

A G E N D A

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METRO

MEETING: REGIONAL SOLID WASTE ADVISORY COMMITTEE (SWAC)

DATE: Thursday, June 28, 2007

TIME: 10:00 a.m. to 11:50 a.m.

PLACE: Council Chambers, 600 NE Grand Avenue, Portland

10 mins. I. Call to Order..... Kathryn Harrington

*Introductions/announcements
Approval of minutes**

10 mins. II. Council Update Kathryn Harrington

10 mins. III. Solid Waste & Recycling Director's Update..... Mike Hogle

75 mins. IV. Options for increasing business recycling McGuire and Rahn

Action Item: *As the region strives to achieve the 64% state-mandated waste reduction goal, it is clear from waste composition studies that businesses hold the greatest potential for increasing material recovery in the region. At the April and May SWAC meetings, staff presented information on (a) the current level of business recycling and (b) program options to increase recycling from businesses. This agenda item is intended to provide SWAC members with time for further examination of the proposed programs, and discussion of the strengths and weaknesses of each approach. At the conclusion of the discussion, SWAC will be asked to make a recommendation to Council on a favored program approach to increase business recycling.*

10 mins. V. Other business and adjourn..... Kathryn Harrington

*Denotes material included in the meeting packet

All times listed on this agenda are approximate. Items may not be considered in the exact order listed.

Chair: Councilor Kathryn Harrington
(797-1553)

Staff: Janet Matthews
(797-1826)

Committee Clerk: Gina Cubbon
(797-1645)

JM:gbc:sm

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Proposed SWAC Agenda Items
July – September 2007

<i>July 26</i>	<i>August 23</i>	<i>September 27</i>
Illegal dumping and enforcement (update)	- No August meeting-	Multi-family recycling (update)
DEQ compost standards/regional issues (information)		Disposal transport RFP (information)
Food waste collection (update)		Disaster debris management (information)
		RSWMP revisions/out-standing issues (update & discussion)



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MINUTES OF THE METRO SOLID WASTE AND RECYCLING COMMITTEE (SWAC) MEETING

Metro Regional Center, Council Chambers
Thursday, May 24, 2007

Members / Alternates Present:

Councilor Kathryn Harrington
Mike Hoglund
Glenn Zimmerman
Lori Stole
Jeff Murray
Janet Malloch
Paul Edwards

Dean Kampfer
Ray Phelps
Mike Miller
Dave White
Anita Largent
Vince Gilbert
Wade Lange

Dave Garten
JoAnn Herrigel
Mike Leichner
Matt Korot
Theresa Koppang
Tom Badrick

Guests and Metro staff:

Janet Matthews
Larry Harvey
Steve Apotheker
Segeni Mungai
Brad Botkin
Jeff Gage
Doug Anderson
Scott Klag

Wendy Fisher
Easton Cross
Meg Lynch
Kevin Six
Jim Watkins
Marv Fjordbeck
Matt Tracy
Fred Schwarz

Heidi Rahn
Tom Chaimov
Bryce Jacobson
Joel Sherman
Susan Moore
Marta McGuire
Julie Cash
Gina Cubbon

I. Call to Order and Announcements.....Councilor Kathryn Harrington

- Councilor Harrington opened the meeting at 10:00 a.m.; attendees introduced themselves.
- Approval of minutes: No changes or corrections were requested. Matt Korot of the City of Gresham moved to accept the minutes as written; Anita Largent (Clark County)seconded the motion; the Committee voted unanimously to approve.

II. Solid Waste & Recycling Director’s Update.....Mike Hoglund

- Mr. Hoglund directed attention to the agenda packet attachment regarding new Solid Waste Rates (effective September 1, 2007). The rate increased by \$1.28 per ton due largely to CPI increases, and loss of tonnage affecting fixed costs. The rate remains lower than that of some previous years, he noted. Letters notifying haulers of the change will be sent out soon.
- Council’s first reading of the Enhanced Dry Waste Program Ordinance will be Thursday, June 7; the second reading is scheduled for June 21, at which time Council may take action. The program will be discussed again at the June MPAC meeting.
- Diesel retro-fit program: Mr. Hoglund thanked the participants of this workgroup. The final meeting will be held in June; implementation and funding strategy is being developed. The item may be coming to the SWAC in July as an informational / discussion item.
- Regarding the Disaster Debris Management Plan, Mr. Hoglund explained that in the event of any type of regional disaster (e.g., floods, fires, wind storms, earthquakes and also man-made disasters)

Metro is responsible for ensuring that related debris is collected and recycled / disposed properly and safely. The Plan is being developed; sites need to be identified for temporary storage of disaster debris, processing options, IGAs written, and other details such as cost-tracking need to be fleshed-out. An RFP has been sent out; development of the Plan will likely take six or seven months. A presentation of the Plan will be given at an upcoming SWAC meeting.

III. Options for Increasing Business Recycling.....Marta McGuire, Heidi Rahn

At last month's meeting, Marta McGuire and Heidi Rahn of the Department's Waste Reduction & Outreach Division presented background about why more work is needed in the collection of recycling from the region's business sector, Councilor Harrington reminded the group. This meeting's presentation focused on the details of the proposed programs. (PowerPoint slides attached.)

Existing programs are not expected to meet the 2009 recovery goal, Ms. Rahn began.. Businesses in the Metro region throw away approximately 100,000 tons of paper and containers annually: Oregon is becoming a leader in sustainability practices, and many businesses are stepping up to the challenge, but there is room – and need – for improvement. Ms. Rahn asked that as the SWAC members look at the program options, they consider not only the difficulty and costs associated with each program, but the savings and recovery opportunities.

Ms. McGuire's presentation discussed the three options:

1. Metro could require that businesses separate paper, glass, etc. Inspections would be made randomly to ensure no more than 10% recoverables in the trash. If businesses have trouble meeting the requirements, a recycling specialist would help out, and the business would have three months in which to improve. Failure to participate would result in fines up to \$500.
2. State-ordered program. In this option, the Metro Council would petition the EQC to conduct findings and possibly order mandatory business recycling. That action, Ms. McGuire noted, would not be guaranteed to be taken.
3. Business Recycling standards. Metro would adopt a 90% recycling target for business-generated paper and containers. Local governments would develop new programs or enhance current programs, and create best management practices to achieve the 90% recovery of paper and containers.

Councilor Harrington asked that the difference between Option 1 and 3 be explained; Ms. McGuire replied that the main difference is that Option 3 puts the responsibility on local governments. Metro has \$100,000 budgeted to help fund local government programs, but that amount is to be split between the jurisdictions.

More essential than the actual numbers shown in the presentation, said the City of Gresham's Matt Korot, is that all the jurisdictions are in relatively the same place. The aggregate is more important than the individual numbers, he stressed.

Ms. Rahn continued the presentation with a section on anticipated outcomes for each of the three options. Option 3, she pointed out, is the least certain to capture all the needed tonnage, though it would still be a noticeable improvement. The impact of any of the proposed programs on businesses would be minimal on a day-to-day basis, and could prove to decrease costs by leaving less garbage for which to pay. When polled, businesses supported standardized collection, education, required recycling, and recognition for recycling. They fairly uniformly rejected the thought of raising garbage rates to encourage recycling.

Tom Chaimov, of the Department's Financial Management & Analysis Division gave a short discourse on how "system costs" are defined, and the idea that businesses who choose to recycle more (and dispose less) will save money. The numbers, he said, are based upon work done by Metro together with local governments and solid

waste industry representatives in 2005. At that time, business recycling, mandatory recycling of C&D, and landfill bans were all being considered and compared to decide which path to take to reach the 2009 recovery goal. Since that time, the model used has been refined, looking at gross costs with more specificity. Yes, Mr. Chaimov continued, it will likely cost money for businesses to add a new service, but the cost will be balanced by paying for less garbage having to be disposed.

Ms. McGuire explained a handout, which compared all the program options (attached).

In further questions, Theresa Koppang of Washington County said that a \$500 fine for not recycling enough seems disproportionate: The County's fine for operating a business without a license is only \$100. Vince Gilbert of East County recycling commented that the programs seem to grossly underestimate the amount of enforcement needed for the number of businesses involved. He suggested adding an incentive, such as tax relief. Far West Fiber's Jeff Murray explained that as the region gets closer to its goal, the value of the materials may decrease relative to the market.

Mr. Korot cautioned against focusing too much on the financial estimates, adding that he thought the haulers and local jurisdictions were all committed to providing the necessary infrastructure so that every business could have access to recycling. It's really a question, he said, of what the Metro Council needs from local jurisdictions to see that businesses take advantage of the service.

Councilor Harrington stated that overall tons recovered needs to increase, and a program needs to be implemented to do that. "Those of us around this table, we don't get to just poke holes at options. We have to come up with a solution," she pointed out. She thanked the members for their comments, and said there is further work to be done in a meeting regarding the option details, and subsequent SWAC meeting. The Council, she concluded, is depending on SWAC to come up with a way to meet the mandated recovery goal.

Discussion continued. Compost Oregon's Glenn Zimmerman said he hadn't realized the local governments could be penalized under the options; he might support a version of Option 3 with more education staff. It feels too soon to have to resort to a mandatory program. Ms. Rahn responded that while a large number of businesses are doing a good job of recycling, the main concern is the 14% who simply don't participate. More education specialists won't make any difference to those businesses, many (including some large chains) won't even talk to them.

Mr. Hogle said he appreciated the group's comments, and a meeting will be set-up to look at system costs further. The real cost benefit analysis, however, is not the system costs, it's the environmental and energy savings. If the system costs decrease, that's a bonus, he concluded.

Fleshing out the enforcement issue, Ms. McGuire reiterated that the first step would be further education, followed by fines only if necessary.

Other suggestions included:

- Ask businesses why they're not recycling.
- \$100,000 isn't enough. The education factor is crucial, and because of high turnover in businesses, repeated visits are necessary.
- Governments and non-profits should be included under the umbrella of "businesses."

A technical review meeting notice will be sent out to SWAC members and other parties interested in details on participation and cost estimates.

IV. United Haulers Association – Supreme Court Ruling Marv Fjordbeck

Metro Senior Attorney Marv Fjordbeck explained a recent Supreme Court Ruling that he said was "...the single most important solid waste case in the last ten years." It allows local municipalities to develop their own solid waste systems. The decision, upholding a lower court ruling, dealt with the issue of solid waste flow control by local government. The plaintiffs (a trade association and haulers) alleged that local flow control ordinances violated the Commerce Clause (the ordinance in question restricted waste from being taken across state lines, and required haulers to be permitted to collect and deliver waste). The decision of the Court, Mr. Fjordbeck said, was very pro-government, distinguishing local governments from private industry. If the public benefits of a law outweigh the burden on business, that law is almost always upheld, he noted. In the case of solid waste, issues such as public safety, environmental impacts, and recycling all factor in. Because of these, and other public benefits (including revenue generation), local government cannot be held as competing or discriminating against private businesses. The case (included in the Agenda Packet) lifts any cloud or uncertainty about Metro's authority to control flow, Mr. Fjordbeck concluded.

There were no questions from the members or gallery.

V. Other Business and Adjourn..... Councilor Harrington

Councilor Harrington announced that there would be no SWAC meeting in August.

Janet Matthews reported that the schedule for the draft RSWMP to be reviewed at a Council work session has been pushed back a few weeks. This also postpones the period of public comment, though that may still begin sometime in June. She will send out a revised schedule.

Mr. Hoglund said that an RFP for the waste transport contract will be released in the Fall. CH2M Hill has written a report comparing the various modes of transportation (barge, rail, truck) and the criteria for judging proposals. Council will review the report at their May 29 work session.

Tom Badrick (Legacy Health System) announced that Legacy won six of the 17 environmental excellence awards given out regionally. He thanked the local governments, haulers, "everyone" involved.

The Councilor adjourned the meeting at 11:40 a.m.

Prepared by:

Gina Cubbon
Administrative Secretary
Metro Solid Waste & Recycling Department

gbc
Attachments: Increased Business Recycling presentation
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Options for Increasing Business Recycling

Regional Solid Waste Advisory Committee

Presenters: Marta McGuire and Heidi Rahn

10:00 a.m. to 12:00 p.m.
May 24, 2007
Metro Council Chambers, Metro



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Discussion Outline

- **April Meeting:** Background and Proposed Programs
- **May Meeting:** Current Recovery and Program Details
- **June Meeting:** Review and Vote on Program Options

Desired Outcome: Discuss business recycling program options and additional information needed to make a recommendation.



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Today's Agenda

- Part I: Business Recycling Performance, Barriers, Services
- Part II: Program Development, Goal, Options
- Part III: Anticipated Outcomes and Discussion
- Part IV: Program Summary and Comparison



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Part I:

- Business Recycling Performance
- Perceived Barriers to Recycling
- Recycle at Work Services
- Q&A

Desired Outcome: SWAC members understand current business recycling performance, perceived barriers, and services available.



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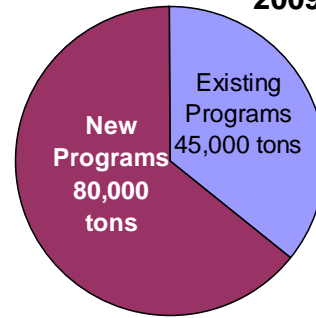
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Technical Analysis

- Business recycling survey
- Business waste composition study
- Business recycling statistical analysis
- System cost analysis

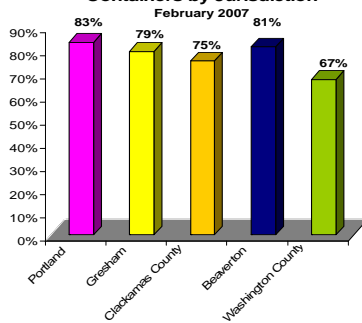
Key Message: Business recycling performance and system cost have been calculated using several sources of data, which will be reviewed in-depth at a separate meeting.

Business Recovery Projected for 2009



125,000 tons needed by 2009 to meet business recovery goal

Business Recycling Rate for Paper and Containers by Jurisdiction



Key Message: The weighted average recycling rate for the region is 78%.



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Recycling by Business Size

Business Size	Participation Rate	Capture Rate	Recycling Rate
Small (<10)	86%	88%	75%
Medium (10-49)	86%	93%	80%
Large (>49)	85%	94%	80%

Key Message: Recycling rates do not vary greatly by business size.



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The Problem

- Lack of participation & capture
 - 14% of businesses do not recycle
 - 10% of recyclable paper and containers generated by businesses with recycling program are being thrown away



Key Message: New program must increase business participation in recycling program and capture of recyclables from the waste stream.



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Perceived Barriers to Recycling

- Cost
- Time to set up and implement
- Education and information
- Convenience
- Space
- Communication
- Corporate

Key Message: Businesses have identified these barriers to recycling that could affect their participation or capture rates.



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Recycle at Work Services Since 2000

- Assist with program set up and implementation
- Provide free posters, boxes, and signage
- Ensure recycling bins are in convenient location
- Identify solutions to space constraints
- Assist with communication among employees, tenants, property managers, and janitorial staff



Key Message: The Recycle at Work program addresses the recycling barriers to increase participation and capture of recyclables, yet is underutilized.



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Discussion

- Clarification on business performance, barriers and services?

Part II

- Waste Reduction Goal
- Program development
- Proposed Program Options
- Q&A

Desired Outcome: SWAC members understand how these program options were developed, what they are aiming to achieve, and the elements of each proposed program.

Waste Reduction Goal

Achieve 90 percent recycling rate for business generated paper and containers to reach the 64 percent regional waste reduction goal.

Key message: Must capture additional 80,000 tons of paper and containers from businesses.

Program Development

- 11-member Contingency Plan Work Group
- 7+ meetings with local government representatives
- 5+ meetings with haulers, facilities and industry representatives
- 4 meetings with Metro Council
- 2 breakfast forums with more than 70 business representatives
- 3 public meetings with more than 88 residents
- 400 residents surveyed
- 578 businesses surveyed
- 1000 business site visits annually by recycling specialists

Key message: Stakeholder input has been an integral part of the program development process.

Proposed programs

- Option #1: Metro-passed Mandatory Business Recycling Program
- Option #2: State-ordered Mandatory Business Recycling Program
- Option #3: Locally- targeted 90% Business Recycling Standards

Key message: Regional stakeholders have identified program options to increase business recycling.



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Option #1: Metro-passed Mandatory Business Recycling Program

Recommended by the Contingency Plan Stakeholder Work Group.



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Program Description

- Require businesses to separate paper and containers (aluminum, steel, glass, plastic) for recycling.



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Education

- Regional outreach campaigns
- Targeted education
- \$100,000 to expand Recycle at Work program



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Enforcement

- Random business inspections (2.0 FTE) conducted by Metro
- No more than 10% of recyclable materials in garbage
- Violations subject recycling specialist referral
- Recycle at Work assistance and resources to improve program
- 90-day period to improve program
- Penalty up to \$500 if no improvements are made

Key message: Emphasis on education and getting business to improve their recycling programs.



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Adoption

- Metro adopts ordinance to require local jurisdictions to adopt recycling requirements. Metro provides model ordinance.



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Regional Compliance

- Local governments that do not adopt requirements would not receive per capita and Recycle at Work program funding.



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Evaluation

- Annual evaluation of waste composition data to determine progress.

Option #1: Metro-passed Mandatory Recycling

Roles	Responsibilities
Metro	Adopt requirements, coordinate and evaluate program and education campaigns, conduct enforcement, and distribute funds.
Local governments	Adopt requirements, serve in regional work group, assist with outreach campaigns and collaborate on the Recycle at Work program.
Haulers	Assist with customer education, accommodate customers with increased recycling and reduced garbage collection service.
Businesses	Adopt or improve workplace recycling program and educate employees.



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Option #2: State-ordered Mandatory Business Recycling Program



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Program Description

- Under ORS.459A.065 statute, Metro Council can petition the Environmental Quality Commission (EQC) to mandate business recycling programs within all or part of a watershed.



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Process

- 1.) Metro Council petitions EQC for action.
- 2.) EQC must make findings, before order, that include:
 - Provision of opportunity to recycle has been provided for reasonable time period.
 - Participation is not adequate.
 - Economically feasible.
 - Only practical alternative.

Key message: State action is possible, not guaranteed.



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Option #3: Locally Targeted 90% Business Recycling Standards

Recommended by stakeholders as alternative to regulation.



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Program Description

- Set 90 percent recycling target for business paper and container recycling applicable to each of the region's jurisdictions.



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Local approach

- Each local government develops new or enhanced business programs to reach 90% target.
- Level of effort will vary by jurisdiction.

Key message: Program provides flexibility on how to achieve the business recycling target.



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Best Management Practices

Local governments may select best management practices that focus on:

- Awareness of business participation
- Service levels
- Financial incentives
- Mandatory recycling
- Innovation



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Adoption

- Metro adopts ordinance to set recycling target.

Regional Compliance

- Local governments must submit program plans and annual reports to Metro for review and approval.
- Local governments that do not submit and implement program plans would not receive per capita and Recycle at Work program funding.

Evaluation and Formal Review

- Baseline evaluation to determine progress needed to reach target.
- Annual evaluation to measure progress
- Submission of final reports by local governments.
- After second year, formal reporting by jurisdictions who have not made significant progress.

Option #3: 90% Business Recycling Standards

Roles	Responsibilities
Metro	Adopt recycling rate standard, review and approval local programs, distribute funds, and conduct evaluation.
Local governments	Develop, implement and manage local programs, submit annual report and revise program as needed and participate in regional work group.
Haulers	Assist with customer education, accommodate customers with increased recycling and reduced garbage collection service
Businesses	Adopt or improve workplace recycling program and educate employees.

Discussion

- Clarification on program elements?



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Part III:

Anticipated Outcomes

- Recovery potential
- Business impact
- Markets
- System cost
- Environmental benefits

Desired Outcome: SWAC members understand the anticipated outcomes from the proposed programs.



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Recovery Potential

Option #1 & #2: Mandatory Recycling	Option #3: 90% Business Recycling Standards
80,000 tons	35,000 to 80,000 tons

Key message: Across the county, mandatory programs have demonstrated the ability to achieve a 90% recovery. It is difficult to project the potential recovery with Option #3 because it is unknown what new or enhanced programs local governments would implement.



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Mandatory Recycling and 90% Business Standards

Business Impact

- Minimal impact on day-to-day business operations.
- Require employees to recycle additional items in current recycling containers or add new containers.
- Potential to convert to smaller garbage container.
- Franchised rates include recycling services.
- Potential for recyclables sales revenue.

Key message: Impact on the business community will be limited.



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What do Businesses Think?

- Businesses support standardized collection system, education, required recycling & recognition
- 49% think required recycling is the most effective or very effective solution; 19% were neutral
- Businesses do not support raising garbage rates

Key message: Businesses overall favored required recycling 3:2

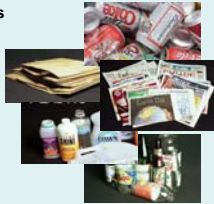


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Mandatory Recycling and 90% Business Standards Markets

- Paper
- Plastic
- Glass
- Metal



Key message: Strong domestic and international demand for the materials indicate long-term success for the sale of paper and containers.



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System Cost

- Direct fiscal benefits: Avoided disposal costs and sale of recyclables.
- Cost increases: Collection services, new customers, in-house recycling efforts and program costs.

Option #1 & #2: Mandatory Recycling	Option #3: 90% Business Recycling Standards
\$4.1 million savings	\$2.7 million to \$4 million savings

Key message: There is no net system cost increase with the proposed programs.



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Environmental Benefits

	Option #1 & #2: Mandatory Recycling	Option #3: 90% Business Recycling Standards
Trees saved	1.4 million trees a year, almost 1.4 Forest Parks.	600,000 trees a year, or half of the trees in Forest Park.
Reduced greenhouse gas emissions	Equivalent to nearly 54,000 cars driving one year.	Equivalent to nearly 23,000 cars driving one year.
Energy savings	More than 1.7 trillion BTUs of energy – enough to power nearly 17,000 homes for one year.	More than 715 billion BTUs of energy – enough to power nearly 7,000 homes for one year.
Carbon savings	Would save 71 metric tons of carbon equivalent.	Would save 30 metric tons of carbon equivalent.



Recycle at Work
from Metro and your local governments

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600 NE Grand Avenue
Portland, Oregon 97232.2736
503.234.3000
503.797.1797
www.RecycleAtWork.com

Discussion

- Clarification on anticipated outcomes?



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Part IV:

- Program Comparison
- Discussion

Desired Outcome: SWAC members understand the similarities and differences of the proposed programs and discuss program comparison criteria.



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Common Program Elements:

- Target materials
- Target generators
- \$100,000 in program funding
- Evaluated annually



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Mandatory Business Program Key Distinctions:

- Mandatory recycling will achieve higher level of recovery
- Recommended by RSWMP Contingency Plan Work Group
- Mandatory recycling will create uniform standards for recycling
- Metro hires 2.0 FTE for inspections and monitoring
- Follows program developed by City of Portland and City of Seattle
- Requires legislation to be adopted by Metro and local governments
- Does not provide flexibility in local approach



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Comparison Criteria

- **New Recovery**
- **Impact on Business Participation**
- **Local Government Participation**
- **Timeframe for Achieving Goal**
- **Risk for Achieving Goal**
- **Standardized Collection System**
- **Business Incentives**
- **How program addresses needs of different business sizes.**
- **Increased Education**
- **Ease of Implementation**



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Discussion:

1. Is there any additional information needed to make a decision?
2. Additional comparison criteria?



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Next steps:

- June Meeting: Discussion and vote on preferred program.
- Council Work Session (7/03/07): Council to review programs, SWAC recommendation and provide direction.



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Q&A
Extra slides
beyond this point

Comparison Criteria	Programs #1 and #2: Mandatory Recycling	Program #3: 90% Business Standard
New Recovery	80,000 ton	35,000 to 80,000 tons
Anticipated Business Participation Penetration	+Achieve 95% participation rate +3% increase over current education program level	+Minimum participation rate is 86% +2% increase over current education program level
Anticipated participation level by jurisdiction	All	All
Timeframe for tonnage goal	July 1, 2008 to June 30, 2010	January 1, 2008 to June 30, 2010
Risk for achieving 80K tonnage goal.	Medium to Low (Medium given local hurdles, Low given City of Portland and City of Seattle history)	High to Medium (High given local variability, Medium given history with education only program to date)
Standardized Collection System	Yes	No
Incentives for businesses	+Potential for reduced overall collection cost +Potential for recyclables sale revenue	+Potential for reduced overall collection cost +Potential for recyclables sale revenue +Additional incentives depending on local program
How program addresses needs of different business sizes.	+One size regulation fits all. +Program definition does not address flexibility for business size. +Container flexibility (through local haulers)	+Flexibility would be handled at local level and may therefore vary from jurisdiction to jurisdiction. +One size measurement (regulation) fits all. +Container flexibility (through local haulers) Local programs can provide flexibility as needed.
Anticipated obstacles, barriers to success, resistance	Possible resistance to regulatory approach	+Additional administration for local program development and implementation. +Lack of resources or resource focus in each jurisdiction.
Changes in education level compared to existing program	Additional \$100,000 to expand Recycle at Work	Contingent on local programs.

Increased Business Recycling- Proposed Program Options Overview
May 2007

Table 1. Program Components

	Programs #1 and #2: Mandatory Recycling	Program #3: 90% Business Standard
Program Goal	Achieve 90% recycling rate for paper and containers to recover an additional 80,000 tons.	Achieve 90% recycling rate for paper and containers to recover an additional 80,000 tons.
Main Program Components	<ul style="list-style-type: none"> ▪ Require businesses to separate paper and containers for recycling. ▪ No more than 10% of recyclable materials in garbage. ▪ Education, technical assistance and tagging to precede enforcement. ▪ Random business inspections. ▪ Violations subject to recycling specialist referral. ▪ \$100k to support increased education. ▪ Annual evaluation. 	<ul style="list-style-type: none"> ▪ 90 percent recycling rate set for business paper and container recycling applicable to the region's jurisdictions. ▪ Baseline evaluation data to determine additional recovery needed by jurisdiction. ▪ Best Management Practices provided to local governments. ▪ Local governments to submit program plans and annual reports. ▪ \$100k to support new or enhanced programs. ▪ Annual evaluation and formal evaluation after second year.
Adoption	•Metro adopts ordinance to require local jurisdictions to adopt recycling requirements. Metro provides model ordinance.	•Metro adopts ordinance to set recycling target for the business sector applicable to the region's jurisdictions responsible for solid waste planning.
Regional Compliance	• Local governments that do not adopt requirements would not receive per capita and Recycle at Work program funding.	• Local governments that do not submit and implement program plans would not receive per capita and Recycle at Work program funding.
Evaluation	<ul style="list-style-type: none"> ▪ Annual evaluation of waste composition 	<ul style="list-style-type: none"> ▪ Annual evaluation of waste composition data. ▪ Formal reporting to Metro Council, SWAC and MPAC.
Timeline	<p><u>FY 2006-2007</u>: Baseline evaluation. <u>FY 2007-2008</u>: Program adoption and education. <u>FY 2008-2009</u>: Requirements take effect July 1, 2008. <u>FY 2009-2010</u>: Evaluate program effectiveness and determine if additional action is needed.</p>	<p><u>FY 2006-2007</u>: Baseline evaluation. <u>FY 2007-2008</u>: Program adoption, development and implementation. <u>FY 2008-2009</u>: Evaluate program effectiveness. <u>FY 2009-2010</u>: Evaluate program effectiveness and formal review process.</p>

Table 2. Anticipated Outcomes

	Programs #1 and #2: Mandatory Recycling	Program #3: 90% Business Standard
New Recovery	<ul style="list-style-type: none"> ▪ 80,000 tons 	<ul style="list-style-type: none"> ▪ 35,000 to 80,000 tons
Generator Impact	<ul style="list-style-type: none"> • Minimal impact on day-to-day business operations. • Potential for recyclables sales revenue. • Potential savings with smaller garbage container size. 	<ul style="list-style-type: none"> • Minimal impact on day-to-day business operations. • Potential for recyclables sales revenue. • Potential savings with smaller garbage container size.
System Cost	<ul style="list-style-type: none"> • No net cost increase. \$4 million savings. 	<ul style="list-style-type: none"> • No net cost increase. \$2.7 million to \$4 million savings.
Local Markets	<ul style="list-style-type: none"> • Stable markets • Sufficient processing capacity 	<ul style="list-style-type: none"> • Stable markets • Sufficient processing capacity
Environmental Benefits	<ul style="list-style-type: none"> • Would save 71 metric tons of carbon equivalent. • Would save more than 1.7 trillion BTUs of energy – enough to power nearly 17,000 homes for one year. • Would reduce greenhouse gas emissions equivalent to nearly 54,000 cars driving one year • Would save the equivalent of nearly 1.4 million trees a year, almost 1.4 Forest Parks. 	<ul style="list-style-type: none"> • Would save 30 metric tons of carbon equivalent. • Would save 715 billion BTUs of energy – enough to power nearly 7,000 homes for one year. • Would reduce greenhouse gas emissions equivalent to 23,000 cars driving one year • Would save the equivalent 600,000 trees a year, or just over half of the trees in Forest Park.

Table 3. Program Comparison by Criteria

	Programs #1 and #2: Mandatory Recycling	Program #3: 90% Business Standard
New Recovery	80,000 tons	35,000 tons to 80,000 tons
Impact on Business Participation	<ul style="list-style-type: none"> • Likely to achieve 95% participation rate • 9% increase over current level 	<ul style="list-style-type: none"> • At a minimum, would achieve 88% participation rate • 2% increase over current level
Local Government Participation	All	All
Timeframe for Achieving Goal	July 1, 2008 to June 30, 2010	January 1, 2008 to June 30, 2010
Risk for Achieving Goal	Medium to Low (Medium given local hurdles, Low given success demonstrated by other cities)	High to Medium (High given local variability, Medium given history with education only program to date)
Standardized Collection System	Yes	No
Business Incentives	<ul style="list-style-type: none"> • Potential for reduced overall collection cost • Potential for recyclables sale revenue 	<ul style="list-style-type: none"> • Potential for reduced overall collection cost • Potential for recyclables sale revenue • Additional incentives depending on local program
How program addresses needs of business sizes	<ul style="list-style-type: none"> • Requirements applied equally across business size • Container flexibility (through local haulers) 	<ul style="list-style-type: none"> • Flexibility would be handled at local level and may therefore vary from jurisdiction to jurisdiction. • Container flexibility (through local haulers)
Increased Education	Additional \$100,000 to expand Recycle at Work	Contingent on local programs
Ease of Implementation	Possible resistance to regulatory approach.	<ul style="list-style-type: none"> • Additional administration for local program development and implementation. • Lack of resources or resource focus in each jurisdiction