

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING ) RESOLUTION NO. 01-3090  
THE REGIONAL ENVIRONMENTAL )  
MANAGEMENT DEPARTMENT'S ) Introduced by Mike Burton,  
STRATEGIC PLAN FOR 2001 – 2002 ) Executive Officer

WHEREAS, the Metro Regional Environmental Management Department (REM) has produced a strategic plan for 2001-02; and

WHEREAS, strategic plans are important organizational tools for examining key issues and defining future direction; and

WHEREAS, the REM strategic planning process included the participation of many internal and external parties; and

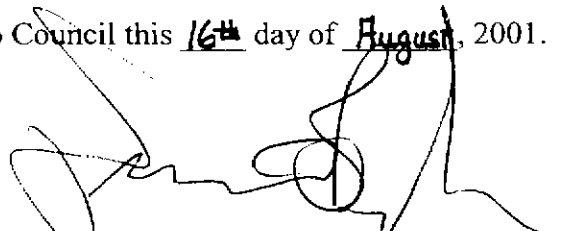
WHEREAS, the Plan's strategic goals are consistent with the Regional Solid Waste Management Plan (RSWMP); and

WHEREAS, implementation of the goals and objectives in the REM Strategic Plan will serve Metro's most important purpose, articulated in the charter preamble, "... to preserve and enhance the quality of life and the environment for ourselves and future generations."; now, therefore,

BE IT RESOLVED:

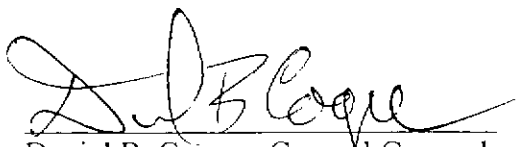
- 1) That the Metro Council does hereby support the Regional Environmental Management Department's 2001/02 REM Strategic Plan; and
- 2) That the Metro Council declares the implementation of the REM Strategic Plan a top priority for the Department.

ADOPTED by the Metro Council this 16<sup>th</sup> day of August, 2001.



David Bragdon, Presiding Officer

Approved as to Form:



Daniel B. Cooper, General Counsel



## METRO COUNCIL SOLID WASTE & RECYCLING COMMITTEE REPORT

CONSIDERATION OF **RESOLUTION NO. 01-3090**, FOR THE PURPOSE OF ADOPTING THE REGIONAL ENVIRONMENTAL MANAGEMENT DEPARTMENT'S STRATEGIC PLAN FOR 2001-02

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Date: August 8, 2001

Presented by: Councilor Monroe

**Committee Recommendation:** At its August 8, 2001, meeting, the Solid Waste & Recycling Committee voted 3-0 to recommend Council adoption of Resolution No. 01-3090. Voting in favor: Atherton, McLain, Monroe. Voting against: None. Absent: None.

**Background:** Terry Peterson, Regional Environmental Management (REM) Director, presented the staff report. He stated that the Committee is very familiar with the contents and purpose of the Strategic Plan, having spent significant time reviewing it. He expressed appreciation to the Committee for their feedback and valuable suggestions for improvement. He concluded by saying that this Plan is important to REM in that it helps the department to focus their efforts on achieving the primary goal of waste reduction. This Plan is different than the Regional Solid Waste Management Plan in that it focuses on short-term waste reduction goals, fee structure, and the move toward vertical integration within the industry.

### **Committee Issues/Discussion:**

- **Fee Credit Program and Recycling Subsidies:** Councilor Monroe referred to pages 9-10 of the Plan regarding the fee credit program and questioned the interplay between this program and the tip fee. The tip fee was reduced significantly several years ago, and there was a concern at that time that this would have a negative impact on recycling. This plan recommends a re-evaluation of the fee credit program as Metro's tip fee increases. Mr. Monroe asked how the credits have impacted recycling, and would the recycling rate have been negatively affected if the fee credit had not been adopted? Mr. Peterson noted that this is an outstanding issue which REM recommends further evaluation upon. The Plan states that this analysis will occur, and staff will return to Committee in October so Council can determine the effectiveness of the program. Mr. Peterson said that he was particularly interested in hearing from the industry before reaching a conclusion. Mr. Monroe stated that he would expect to see significant evidence that any proposed change will have a positive impact before he could support it.
- **Improved Format:** Councilor McLain praised staff for the good job of putting the Plan into a useable format, particularly identifying action items for further discussion, and to give Council an opportunity to be presented with an implementation document. She felt that SWAC would need to review issues in August, and that she had received three calls dealing with the credit program, which, in her opinion, still needs resolution.
- **Clarification of Issues:** Councilor Atherton noted that the Plan clearly identified and resolved conflicts, but had a few questions. He noted that the text supporting the graphic on page 6 was on page 7, creating confusion to the reader. Mr. Peterson remarked that a change would be made before the Plan is printed for distribution. Mr. Atherton questioned whether the 62% waste reduction goal mandated by the state can be balanced with our need to reduce toxicity. Mr. Peterson stated that we must consider other environmental impacts when determining how we reduce waste, and that the goals are not mutually exclusive.

**Key Public Testimony:** Vince Gilbert of East County Recycling noted that most of his concerns were addressed in the document. He felt that the fee credit issue needed further consideration. He also stated that he believed in the value of IGAs (Goal 8) to resolve jurisdictional issues, and that toxicity was a big problem, which went beyond recycling and was well covered in the proposed Plan. His final comment was that he felt recycling credits are very effective.

Ralph Gilbert of East County Recycling stated that there is a need to encourage regional transfer stations to do a better job, and that attention should be paid to accommodating vehicle miles travelled.

## STAFF REPORT

### **For the purpose of adopting the Regional Environmental Management Department's Strategic Plan for 2001 – 2002**

Date: July 2001

Presented by: Terry Petersen/Janet Matthews

#### BRIEF DESCRIPTION OF RESOLUTION

This resolution is intended to support the strategic direction identified in the Regional Environmental Management Department's strategic plan for 2001/02.

#### BACKGROUND

The Regional Environmental Management Department (REM) initiated a strategic planning process in the fall of 2000 to identify issues of concern, and establish future direction. One issue that REM was asked to review by Metro elected officials was whether Metro should continue to own solid waste transfer facilities.

The REM Strategic Plan examined the issue of transfer station ownership and five others:

1. Achieving further reductions in the amount and toxicity of waste generated and disposed;
2. Ensuring regional services are adequately funded;
3. Promoting reasonable access to transfer capacity throughout the region;
4. Regulating solid waste in a manner that protects public health and safety and is consistent with state and federal law; and
5. Providing environmental leadership in the region in new ways.

Nine strategic goals and thirty-four objectives in the Plan provide the strategic direction for REM to address these priorities. The REM Strategic Plan is consistent with the Regional Solid Waste Management Plan (RSWMP).

#### BUDGET IMPACT

Implementation of this Plan will impact the budget through recommended changes to the Regional System Fee. There may be increased program expenditures to achieve Plan goals. These matters will be presented to the Council as specified in the Plan through the annual budget process. Cost savings may be realized in eliminating overlapping regulatory roles in the region.

#### OUTSTANDING QUESTIONS

*How will REM's progress in achieving the goals and objectives in this strategic plan be determined?* By year's end, REM will have developed an implementation plan that outlines specific action steps, completion dates, roles and responsibilities, resource requirements, and monitoring systems such as performance measures. REM will periodically report to Metro elected officials on progress toward the goals and objectives in the Plan.

*How often will the Plan be reviewed and/or updated?* On an annual basis, REM will review and may revise the strategic plan (depending on changes in our operating environment.)

#### EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends approval of Resolution No. 01-3090.



Metro  
Regional  
Environmental  
Management  
Department

**Strategic Plan  
2001/02**



**METRO**

PEOPLE PLACES  
OPEN SPACES

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# EXECUTIVE SUMMARY

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A steady stream of discards from 1.3 million people in the Portland metropolitan area flows into the regional solid waste system each day. From varied points of origin – single-family homes, offices, shopping malls, parks, construction sites, grocery stores – an array of materials are generated, collected, processed for recovery or disposal, then trucked or barged to an end-use or disposal site. More than 2 million tons of solid waste (enough to fill the Rose Garden Arena 15 times over) are managed reliably each year through a cost-effective, environmentally sound, public/private regional system.

## **Metro's Role in the Solid Waste System**

Metro, the regional government serving Clackamas, Multnomah and Washington counties and the 24 cities of the Portland metropolitan area, plays a pivotal role in the solid waste system through:

- Ownership of two transfer stations, which operate 364 days a year, and process more than half of the metropolitan region's solid waste destined for disposal.
- Hazardous waste\* collection services available six days a week for the public and conditionally exempt small business generators.
- Procurement of advantageous prices for transport and disposal services through long-term contracts with private sector providers.
- Regulation of 48 recovery, transfer and disposal facilities that manage solid waste generated in the region.
- Coordination and support of regional waste reduction programs as well as education and information services.
- Enhancement grants to communities that host solid waste facilities in the region.
- Investigation and clean up of approximately 1,500 illegal dumpsites throughout the region each year.
- Maintenance of the closed St. Johns landfill, including activities related to the sale of methane gas.
- Development and administration of the Regional Solid Waste Management Plan, which serves as a regional framework for coordinating solid waste practices. \*\*

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\* "Hazardous waste" as used in this plan should be understood to mean household hazardous waste and hazardous waste from conditionally exempt small business generators.

\*\* Although this strategic plan and the Regional Solid Waste Management Plan are mutually supportive, they are different. The strategic plan is a plan for Metro. It deals with objectives, strategies and actions that are directly under Metro's control and that primarily affect Metro. The Regional Solid Waste Management Plan, on the other hand, is a plan for the region, managed by Metro. It relies on cooperation and coordinated action among residents, businesses and the public sector to achieve objectives, strategies and actions. The strategic plan is, in part, Metro's plan for fulfilling the roles laid out for it in the Regional Solid Waste Management Plan.

## **The Link to Sustainability**

These activities assist in fulfilling Metro's most important purpose, the sustainability mission articulated in the Metro charter preamble: "...to preserve and enhance the quality of life and the environment for ourselves and future generations." Policies and programs in solid waste management, as with Metro's other activities in growth management, transportation planning, and parks and open spaces, are all linked to this purpose of enhancing and preserving the environment of the region.

Regardless of worthy goals or achievements to date, however, Metro's waste reduction, disposal and regulatory policies and programs are at a crossroads today.

## **Current Issues of Concern to Metro**

- Progress toward the regional recovery goal has slowed at a time when Metro must move well beyond the present 49 percent prevention/recovery rate to achieve a 62 percent prevention/recovery goal by 2005.\*
- Vertically integrated disposal companies in the region continue to acquire independent hauling companies and divert tonnage from Metro's transfer stations, raising concerns about revenue shortfalls, and questions as to Metro's future role as a market participant.
- Transfer capacity is not well distributed in some areas of the region, which means higher collection rates for some residents, and added vehicle miles traveled for some haulers.
- Costs of regional programs are not adequately covered by revenues from the regional system fee, which is paid by all solid waste facilities on waste destined for disposal.

## **Key Conclusions**

- Achieving the 2005 regional recovery goal of 62 percent is an imperative. Efforts to prevent the generation of waste will be a high priority. In addition, recently established strategies targeting remaining sources of greatest recovery potential (i.e., commercial organics, office waste and construction and demolition debris) should be fully implemented.
- Providing collection services for hazardous waste from households and conditionally exempt generators must continue. However, an emphasis on motivating the public to use or practice non-toxic alternatives is critical to achieving a sustainable environment.
- Allocating the true costs of regional services to the regional system fee will ensure equitable sharing of regional program costs among facilities, and adequate funding of waste reduction, facility regulation and other regional programs.
- Adding additional private-sector transfer capacity to the metropolitan region should be accomplished in a manner that will encourage more recovery, reduce vehicle miles traveled, benefit ratepayers and protect the public's investment in Metro's facilities.
- Maintaining Metro ownership of transfer stations in Oregon City and Northwest Portland will ensure reasonable disposal rates, provide adequate public service and provide opportunities to advance waste reduction.
- Linking solid waste activities or expertise to other environmental areas (such as water quality, transportation impacts and habitat protection) will help Metro achieve broader policy goals.

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\* *HB 3744, 2001 legislative session*

# STRATEGIC FRAMEWORK

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## Mission

Metro's Regional Environmental Management Department contributes to the livability of the region by taking actions that reduce and manage the region's solid waste in an effective, economical and environmentally sound manner.

## Primary Goals

- Reduce the toxicity and amount of solid waste generated and disposed.
- Develop an efficient, economical and environmentally sound solid waste disposal system.

## Strategic Goals

Goal 1: Reduce need for hazardous waste collection, but ensure availability of services

Goal 2: Expand waste prevention and recycling opportunities for all waste generators

Goal 3: Raise awareness of waste prevention and recycling opportunities in region

Goal 4: Expand markets for recyclable materials and recycled products

Goal 5: Protect the environment, health and safety of the region's citizens

Goal 6: Ensure availability of efficient public and private sector disposal services

Goal 7: Maintain reasonable rates and adequate, stable and predictable solid waste revenue

Goal 8: Minimize redundant regulatory layers in the region

Goal 9: Provide environmental leadership in new ways.

## Vision of Success

The work of Metro's Regional Environmental Management Department will secure a sustainable urban environment for current and future generations. The department will provide national leadership by effectively:

- advancing environmental protection and resource conservation
- providing efficient and innovative services and programs
- managing key components of an integrated metropolitan solid waste system
- educating and listening to the region's residents
- partnering with other governments and the private sector to set and achieve the highest standards in the operation of the region's solid waste management system.



## WHERE WE ARE NOW

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### **Metro's Roles in Regional Solid Waste Management**

Solid waste management has long been considered a matter of regional concern in the Portland metropolitan area. Solid waste planning and services were original Metro responsibilities dating back to 1974, when the first regional solid waste plan was developed by the Metropolitan Service District, the forerunner of today's Metro.

Since the early 1980s, when Metro assumed operations of the St. Johns landfill in Portland and began construction of a transfer facility in Oregon City, our role in the solid waste system has been expanding. Today, Metro's responsibility in solid waste management encompasses an array of facilities, services and programs supported by a \$63 million budget and 106 employees.

Metro's roles in the regional solid waste system include:

- **Service provision** – Metro owns two transfer stations (Metro Central and South); both are privately operated under contract, with Metro employees operating the scalehouse. These facilities serve public as well as private-sector haulers and process more than half of the Portland metropolitan region's solid waste destined for disposal. Both facilities also provide Metro-staffed hazardous waste collection for households and certain small business generators. Advantageous prices for transport and disposal services for transfer waste are secured by Metro through long-term contracts.
- **Regulation** – Metro administers certificates, licenses and franchises to private processing and disposal facilities that manage solid waste generated in the region. Technical assistance, inspections and audits of private facilities also are part of Metro's regulatory role. Enforcement is employed when reasonable and appropriate.
- **Waste reduction** – Metro is accountable to the state for achieving a 62 percent recovery goal in the region by 2005. To that end, Metro coordinates and supports waste reduction programs, and provides a wide range of educational and informational services. Metro also develops and administers the Regional Solid Waste Management Plan, which includes regional direction for meeting the 2005 waste reduction goals and strategies for preventing the generation of hazardous waste.
- **Environmental steward** – Metro investigates and cleans up illegal dumpsites throughout the region, oversees the closure of St. Johns landfill (including activities related to the sale of methane gas) and provides enhancement grants to communities that host solid waste facilities.

## **Our Partners in the Solid Waste System**

The regional solid waste system has many players in addition to Metro. The roles of other jurisdictions and private businesses in the system include:

- *Cities and counties*, which franchise or license private waste haulers, regulate collection rates and administer local solid waste programs.
- *Waste hauling companies*, serving residential and commercial customers, are largely regulated by local governments, and (except for commercial waste haulers in the city of Portland) operate within franchised collection territories.
- *Private solid waste facility owners*, whose operations range from composting and material recovery to disposal.
- *Oregon's Department of Environmental Quality*, which enforces state solid waste statutes, approves the Regional Solid Waste Management Plan and monitors compliance with the plan and state law.
- *Host communities for landfills and other disposal facilities*, whose accommodation of these sites (both near and far) serves the entire region.
- *End-users of source-separated and recovered materials from the region* who are the true recyclers.

Metro works with all these participants to maintain and improve a regional system that benefits the public and the environment.

## **Primary Goals and Core Business Services**

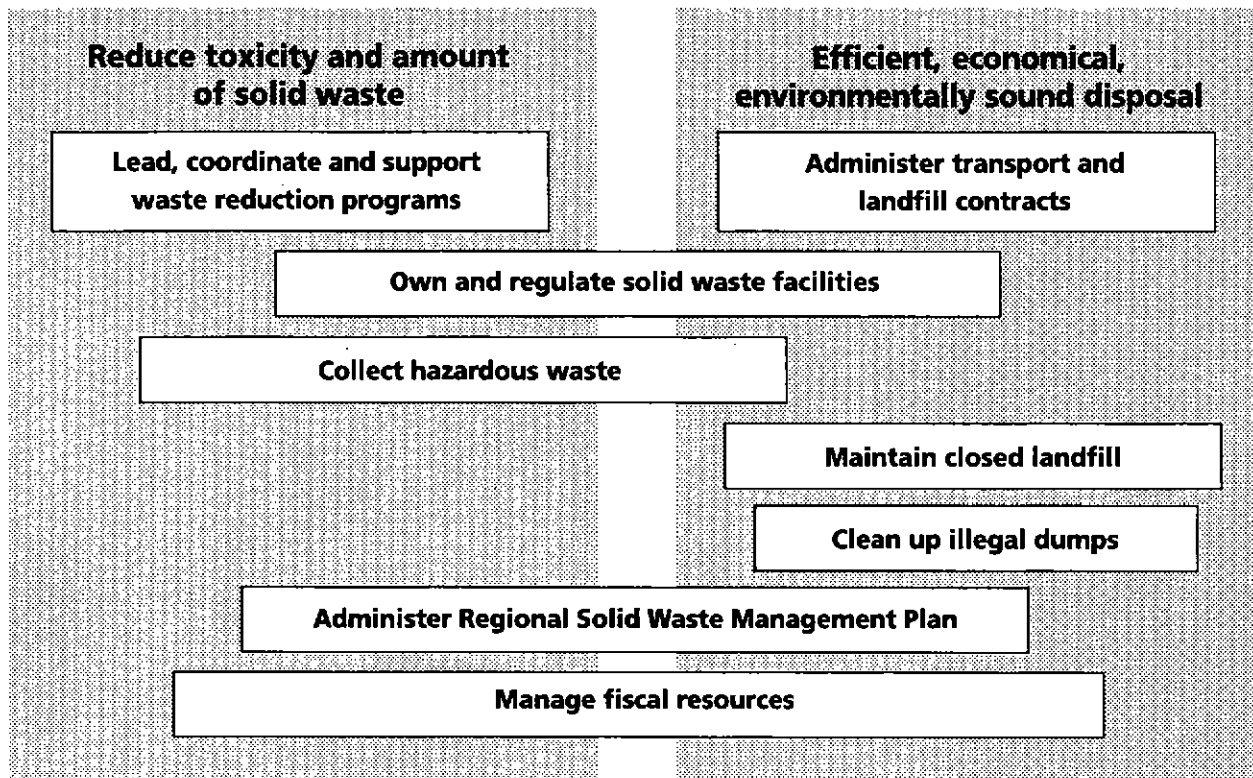
The department has two primary goals that all core business services support:

- reduce the toxicity and amount of solid waste
- develop an efficient, economical and environmentally sound solid waste disposal system.

(The department's primary goals and the "fit" of core business services within the primary goals are illustrated on the following page.)

Four of the core business services address both goals. For example:

- Through its regulation of private solid waste transfer facilities, Metro drives recovery by requiring a minimum post-collection recovery rate of 25 percent (dry waste) and by levying a regional system fee only on waste disposed.
- Through its hazardous waste collection programs, Metro reduces the need for costly hazardous waste disposal. Some products (as in the case of latex paint) are recycled; other products are promoted for reuse. Energy is recovered from other materials, making disposal unnecessary for at least 80 percent of hazardous wastes received.



## Operating Environment Summary

*An assessment of the department's operating environment identified the following significant trends or situations, which contribute to the issue agenda that follows.*

- Hazardous waste collected from residents and small businesses continues to increase while the regional recovery rate has leveled off.
- Private-sector market share in the regional disposal system has increased while Metro facility tonnage has declined.
- Consolidation in the solid waste industry continues in the region and around the country.
- The public (self-haulers) comprises the largest number of transactions at Metro transfer facilities.
- Waste transfer capacity is adequate for the tonnage in the region but does not adequately serve all parts of the region.
- Legal challenges to governments' regulation of solid waste are occurring at all levels.
- The costs of Metro's regional services are not in line with revenues derived from the regional system fee.
- Regionally and nationally, a new approach to waste management – product stewardship – is gaining ground among both governments and industry.

## **Issue Agenda**

1. How will Metro achieve further reductions in the toxicity and amount of solid waste generated and disposed?
2. How will Metro ensure regional services and programs are adequately funded, regardless of tonnage flow at its facilities?
3. How will Metro ensure reasonable access to transfer capacity in the region?
4. How will Metro ensure that appropriate regulatory standards are met and that regional fees and taxes are paid on regional waste going to out-of-district facilities?
5. Should Metro continue its role as a direct service provider?
6. How can Metro provide new environmental leadership consistent with the department's strategic framework?

These issues were considered and evaluated in the context of:

- new initiatives (as in the case of certain toxicity and waste reduction program strategies that are only at the beginning stages of implementation)
- information from specific research tasks (as in the case of the Metro facility ownership question)
- existing policy objectives articulated in Regional Solid Waste Management Plan and Metro Code (as in the case of funding for regional services)
- requirements in state law (as in the case of waste reduction goals)
- links between issues, where options for addressing one issue must consider effects on another (as in the link between transfer station ownership and hazardous waste collection).

Recommendations in the next section provide the rationale for goals and objectives comprising the department's strategic direction.

# **WHERE WE WANT TO BE**

## **Action Agenda**

**Metro will build on its successes to further reduce the toxicity and amount of solid waste generated and disposed.**

- State mandates require Metro to provide hazardous waste collection, adopt and implement a waste reduction plan and achieve a regional waste reduction goal of 62 percent by 2005.
- Metro policies encourage waste reduction progress, regardless of the effect on Metro revenues from reduced disposal tonnage. For example, the excise tax and regional system fee are assessed only on waste destined for disposal. This encourages transfer facility owners to employ post-collection material recovery, reducing fees to Metro but adding to the region's recovery rate.
- Metro Council recently endorsed significant new hazardous waste and waste reduction initiatives; a number of these programs are beginning to be implemented.

## **Recommendations**

Maintain existing program strategies for achieving greater reductions in the toxicity and amount of solid waste generated and disposed.

Emphasize program outcomes that achieve measurable toxicity and waste reduction results.

Consider implementing new programs in waste reduction when there are clear toxicity or reduction benefits to be gained in the region.

**Metro will continue to recover the costs of regional services from the beneficiaries of those services – residents and businesses in the region.**

- The regional system fee is intended to cover the costs of regional services, including waste reduction programs, hazardous waste collection, debt service, a portion of department's administrative costs, the regional system fee credit program and certain facility improvements.
- Since 1990, the system fee has spread costs for regional services over all tonnage processed for disposal in the region. In the past several years, however, use of the undesignated fund balance has kept the fee artificially low.
- Revenues from the system fee are not covering all costs of regional services; Metro facility users are, in effect, paying a disproportionate share of regional costs; and the undesignated fund balance will be depleted in the near term.
- The fee credits program, costing approximately \$1 million in FY 00-01, had an original purpose (to preserve recovery capacity after a significant reduction in the Metro tip fee) that needs to be reevaluated as the Metro tip fee increases in the future.

### **Recommendations**

Allocate all costs of regional services in the regional system fee, including costs associated with regulation of private facilities.

Evaluate phasing out or modifying recovery credits as the Metro tip fee increases.

### **Metro will add private sector transfer capacity to promote competition among private-sector facilities and ensure reasonable access to transfer capacity throughout the region.**

- The Regional Solid Waste Management Plan refers to a solid waste system that is “regionally balanced” and the “accessibility” goal in the plan seeks to ensure “reasonable access to solid waste transfer and disposal services for all residents and businesses of the region.”
- The regional system of transfer stations, recovery facilities and landfills are not evenly distributed in the region. Transfer station capacity in particular, while adequate to handle total regional tonnage, does not adequately serve all areas of the region.
- Competition among private-sector transfer facilities in the region should be vigorous enough to benefit the ratepayer, but should not endanger the public investment in Metro’s transfer facilities.

### **Recommendations**

A combination of Metro transfer stations and private facilities should continue to serve the region.

Private-sector transfer capacity should be added in a manner that addresses needed access in the region, encourages further material recovery, benefits the ratepayer, reduces vehicle miles traveled and protects the public’s investment in Metro’s facilities.

### **Metro’s current regulation of solid waste will continue to ensure that regional waste goes to facilities that meet appropriate standards, and that regional fees and taxes are paid.**

- Since the Supreme Court’s 1994 decision in the *Carbone* flow control case, government regulation of solid waste has been challenged around the country, sometimes successfully, sometimes not, depending on the jurisdiction and the issues and facts under review by the court.
- Metro does not practice the type of flow control against which the Supreme Court ruled. Metro’s regulatory policy is that wherever waste from the region goes, the appropriate standards must be met, a license must be obtained, and regional fees and taxes must be paid.

### **Recommendation**

Metro’s regulation of solid waste serves important health and safety goals and should be continued. Periodic review will ensure consistency with state and federal law.

### **Metro will continue as a market participant in the solid waste system.**

- The growing role of private-sector facilities in the metropolitan region has led to questions about whether to continue ownership of Metro's transfer facilities.
- Research determined that Metro could pay off (defease) the outstanding debt on the transfer facilities. Paying off the debt early, however, would not be of significant benefit to the public. In addition, the likely sale price of Metro transfer stations would be much lower than the amount of public funds invested, in part because of the existing contract requirements for delivery of waste from those facilities to WMI's Arlington landfill.
- Further, without Metro facilities setting the defacto baseline tip fee for private-sector facilities to follow, tip fees in the region would likely increase, with resulting rate increases for the public.
- Rate regulation by Metro might be a necessary step to ensure reasonable disposal rates in a totally private-sector solid waste system. This would create the need for new expertise in the department.
- Adequate services for the public (self-haulers) are not guaranteed in the region without Metro facilities.
- Continuation of state-mandated hazardous waste services with the same high level of service and efficiency would not be assured once the Metro facilities were sold. Other options for providing these services would likely involve additional expenses, and less control over quality and safety.

### **Recommendation**

Metro should retain both transfer stations to meet its state requirements for hazardous waste collection, to maintain reasonable disposal rates in the region, to adequately serve the public and to implement new waste reduction opportunities.

Evaluate ownership options again in 2009, closer to the debt maturity date of 2011.

### **Metro will examine new ways to provide environmental leadership in the region.**

- Remaining wastestreams offering significant recovery tonnage include commercial organics, construction and demolition debris, and office waste. Commercial organics in particular may pose an opportunity for processing at Metro Central, pending review of contracts, as well as technology and operational requirements.
- Metro's role in environmental stewardship of the St. Johns landfill may be reasonably extended to closed or "orphaned" disposal sites in the region. A review of need, liability issues and revenue sources would have to precede any determination of a broadened environmental stewardship role.
- To reduce the waste management cost burden on governments and taxpayers, new approaches to waste management that emphasize more producer responsibility are emerging. As a regional government in a large metropolitan region, Metro can play an important supporting role in Northwest and national initiatives, bringing attention to and participation in product stewardship initiatives. For example, consumer electronics are a problematic part of the wastestream where product stewardship initiatives are advancing. There is a potential role for Metro to play in working with the private sector to facilitate collection/processing for reuse, recycling or safe management.

- Opportunities within Metro itself should be sought out where other departments are engaged in environmental activities that link to activities or expertise of the Regional Environmental Management Department. For example, water resource management activities in the Planning Department share environmental connections to REM's composting program.

***Recommendation***

Metro will consider new endeavors that:

- help achieve waste reduction goals or reduce toxicity
- address an unmet environmental need related to the department's strategic framework
- advance product stewardship policies in the region
- link on-going department activities with related activities in other Metro departments.



# **HOW WE PLAN TO GET THERE**

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## **Strategic Direction**

### **Goal 1: Reduce the need for hazardous waste services but ensure availability of such services throughout the region**

*Objective 1.1:* Provide education emphasis on prevention at all hazardous waste collection sites.

*Objective 1.2:* Develop outreach materials that motivate the public to seek non-hazardous products.

*Objective 1.3:* Maintain collection sites at Metro Central and South transfer facilities.

*Objective 1.4:* Conduct at least 50 neighborhood collection events throughout the region each fiscal year.

*Objective 1.5:* Increase Metro hazardous waste services to registered small business (conditionally exempt) generators.

*Objective 1.6:* Evaluate opportunities for assessing front-end fees on toxic products and report to Metro Council by April 2002.

### **Goal 2: Expand waste prevention and recycling opportunities**

*Objective 2.1:* Provide resources to maintain and expand prevention and recycling opportunities for all waste generators.

*Objective 2.2:* Target remaining sources of greatest material recovery potential to achieve 2005 recovery goals.

### **Goal 3: Raise awareness of waste prevention and recycling opportunities in the region**

*Objective 3.1:* Educate school children and teachers by direct classroom instruction that reaches more than 5,000 students each year.

*Objective 3.2:* Provide waste prevention and recycling information to more than 100,000 citizens and businesses each year through Metro Recycling Information, the recycling information hotline.

*Objective 3.3:* Raise awareness of, and participation in, waste prevention and recycling opportunities among all populations by using regular cycles of advertising, and other targeted information avenues.

### **Goal 4: Expand markets for recyclable materials and recycled products**

*Objective 4.1:* Provide financial resources and technical assistance to businesses targeting locally generated recyclable materials.

*Objective 4.2:* Evaluate potential partnership opportunities with other lenders for assisting expansion or start-up businesses in using locally generated recyclable materials.

*Objective 4.3:* Develop and implement a marketing plan by July 2002 to bring demand for Metro recycled paint up to production levels.

### **Goal 5: Protect the environment and the health and safety of the region's citizens**

*Objective 5.1:* Maintain Metro transfer facilities and St. Johns landfill as standard-setters in safety and environmental protection.

*Objective 5.2:* Ensure that proposed solid waste facilities will be safe, environmentally protective and economically viable.

*Objective 5.3:* Inspect and/or audit more than 200 private solid waste facilities each year to monitor compliance with Metro Code, operational procedures and financial obligations.

*Objective 5.4:* Provide technical assistance to regulated solid waste facilities to maintain compliance. Take appropriate enforcement action against non-compliant facilities only when technical assistance measures fail to bring about timely compliance.

*Objective 5.5:* Coordinate with other jurisdictions on investigation, clean up and enforcement against illegal dumps.

*Objective 5.6:* Complete an assessment of Metro solid waste regulation and recommend necessary code changes by August 2001.

### **Goal 6: Ensure availability of efficient and equitable public and private sector services**

*Objective 6.1:* Determine costs of regional services that should be allocated to the Regional System Fee, and recommend appropriate action to Executive and Metro Council by September 2001.

*Objective 6.2:* Complete capital improvements at Metro transfer stations to ensure safe and efficient service to public and private-sector customers.

*Objective 6.3:* Maintain efficient operation of Metro regional transfer facilities.

*Objective 6.4:* Recommend approval of additional private waste disposal and processing capacity to the system by October 2001.

*Objective 6.5:* Provide local governments with information to assist their collection rate-setting process.

### **Goal 7: Maintain reasonable rates and adequate, stable and predictable revenue**

*Objective 7.1:* Continue Metro's ownership of two regional transfer stations, using market participation to ensure reasonable disposal rates.

*Objective 7.2:* Evaluate conditions that could warrant Metro rate regulation and report recommendations by November 2001.

*Objective 7.3:* Maintain a rate structure that encourages waste prevention, recycling and recovery.

*Objective 7.4:* Evaluate modifying or phasing out recovery credit programs.

### **Goal 8: Minimize redundant regulatory layers in the region**

*Objective 8.1:* By January 2002, evaluate overlapping regulatory roles at solid waste facilities between Metro, DEQ and local governments, and identify opportunities for coordination and intergovernmental agreements. By July 2002 enter into IGAs approved by Metro Council as a result of the evaluation.

### **Goal 9: Provide environmental leadership in new ways**

*Objective 9.1:* Evaluate the feasibility of using Metro transfer stations for commercial organics processing and other waste reduction activities.

*Objective 9.2:* Maintain participation in regional and national dialogues addressing product stewardship.

*Objective 9.3:* Work with private-sector computer recycling service providers to evaluate the feasibility of establishing a drop-off program for discarded electronics and computers by June 2002.

*Objective 9.4:* Seek opportunities to link REM activities and expertise with environmental activities in other Metro departments.

*Objective 9.5:* Evaluate expansion of Metro's role in stewardship of closed or "orphaned" disposal sites by reviewing need, liability issues and revenue sources by January 2003.

## **HOW WE WILL MEASURE OUR RESULTS**

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### **Implementation, Updating and Reporting**

The implementation of this strategic plan is already under way in some instances. For the most part, however, the details of strategic direction on the previous page need to be more fully defined in an implementation plan to follow by year's end.

Each strategic goal and related objective, for example, will have specific action steps, completion dates, roles and responsibilities, resource requirements, and, in many instances, monitoring systems such as performance measures.

On an annual basis after that date, the department will review and (depending on changes in our operating environment) may revise the strategic plan. The implementation plan then will be revised accordingly.

The Regional Environmental Management Department will periodically report to its staff, Metro elected officials and the Solid Waste Advisory Committee on progress in achieving the strategic goals and objectives established in this plan.