turning out cheaper to demolish and not incorporate the Earth friendly practices.</p>	<p>Citizen</p>	<p>Maybe. The task force looked at several building permit based incentives/disincentives, but these tools were more difficult than others to implement among the many building code officials in each of the cities and counties. Although it is not part of the C&D initiative, several city of Portland staff are looking at ways to remove a mandatory 30-day waiting period when a whole structure residential demolition permit is issued and owner shows that deconstruction practices will be used. On the economics of salvage and deconstruction, local deconstruction contractors have been able to sell their services to property owners not because their services are more earth friendly, but because they are less expensive than mechanical demolition contractors.</p>
<p>8. Regarding Track 2 of the C&D Initiative: Yes, definitely worth continuing with this aspect of the work.</p>	<p>Citizen</p>	
<p>9. We commend all parties for working to simplify the application and reporting processes associated with the annual work programs. This has enabled all involved to spend more time on program implementation rather than bureaucratic ritual. It is appropriate that local government and Metro staff should be spending their time on program implementation as opposed to additional paper work.</p>	<p>Clackamas County Solid Waste Commission</p>	

<p>The Commission is appreciative that Metro recognizes there are ongoing costs to maintain the programs put in place over the past 10 ½ years. The funding allocated to these “foundation” efforts has allowed staff to continue the local educational and promotional programs that have proven so effective..</p>	<p>Clackamas County Solid Waste Commission</p>	
<p>It appears the current focus on three specific areas of the waste stream is beginning to bring the desired results and we feel that it should continue. Staff has reported to us that current projects are more focused and geared toward meeting the goals incorporated within the RSWMP.</p>	<p>Clackamas County Solid Waste Commission</p>	<p>We are also strongly committed to these new initiatives and we hope they will move the region forward in waste reduction and recycling. We appreciate local government staff’s commitment to these new initiatives and the associated work teams.</p>
<p>The competitive grant program has allowed the County to address issues important locally. The franchised solid waste company representatives on the Commission have indicated the assistance received for their customers in the commercial sector has been very beneficial. The programs offered to our local schools have doubled due to the funds provided to support an Americorps member. We feel funds for innovative programs are important in addressing local waste reduction issues.</p>	<p>Clackamas County Solid Waste Commission</p>	<p>It is important for us to know that these funds are making a real difference in local communities.</p>
<p>We especially commend Metro for taking a team approach with the local governments in developing new programs and initiatives to meet our state and regional goals.</p>	<p>Clackamas County Solid Waste Commission</p>	<p>We have very much enjoyed working with Clackamas County staff and all local governments. Their willingness to work with us and the state in a creative and open manner has helped the make the region’s programs successful.</p>

From: Meg Lynch
To: "george.lundberg@epi.epson.com".GWIA.MetCen
Date: 3/16/01 4:16PM
Subject: Re: Thank you for your support

Dear George Lundberg:

Thank you very much for taking the time to communicate your appreciation of the work of the Washington County waste evaluators. I will happily convey your thoughts to the Metro Solid Waste Advisory Committee, which meets on Monday, March 19th.

Meg Lynch
Waste Reduction Supervisor
Regional Environmental Management
Metro
600 NE Grand Avenue
Portland, OR 97232-2736
503-797-1671
503-797-1795 (fax)

>>> "Lundberg, George" <george.lundberg@epi.epson.com> 03/16/01 04:08PM >>>
Dear. Meg Lynch

Epson Portland has been working with the Washington County Waste Evaluators since it became a Distinguished BRAG member in 1994.

Epson has immensely benefited from this program through the availability of resources, through information dissemination, and through business to business exchanges initiated by the evaluators and I thank you very much.

Epson has had a progressive program for many years and has been fortunate to have support from upper management. However, many companies that are trying to implement green programs to reduce waste, buy recycled materials and prevent waste are in need of the waste evaluations program to help them gather the necessary information to support their program implementation ideas.

The waste evaluators are also incredibly resourceful and share information about resources that are available to other companies. The nature of the evaluator position also helps to initiate business to business exchanges by letting other companies know about programs in other companies.

We hope to see this program continue to benefit the companies in Washington County.

Please review just one example of the work completed thanks to the help of your program.
<http://www.wrain.org/>

Again thank you for the support needed in Washington County

Sincerely,

George W. Lundberg
Environmental & Safety Engineer

EPSON Portland Inc.
3950 NW Alclek Place
Hillsboro, OR 97124
george.lundberg@epi.epson.com
(503) 617-5607
(503) 617-6746 FAX

CC: Cindy_Tatham@co.washington.or.us; lynne_storz@co.washington.or.us

From: Meg Lynch
To: "damien.francaviglia@latticesemi.com".GWIA.MetCen
Date: 3/19/01 9:19AM
Subject: Re: Letter of support

Dear Damien Francaviglia:

Thank you very much for taking the time to communicate your appreciation of the work of the Washington County waste evaluators. I will happily convey your comments to the Metro Solid Waste Advisory Committee, which meets this afternoon.

Meg Lynch
Waste Reduction Supervisor
Regional Environmental Management
Metro
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>>> Damien Francaviglia <damien.francaviglia@latticesemi.com> 03/19/01 08:57AM >>>
To whom it may concern,

In January of 2001, Lattice Semiconductor, Hillsboro, OR, was referred to the Washington County Technical Assistance Program through a colleague from Norm Thompson Outfitters in Hillsboro, Oregon.

Lattice's intent was to investigate the implementation of a recycling and waste reduction program. The Washington County Technical Assistance team was contacted and immediately a meeting was set up with the program representatives. At this introduction meeting we discussed the recycling, waste prevention and buy-recycled options available to Lattice, the resources currently available, and set up a time to conduct an on-site visit.

In February, the Washington County Technical Assistance Representatives,

Cindy Tatham and Mark Kidd, visited the site and walked through the facility, investigating the material flow into and out of the site and conducting a waste sort of the waste that was leaving our site for disposal and recycling.

After conducting the evaluation, Cindy Tatham provided a detailed tracking

spreadsheet outlining the percentages of materials leaving my site that were recyclable (by weight and by volume). She also provided numerous resources, suggestions for building a strong proposal to present to upper management to initiate a recycling and waste reduction program on site.

Because of the information I obtained from this site visit and the waste evaluation will be presenting a proposal to upper management to initiate waste reduction programs at Lattice. The support of the Washington County technical Assistance program has been instrumental in the initiation of looking internally at Lattice's current disposal costs and avoided disposal costs.

I want to commend Washington County for the excellent assistance to the commercial sector and I hope this service will continue to be available to any other companies seeking waste prevention option in the region.

Thank You,

Damien Francaviglia

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