

A G E N D A



METRO

MEETING: REGIONAL SOLID WASTE ADVISORY COMMITTEE (SWAC)
DATE: Thursday, March 24, 2005
TIME: 10:00 a.m. – 12:00 p.m.
PLACE: Rooms 370A/B, Metro Regional Center, 600 NE Grand Avenue, Portland

10 mins. I. Call to Order and Announcements Rod Park
*Introductions/Announcements
Approval of Minutes**

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

25 mins.* III. Annual Waste Reduction Program Plan (ACTION ITEM).....Meg Lynch

Since 1990, Metro and local government staff have prepared this work plan for the region’s waste reduction activities in the coming fiscal year. The Plan includes three program areas: 1) per capita grants; 2) targeted competitive grants; and 3) the waste reduction initiatives (in the commercial, construction and demolition debris, and commercial organics sectors). A total of \$1.7 million has been proposed for these three program areas in the 2005/06 budget. This agenda item will provide an historical overview of the program elements; identify results of performance measures to date; detail proposed changes to the annual plan; and ask SWAC members to provide a recommendation to Council on the package.

15 mins.* IV. System Sustainability Goals (DISCUSSION ITEM).....Rene Eyerly

As part of the Regional Solid Waste Management Plan update, a SWAC subcommittee will explore goals that could guide system activities to become more sustainable over the next 10 years. This item was discussed at the February meeting, and a number of SWAC members volunteered to serve on the subcommittee. This agenda item is intended to review the draft scope of work prior to assembling the subcommittee for its first meeting.

55 mins.* V. Regional Policies for the RSWMP (DISCUSSION ITEM).....Janet Matthews

At the February SWAC meeting, members laid aside a number of proposed regional policies for RSWMP for further review. This month the policy review will begin, focusing on three “Sustainability Policies.” The background and purpose of each proposed policy will be presented and discussed.

5 mins. VI. Other Business and Adjourn..... Rod Park

**Material for this agenda item is attached.*

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

Chair: Councilor Rod Park (797-1547) Staff: Janet Matthews (797-1826) Committee Clerk: Susan Moore (797-1643)



METRO

600 NE Grand Ave.
Portland, OR 97232-2736

MEETING SUMMARY
Solid Waste Advisory Committee
Metro Regional Center, Council Annex
February 25, 2005

Members / Alternates Present:

Councilor Rod Park, Chair	Melissa Finn (for V. Gilbert)	Matt Korot
Mike Hogle	Mark Altenhofen	Ray Phelps
Bruce Walker	Glenn Zimmerman	Lori Stole
Rick Winterhalter	JoAnn Herrigel	
Jeff Murray	Anita Largent	
Heather Hansen	Mike Miller	
Dave White		

Guests and other Metro staff:

Janet Matthews	Marta McGuire	Karen Blauer
Jan Whitworth	Lee Barrett	Matthew Cusma
Kathryn Schutte	Scott Klag	René Eyerly
Jim Watkins	Dan Wilson	Gina Cubbon
Barb Disser	Steve Apotheker	
Chuck Geyer		

I. Call to Order and Announcements.....Rod Park

- Councilor Rod Park convened the meeting, asked attendees to introduce themselves, and asked if there were any announcements. There were none.

II. Solid Waste & Recycling Director's Update..... Mike Hogle

- Postponed until further into the meeting; Mr. Hogle was delayed unexpectedly.

III. Sustainability and the Solid Waste System..... René Eyerly

Councilor Park gave some background on this subject, which grew out of the Let’s Talk Trash meetings held late last year. “The question comes down,” the Councilor said, “as to what are the things we can do, or how important is it to do sustainable things? Do we have the right entities represented on committees [who will consider the subject]?” These are issues SWAC and a subsequent subcommittee will be looking at, Councilor Park said, turning the floor over to Ms. Eyerly.

Ms. Eyerly provided a brief background of the concept and definitions of sustainability. Sustainability, she said, “...is not a new concept. It’s an iteration of how we define ourselves with our environment, and what our generation’s relationship is to future generations.” Definitions abound, Ms. Eyerly commented. The State of Oregon’s description, adopted in 2002, is a variation

of the United Nations' definition, stating that as a society, it is our charge to develop and protect resources in such a way that extends beyond current needs to those of future generations. The term "sustainability" is a way of addressing the interconnections of economics, environment, energy, and quality of life.

"Using [the concept of sustainability] as a road map is a very powerful way of making decisions. It can be very adaptable and a dynamic process," Ms. Eyerly stated. In order to develop sustainable practices for the region, it will be important to bring the right mix of people together for the discussion. "Technical and non-technical people need to be at the table," she explained. "We're talking about a whole system – a whole, core business, and you need to be able to identify the key areas in that system, where you can make the biggest changes, and where you can also have the right people there to do the analysis of where changes can occur, how reasonably, the time-frame, and the costs associated with making those changes." Having a wide range of participants will also help when it comes to implementation. People who participate in development are most likely to carry that enthusiasm and belief back with them and encourage the project.

There are several "tools" available to help develop sustainable practices, Ms. Eyerly continued, including Natural Step, Triple Bottom Line, and LEEDS certification. The tools have a commonality in that they focus on the interconnection mentioned earlier.

Regarding sustainability in Oregon, Ms. Eyerly quipped, "I would almost call it mainstream in this state." There are over 170 organizations who are using sustainability tools in some way, including such high-profile entities as Nike, Ashforth Pacific, Multnomah County, and Metro. She briefly outlined examples to show directions that could be taken for the RSWMP update. Ashforth Pacific took a fairly traditional approach, Ms. Eyerly elucidated, "...looking at air, water, waste, energy uses. They chose to develop very specific goals that are easily measured." At the other extreme, she continued, is Multnomah County "...an incredibly diverse, complex organization with a wide-range of business centers. They're concerned with managing jails, and parks, and looking at habitat, but they also have administrative offices and a whole host of vehicle fleets. As such, they took a very ambitious approach, looking at 11 different action areas." The County has a mix of sustainability goals that include policies for procurement, food, habitat protection and other areas.

The third profile presented by Ms. Eyerly, Metro, adopted a sustainable business practices resolution in 2003 that encompasses all its facilities and operations. The goals are both ambitious and long-lived: The intent is to have them implemented by 2025. For instance, two sustainability goals set for the new transfer station operation contract deal with emissions and greenhouse gases. "Contractors will purchase 15% of their electricity from alternative sources. This should reduce emissions of greenhouse gases by 400 tons. The second is our clean exhaust program," she mentioned. This program requires all diesel-powered equipment to be fitted with oxidation catalysts and lose ultra-low sulfur diesel.

Concluding her presentation, Ms. Eyerly asked the Committee for comments about how to address sustainability issues in the revised Plan. The current plan has no specifics on the subject. Additionally, staff would like ideas for who should be "at the table" for this issue.

Matt Korot (City of Gresham) commented that he felt Ms. Eyerly already answered the first question. "Move beyond and look at the system as a whole and how it touches each area that naturally falls under sustainability." He said to take ideas from each of the three examples she used and look at the system in its entirety. The subcommittee can then work on the details.

Citizen representative Heather Hansen asked if Metro has sustainability goals in other areas [than solid waste]. If so, she commented that it would be important to link with those and ensure that “everyone’s on the same page.”

ORRA’s Dave White asked what is meant by “the system.” “How far towards local government’s responsibility, and how far towards disposal, and is it everything in between?” Councilor Park responded that’s exactly why it’s important to bring a comprehensive mix of participants into the subcommittee.

“If you think about the system as a whole, insofar as sustainability,” Councilor Park went on, “take the current price of fuel – the contract that we’re doing up to Arlington works. It’s expensive recently, but it works. But if you think about global warming and other things going on, and triple the price of fuel, do the same things work? Does it make more sense to recycle more things.... just make sure we have the right pieces... How broad do we make the umbrella of sustainability?”

Still, Mr. White pressed, “The ‘system’ may be the generator, the manufacturer of equipment who makes part of the stuff that goes into the system. How far do you go upstream or down?... I just have to say – and it may make me unpopular in this group....There’s an issue regarding Metro being involved in the area of collection. Lake Oswego just did some work on their franchises about a year ago. The City Council (of Lake Oswego) put some sustainable stuff in, and the hauler worked with the local jurisdiction to develop some sustainable goals and guidelines. So local jurisdictions are starting to look at the issue. It’s the local jurisdiction that says to the local hauler and to the community and to the rate-payer, how committed are we to sustainability, and what investment are we willing to make, and what enforcement are we going to take in terms of making those goals happen?”

Concluding his thought, Mr. White asked who enforces the goals put forth in the RSWMP. According to Oregon State Statutes, he emphasized, “If there’s something in your solid waste management plan that’s approved by the EQC, then no local jurisdiction can do anything contrary to that. It puts a huge responsibility and authority, it would seem, on Metro to oversee the sustainability of our region, when it impacts a local government responsibility – which is collection.”

Councilor Park agreed that the issue of how broad Metro’s involvement should be is a good question that needs further discussion. He does not, the Councilor commented, envision Metro becoming part of the collection system.

Solid Waste & Recycling Director Mike Hogle agreed that more internal discussion is needed about Metro’s role in the RSWMP. Using a Transportation Department analogy, he explained that the regional transportation plan is very broad. It includes areas that Metro has no authority over, such as Tri-Met routes, schedules, etc. However, the plan was drafted through a Metro process, and “There is language in [the plan] that says there is a need for a transit system and it should try to do certain things.” Tri-Met worked with Metro on the wording; similar means could be used in the RSWMP update, leaving responsibility to the local governments.

Mr. Korot added that, “If I could dare to speak for the local government folks, there’s a strong policy commitment to making the regional plan truly regional and truly meaningful in addressing all parts of the system. That would apply to this issue, too. We’re just at an impasse on the legal framework that applies. That’s the impasse I think we need to get over, both for [the collection subcommittee] and this.”

The City of Milwaukie's JoAnn Herrigel suggested segmenting the discussion, separating Metro facilities from the rest of the system. Ms. Eyerly replied that yes, there are components that fall squarely into local government responsibility, but when talking about sustainability of the entire Metro region, it's hard to leave out a major component and have it work.

Regarding the question of who should be part of the subcommittee, the City of Portland's Bruce Walker said that manufacturers should be represented in order to help develop the e-waste portion of sustainability. There have been national discussions and a bill at the State level, but unlike some European countries that have been very proactive on the subject, it seems unlikely at this time that a national consensus here. "What we end up with if we don't somehow incorporate some viewpoints there, all we're dealing with is what's left over here... To truly address looking out 10 to 20 years, we're going to need more comments and really engage and get over some huge obstacles."

Mr. White reiterated haulers' concerns with Metro being delegated the authority to oversee what is meant by sustainability. "What we do today affects how we work for the next ten years."

Loretta Pickerell from the Oregon DEQ said it's important to evaluate how to get the biggest bang for the buck. Recovery, for instance, is a very small piece insofar as impact, she said. "The big impact comes in the generation and distribution of materials. So that might suggest we take a closer look at generation and focus on a few things towards that goal versus spending a lot of energy on bio-fuels for trucks that in themselves are very controversial." It's a matter of prioritizing actions, she concluded.

Where does the Committee see the trade-offs happening, Councilor Park mused. Where is the balance between goals and the cost? Ms. Eyerly replied that those details should become clearer as the goals and subgoals are determined. Mr. Korot added that it's hoped that "...meaningful goals will be in there, but to have the decisions on implementing or not implementing reside among the elected officials in whose communities those would be implemented. Metro should not take away local governments' ability to measure those trade-offs, but push them, as part of the region, towards some valuable directions.... The point of a regional plan is to push things along for the next ten years."

Mr. White continued to have concerns about Metro's RSWMP / collection role. Ms. Matthews mentioned that there is already some language in the current RSWMP waste reduction chapter relating to collection. "Was this not of concern the last time the Plan was developed?" she asked. SW&R's Marta McGuire, from the audience, explained that the current Plan has a goal relating to standardizing services, and there are specific recommended strategies in the Waste Reduction chapter about the provision of certain types of collection services, and other very specific strategies.

Councilor Park moved discussion to what interests should be represented in a subcommittee to discuss sustainability. The group brought forth the following suggestions:

- Business
- Natural Step-type organization
- Hauler
- Citizen
- Large generator
- End user
- Local government
- A non-profit with sustainable practice experience
- A business that has a fleet component
- Recycling facility / processor

Ms. Eyerly will be drafting a scope of work; she anticipates three or four meetings over the next two months and hopes to come back to the full SWAC and a Council work session at the end of April.

II. Solid Waste & Recycling Director's Update..... Mike Hogle

- Columbia Environmental’s application process has been started over because Council has put forth new potential criteria. Some earlier criteria were unable to be met by the company. The latest request for waste is 38,000 tons (the original was 55,000 tons). Mr. Hogle said they’re hoping to have a decision within 60-90 days, though the application can take up to 120 days.
- Metro Council has asked SW&R staff to try to wrap up disposal system planning (how wet / dry tonnage allocations to local transfer stations are handled, how criteria are looked at for new transfer stations, and Metro’s role in owning transfer stations) while it is looking at the RSWMP update. Mr. Hogle hopes to have an update on this next month.

Councilor Park mentioned that at a recent Council retreat, they talked about whether RSWMP informs a decision about Metro transfer stations, or if a decision about Metro transfer stations help correct RSWMP. “If you were take a vote at Council right now, you’d probably have 3-3 with one abstention.” It’s a chicken or the egg situation. He asked the group to keep the extra March 3 meeting on their schedule for now (in addition to March 24), saying it’s easier to cancel a meeting than schedule one.

IV. RSWMP Vision, Values, and Policies..... Janet Matthews

Ms. Matthews recapped the Vision Statement discussion of the January SWAC meeting. She directed the Committee’s attention to a table included in the agenda packet that shows support of each concept brought forth at that meeting. Ms. Matthews stressed that an “X” under SWAC, Council, or Staff headings meant simply that at least one in the respective group supported the concept. The Committee glanced over the list, and Ms. Matthews asked that each member select four of the 16 concepts, to help pare down the list. Response was as follows:

1. Build a sustainable futurePhelps, Murray, Winterhalter, Largent, Zimmerman, Hansen, Walker
2. A more sustainable waste system -none
3. Inter-dependence of economic, environmental, and social systems.....Murray, Winterhalter, Korot, Stole, Hansen, Altenhofen
4. Conserve resourcesHerrigel, Finn, Largent, Zimmerman, Walker, Pickerell, Miller
5. Reduce consumption..... Herrigel, Finn, Stole, Pickerell
6. Conservation of natural systems Herrigel, Finn
7. Preserve options for future generations Walker, Altenhofen
8. Recognize link between waste management and resource conservationPhelps, Herrigel, Finn, Winterhalter, Korot, Miller, White
9. Shared responsibility among producers, users, and governmentZimmerman, Stole, Hansen, Walker, Pickerell
10. Producer responsibility -none
11. Economic prosperity Zimmerman, White
12. Waste as a resource to be managed..... Phelps, Winterhalter, Largent, Stole, Miller
13. Waste as an inefficient use of resources -none
14. Waste as a liability to be safely managed, a resource to be productively used..... Korot, White
15. Comprehensive waste management practices enhancing community quality of life Phelps, Murray, Largent, Pickerell, Miller, White
16. Knowledgeable and engaged residents Murray, Hansen, Altenhofen

Of members present, therefore, seven votes were cast for concept numbers 1, 4, and 8; six votes each for numbers 3, 9, and 15; five votes for number 12.

Ms. Matthews said she will take the information and redraft the Vision Statement accordingly.

Moving on to the subject of regional values to be included, Ms. Matthews handed out copies of a table that was recently presented to Metro Council, comparing regional policies, Council priorities, and regional values. Council did agree, she said, that these values are a good addition to the RSWMP update. SWAC comments made at the last meeting will be incorporated into a narrative format and brought back for discussion and approval.

“I’m not sure where this fits,” Mr. White spoke up, “but it’s something I’d like to get on the record, or on the table here. I understand why economic prosperity didn’t make it into the Vision Statement. But when we get into these values.... there might be ten places where it says ‘rates,’ ‘investment,’ ‘cost,’ ‘impact,’ ‘cost-effective,’ those types of things, but it’s really talking about the users... I would like to see something in here that really points out that all of the things we’re considering for the next ten years have economics, whether its for citizens or businesses, for the future of our children: There’s a cost associated with it and we need to have that in the context of what we’re trying to do, and I don’t know where it fits into here.”

Councilor Park, going back to sustainability, said he’s unsure “...how it’s played off against other goals. I’m not sure whether the balancing occurs within the sustainability goal, or occurs out with the other goals of the system.... You raise a point – if the only place you balance it is within that, then it’s valid. If it’s balanced in its entirety, then it doesn’t hurt for this to be more one direction than the other because it talks about economics in another goal. I need to become education about where that balance occurs.”

Ms. Pickerell added that she feels it needs to be made clear how costs will be evaluated. For instance, the Governor is talking about global warming, and may be asking the DEQ to consider the cost of gas emissions actualized into the future. “If we want to look at sustainability, we need to think about how comprehensively we can address costs as a practical matter.”

Ms. Matthews next directed the group’s attention to the agenda packet piece entitled Draft Chapter 3: Future Direction and Regional Policies. The piece points out proposed modifications and additions to the current Chapter 3, and she asked members to comment on if further discussion is needed on each of the pieces.

- Policy 1.0 – No further discussion requested.
- 2.0 – Yes, lay aside for further discussion.
- 3.0 – Yes
- 3.1 – No
- 3.2 – Yes
- 3.3 – Yes A side discussion ensued regarding what “region” means. After several minutes, Ms. Matthews was able to point out that under Policy 3.3, “region” refers to generators in the region, not facilities.
- 3.4 – Yes
- 3.5 – Yes
- 4.0 – Yes
- 4.1 – Yes
- 5.0 – Yes
- 5.1 – No

- 6.0 – No
- 6.1 – No
- 7.1 – Yes
- 7.2 – No
- 7.3 – Yes
- 7.4 – Yes
- 7.5 – Yes

Ms. Hansen asked how Policy 7.2 relates to drop off of household hazardous waste. Ms. Matthews explained, “The cost of disposing household hazardous waste is certainly not directly formulated to the users of the facilities, no. They’d be paying \$75 a carload, for example, if it was.” Mr. Phelps added that hazardous waste disposal is subsidized through the Regional Systems Fee, “which we all pay. So there is the connect, it may not be specific – Janet’s correct that it would cost a heck of a lot more for the individual disposing of the hazardous waste, but as a system – for other hierarchal reasons, that cost is recovered through the Regional Systems Fee.”

In summation, Ms. Matthews said that the next couple of meetings will include fairly detailed discussions of the policies flagged above. She anticipates it taking at least three meetings.

To help save time and perhaps streamline the process, Mr. Phelps suggested that members e-mail or otherwise contact Ms. Matthews with their concerns and ideas prior to the next meeting. “We could have more productive conversation because she’ll be able to come in and address all the issues rather than wait for us to throw the grenade.” Ms. Matthews said that was an excellent idea.

V. Other Business and Adjourn.....Rod Park

- Members will be notified by close of business Tuesday, March 1 whether or not a meeting will be held on Thursday, March 3.

Councilor Park thanked the group for their attendance, and adjourned the meeting at 11:53 a.m.

**Next meeting:
Thursday, March 3, 2005
Room 370 A/B**

Documents to be kept with the record of the meeting (copies available upon request):

- Power Point presentation: Sustainability Goals

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Year 14 Performance Measures Assessment Report (Fiscal Year 2003-04)

Introduction

The purpose of this report is to evaluate the progress of the Annual Waste Reduction Program (AWRP) for Metro and local governments. Each of the three sections in the plan has an independent progress measurement and reporting scenario tied to the specific tasks involved. At the end of the fiscal year, progress reports for each section are produced independently. These reports, combined with other important measures such as the State of the Regional Solid Waste Management Plan Report (RSWMP) and the Annual DEQ Recycling and Recovery Report, are brought together to assess regional waste reduction and recycling progress.

In 2003, the Metro region had a 57 percent recovery rate as reported by the Oregon Department of Environmental Quality. This reflects six percent credits from waste prevention, reuse and composting programs and a calculated 51 percent recovery rate from recycling and composting collection activities. Progress toward the Region's goals grew in 2003, with an increase in the regional recovery rate of three percentage points, up from 54 percent in 2002. (The most recent full year of recovery data available from DEQ is 2003.)

Based on 2003 data, an additional 170,000 tons must be recovered in 2005 to meet the 62 percent recovery goal, given the projected waste generation for that year. Of the total new tons of recovery needed, about 70 percent, or 120,000 tons, are expected to come from initiatives in the commercial, construction & demolition and organics sectors. The remaining recovery to meet the 2005 goal is anticipated to come from curbside recycling collection programs and current Bottle Bill efforts.

Background

Since 1990, Metro and its local government partners have developed cooperative plans to implement the Region's waste reduction and recycling programs. The AWRP for Fiscal Year 2003-04 (known as Year 14 in Annual Waste Reduction Plan parlance) 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.

The long-term goal of the AWRP is to reduce the amount of materials generated and disposed in the Metro watershed. Secondary goals include:

- Developing and implementing new, focused waste prevention and recycling programs aimed at the largest remaining waste substreams.
- Targeting special waste prevention and recycling areas for increased attention.
- Maintaining and increasing existing Metro and local government waste prevention and recycling programs.

Program effectiveness is measured by increased regional recovery in total and by RSWMP recommended practice (total tons and per capita tons recovered and disposed). Data used to determine effectiveness are derived from DEQ recovery and disposal data and the DEQ waste composition study. (See Appendix A for an overview of the performance measures for the Annual Waste Reduction Plan.)

Progress Overview

In 2003, the Region's solid waste prevention and recovery rate grew to approximately 57 percent; the combined Metro and local government waste reduction programs have played a pivotal role in achieving that success. This achievement, however, is tempered by the fact that waste generation in 2003 registered the largest annual jump (178,000 tons) since DEQ began recording data, or eight percent over 2002. Increased generation was affected by stronger economic conditions and recovery of paper, metal and wood, as well as some changes in DEQ allocation methodology.

Program-specific Highlights

The success or progress of the Annual Waste Reduction Program is measured by looking at two aspects of program performance: Accountability and effectiveness. In other words, whether a program's work elements are being undertaken and completed, and whether the outcome of those work elements reflects the desired outcome.

Foundation/Maintenance Support Grant Program

Per-capita grants have successfully helped local jurisdictions implement waste prevention and recycling activities within their jurisdictions, provide regular outreach to citizens and businesses, maintain waste reduction progress to-date, and participate in regional waste reduction work groups.

For the Region to reach its 62 percent recovery goal by 2005, curbside recycling collection programs need to recover 255,000 tons, an increase of 57,000 tons over the 2000 baseline. Program recovery data from Oregon Department of Environmental Quality allow Metro to track progress toward this goal. In 2003, Metro region curbside programs recovered 218,000 tons, or 93 percent of their target for that year. At this pace, and assuming generation continues to increase as projected, curbside recovery would fall 19,000 tons short of its 2005 goal.

Local governments provide a variety of information to Metro Waste Reduction staff in annual plans and annual reports. In addition to a full range of waste prevention and recycling activities, local governments provide specific outreach efforts, participate in one or more regional waste reduction planning groups, and submit solid waste and recycling budget information.

Targeted Competitive Grant Program

Due to the wide variety of projects undertaken, it is difficult to assess the grants with an overall measurement. Each grant is evaluated based on program criteria and individual performance goals established by the grant applicant. A complete report of the grants is provided in C.

Some highlights of the FY 2003-04 grants are as follows:

- Clackamas County purchased and installed two vermicomposting units (at LaSalle High School and Full Circle Community School). The Earth Tub composting unit installed last year at View Acres Elementary continues operation, and compost was used in new planter beds at the school.
- Clackamas County improved its event recycling program by placing permanent recycling bins at athletic fields and providing easy-to-transport mobile units for community events.
- The City of Gresham continues its GREAT Business Program, visiting an additional 26 businesses in the first quarter of the contract term and conducting presentations at business association meetings and forums.
- The City of Portland's project to secure business participation in food waste composting was delayed to coincide with Metro's process to obtain a composting contractor. Educational materials have been developed and the program will begin implementation in November 2004.
- The City of Portland and Portland State University held information fairs to businesses through property management firms, to develop partnerships and increase recycling in multi-tenant buildings. Nine fairs were held; four firms asked for additional services for their tenants.
- The City of Portland used grants for SCRAP and the ReBuilding Center to expand the operations capacity of those organizations.

Targeted grants have been a useful tool for innovation, but their contribution to long-term waste prevention and recovery progress is uncertain.

Waste Reduction Initiatives

All three Waste Reduction Initiative work groups met or exceeded their *accountability* benchmark of completing 90 percent of their annual work plans for FY 2003-04.

Some highlights of the *effectiveness* measures from each initiative are listed below. Complete assessments for each initiative are included in Appendix D.

- The organics waste reduction initiative has achieved its greatest success to-date in the diversion of edible food waste to food rescue agencies and the Region's hungry. In FY 2003-04, a study was conducted to determine the benefits and barriers to food donation by businesses. The results of that study were used to develop a peer-to-peer outreach program using the principles of Community-Based Social Marketing. The resulting "Fork it Over!" campaign was rolled out in June 2004 and early indicators point toward success. The Region is making steady progress in developing an all-food-waste composting facility to recover food waste unfit for human consumption. A Request for Proposals (RFP) to secure transportation and composting services for the Region was issued in April 2004; proposals from three qualified firms were received. If the process continues on schedule, the Region could have a commercial organic waste composting program by early 2005.

- The construction and demolition (C&D) waste reduction initiative work group surveyed construction and demolition contractors and found that they were planning recycling and salvage into their construction projects more often in FY 2003-04 than in FY 2002-03. The survey also reported higher awareness and use of Metro Toolkit publications than in previous years. In the area of market development, Metro awarded two grants totaling \$100,000 to increase the capacity to handle used building materials. A phone survey of the largest deconstruction contractors and used building materials retailers saw sales of 10,017 tons of used building materials in 2004, up 27 percent from the previous year. The materials have an estimated value of \$5 million. Metro distributed 8,000 toolkits on C&D recycling opportunities in the Region. The wood recovery rate of 72 percent remains one of the highest of all recovered materials. The 2002 recycling rates for gypsum wallboard at six percent and roofing 25 percent indicate infrastructure problems that need further review if the private sector does not respond.
- The commercial waste reduction initiative work group increased evaluations to businesses by more than one-third in FY 2003-04 over the previous fiscal year. Follow-up visits to businesses found that on average 80 percent of paper recycling recommendations were implemented and 60 percent of container recycling recommendations. By comparison, only about one-third of waste prevention practices and buy recycled recommendations were implemented by the time of the follow-up visit. It may take businesses longer to put these actions into practice. An evaluation of the regional outreach campaign to distribute paper recycling boxes found that businesses with boxes and direct assistance were five times more likely to report increases in paper recycling levels than those that received neither boxes nor visits. Commercial recovery for calendar year 2003 was ahead of target in part due to an additional 47,000 tons of scrap metal and 18,000 tons of scrap paper being recovered over 2002.

Appendices

A – Performance Measures Overview

B – Foundation/Maintenance Support Grant Program Performance Measurement

C – Targeted Competitive Grant Program Performance Measurement

D – Waste Reduction Initiatives Performance Measurement (Organics, Construction & Demolition, and Commercial)

E – Data Tables:

Table 1 – Progress Toward Revised RSWMP System Benchmarks in 2005

Table 2 – Progress in Meeting RSWMP Diversion Targets in 2005

Table 3 – Metro Recovery and Disposal 1995-2002, in Tons

F – Tons of New Recovery Needed to Meet 56 percent Goal for 2005

Appendix A
ANNUAL WASTE REDUCTION PLAN
Performance Measures Overview

Evaluation is built into all programs and projects managed and implemented in the Waste Reduction Division. In addition, several measures are built in to the budget. In recent months, new performance measures have been designed, developed and built in to the Partnership Plan for Waste Reduction specifically to address concerns brought forth during the plan review last fiscal year.

Staff’s goal for the new performance measures was to develop meaningful and appropriate quantitative monitoring techniques for each Partnership Plan category and sub-category. Meaningful and appropriate measures are defined as those which:

- Reflect specific objectives, program elements and outcomes.
- Provide data to assist in evaluating existing program elements and developing new program elements.
- Require a limited amount of resources to implement so that the cost of measurement does not exceed that of the programs themselves.

These overall and category-specific measures are listed in the tables that follow.

Overall Program Goals and Performance Measures

Long-term goal
<ul style="list-style-type: none"> • To reduce the amount of materials generated and disposed in the Metro watershed.
Secondary goals
<ul style="list-style-type: none"> • To develop and implement new, focused Metro and local government waste prevention and recycling programs aimed at the largest waste substreams via Waste Reduction Initiatives. • To target special waste prevention and recycling areas for increased attention via targeted competitive grants. • To maintain and increase existing Metro and local government waste prevention and recycling programs via foundation support grants.
Measurement (effectiveness)
<ul style="list-style-type: none"> • Increased regional recovery in total and by RSWMP recommended practice determined by total tons and per capita tons recovered and disposed. [DEQ recovery and disposal data; DEQ waste composition study (bi-annual); State-of-the-Plan Report.]

Each of the three sections in the Partnership Plan for Waste Reduction has an independent progress measurement and reporting scenario tied to the specific tasks involved. At the end of the fiscal year, 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.

**Performance Measures Overview
Program Breakdown**

Waste Reduction Initiatives				
Initiative	Objectives	Method	Measurement (accountability)	Measurement (effectiveness)
Organics	<ol style="list-style-type: none"> 1. Reduce the generation of organic wastes through waste prevention. 2. Recover an additional 43,000 tons of organics (as of 2003). 	<ol style="list-style-type: none"> 1. Increase donation of edible food to food rescue agencies. 2. Develop processing infrastructure for food waste. 	<ol style="list-style-type: none"> 1. Work group will complete 90% of its annual work plan. 	<ol style="list-style-type: none"> 1. Increased capacity for donation of edible food and increased levels of donation (increases reported by food rescue agencies). 2. Increased organics processing infrastructure (number of facilities and tons processed per facility).
C&D	<ol style="list-style-type: none"> 1. Reduce generation of C&D wastes through waste prevention. 2. Recover an additional 50,000 tons of C&D materials (as of 2003). 	<ol style="list-style-type: none"> 1. Increase salvage and deconstruction of usable building materials. 2. Increase source-separated recycling and post-collection recovery of C&D. 	<ol style="list-style-type: none"> 1. Work group will complete 90% of its annual work plan. 	<ol style="list-style-type: none"> 1. Increased salvage and deconstruction of C&D (reported by used building material infrastructure). 2. Increased recovery of C&D materials (determined by DEQ data, Metro facility reports, survey of contractors).
Commercial	<ol style="list-style-type: none"> 1. Reduce the generation of commercial wastes through waste prevention. 2. Recover an additional 27,000 tons of commercial materials (as of 2003). 	<ol style="list-style-type: none"> 1. Increase business waste prevention practices and diversion. 2. Increase opportunity to recover commercial materials. 	<ol style="list-style-type: none"> 1. Work group will complete 90% of its annual work plan. 	<ol style="list-style-type: none"> 1. Increased waste prevention activities in businesses via targeted projects (diversion, participation). 2. Increased technical assistance to businesses for waste prevention, recovery & buy recycled (baseline data and follow-up visits). 3. Increased recovery of commercially generated materials (DEQ data).

Targeted Competitive Grants

Objective	Method	Measurement (accountability)	Measurement (effectiveness)
1. Target RSWMP recommended practices and waste reduction initiative efforts not addressed in other program areas.	1. Targeted competitive grants.	1. Grant recipients will identify and undertake specific recycling or waste prevention projects (verified by progress and final reports by grant recipients that describe the planned and actual activities for each grant; annual report produced by REM staff summarizing results of all grants).	1. Each grant application and resulting scope of work will identify goals, objectives, activities, measurement and anticipated results. Data are submitted in a final report to Metro 30 days after project completion.

Foundation Support/Maintenance Programs

Objectives	Method	Measurement (accountability)	Measurement (effectiveness)
<ol style="list-style-type: none"> 1. Maintain and increase recovery through existing local government waste reduction and recycling programs. 2. Continue to ensure region is meeting (and exceeding) required state program elements for waste reduction and recycling programs. 3. Provide an incentive for local governments to participate in regional waste reduction planning activities. 	<ol style="list-style-type: none"> 1. Per-capita grant allocations to participating jurisdiction within the region. 	<p>To be provided in annual reports to Metro:</p> <ol style="list-style-type: none"> 1. Local governments will identify and undertake a specific curbside recycling outreach activity for an existing program. 2. Local government representatives will participate in at least one regional waste reduction planning group (larger jurisdictions will tend to participate in more than one group). 3. Local governments will provide jurisdictional solid waste and recycling budget information. 	<ol style="list-style-type: none"> 1. Maintained or increased curbside recovery (total tons per capita recovered and disposed as reported by DEQ recovery and disposal data annual report and bi-annual waste composition study).

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Appendix B
FOUNDATION/MAINTENANCE SUPPORT GRANT PROGRAM
Performance Measurement

Prepared by Steve Apotheker

Objectives

- To maintain and increase recovery through existing local government waste reduction and recycling programs.
- To provide an incentive for local governments to participate in regional waste reduction planning activities (Solid Waste Advisory Committee, Local Government Recycling Coordinator Group, Organics Waste Reduction Initiative Work Group, Commercial Waste Reduction Initiative Group, Construction & Demolition Work Group).
- To continue to ensure the Metro region is meeting (and exceeding) required state program elements for waste reduction and recycling programs.

Measurement (accountability)

- Local governments will identify and undertake a specific curbside recycling outreach activity for an existing local government program.
- Local government representatives will participate in at least one regional waste reduction planning group (larger jurisdictions will tend to participate in more than one group).
- Local governments will provide jurisdictional solid waste and recycling budget information.

Measurement (effectiveness)

- Maintain or increase curbside recycling recovery for the Region (total tons recovered and disposed).

Effectiveness

In 2003, curbside recycling collection in the Metro region collected 218,000 tons, which is more than any previous year and a 22 percent increase over 2002. According to data supplied by the Oregon Department of Environmental Quality (see Curbside Recycling in the Metro Region table), the main driver behind the improvement was a 30,000-ton jump in reported yard trimmings.

For several years, DEQ had used too low a conversion factor to convert hauler-reported yard trimming volumes to tons. The error was rectified in 2003 data, so that the real gain in yard trimmings that actually was primarily achieved during the previous two years was attributed to one year.

The gains in yard trimming recovery are due in part to program factors, such as more haulers providing large roll carts, and Beaverton changing from collection every-other-week to weekly collection.

Recyclable paper and containers in 2003 increased by 9,000 tons over 2002, a modest eight percent increase; however, 2003 collection of recyclable paper and containers was still 6,500 tons less than the all-time high of 127,000 tons registered in 2000, which was the first full year of the Region-wide commingling program.

A fall-off in recovered recyclables from the 2000 peak can be explained by two factors. The most important factor is that less paper was being generated due to the economic recession, which didn't bottom out until mid-2003. Another contributing factor was reduced outreach efforts by Metro and local governments.

In 2000, residential paper generation was 145,000 tons, but it fell 12 percent by 2002, to 128,000 tons. At the same time, the recovery rate for the grades of paper that could be set out for curbside (e.g., newspaper, cardboard, mixed scrap paper) declined from 74 percent in 2000 to 71 percent in 2002. During this period, recovery of those paper grades dropped 15,000 tons, from 107,000 tons to 92,000 tons. Using scenario analysis, one can determine that decreased generation accounted for about 80 percent of the decline, with the lower recovery rate contributing to the balance of the drop.

During this period, both Metro and local governments conducted less outreach to households. For example, at the beginning of 2000, Metro ran a regional media campaign announcing commingling of paper and other recyclables. In 2000, local governments sent special mailings to households to explain how commingling was going to work, in addition to semi-annual regular newsletters. By 2002 and 2003, some local governments had reduced their contacts with households to an annual newsletter and no regional outreach campaign was conducted.

With the recession bottoming out in 2003 and starting to make a recovery in the last half of the year, it is likely that available recyclable paper began to increase in 2003, which could explain part of the 12,000-ton increase in paper over 2002. At the same time that recovered paper was increasing, recovery of commingled containers was decreasing, down more than 2,000 tons from 2002 to 2003. One factor for these opposing trends is that commingled recyclable containers are remaining in the scrap paper, because sorters at the materials recovery facility (MRF) are not able to remove them successfully. For the same reason, more prohibitive materials are ending up in the scrap paper, whereas previously haulers would have rejected them at the time of collection.

Metro staff have conducted sampling at MRFs and found that about three percent of market-ready newspaper consists of recyclable containers and prohibitive materials, which translates into about 2,000 tons evenly split between containers and prohibitive material. Although households appreciate the convenience of commingling and set out more materials, the MRFs are still learning how to sort out this commingled stream effectively.

As a result of Metro's field study of MRF processing curbside material, MRFs are increasing the number of sorters or slowing their conveyor belts to sort more effectively. Also, Metro and local governments are looking at some media campaigns and outreach programs that will focus on increasing awareness about prohibitive materials and give households proper instructions on how to set out glass so MRFs can be more efficient. In addition, DEQ has increased its review of MRF operations, in the process discovering that in early 2004, one MRF had landfilled hundreds of tons of containers in 2003 that it had sorted out from curbside mix it handled.

A 2004 Metro household telephone survey suggested no significant differences between jurisdictions for household participation in curbside recycling, which averaged about 95 percent for all respondents. However, households in Clackamas and Washington counties (not including Beaverton) were more than twice as likely not to have signed up for curbside garbage and recycling service as households in Multnomah County and Beaverton – nine percent to four percent, respectively. Ostensibly, this difference is explained by greater numbers of rural households who self haul in these two counties.

However, there could still be differences between local governments in program *effectiveness* as illustrated by recovery rates. Differences in effectiveness could be affected by the frequency and content of outreach efforts. Local government curbside recycling rates will be examined in future reports to look for these differences.

The Regional Solid Waste Management Plan assumes that curbside programs will recover 255,000 tons by 2005. As of 2003, recovery from this program was at 93 percent of its target for that year (see Appendix D, Table 1), which, if recovered at the same pace, would mean a shortfall of about 19,000 tons by 2005. Preliminary 2004 curbside data indicate that the pace of recovery will likely continue to increase for that year due to several factors, such as:

- Roll-carts being provided for recyclables by several haulers.
- More Bottle Bill containers being set out for recycling rather than being redeemed at stores.
- More recyclable paper available due to rebounding economy.
- Continued gains in yard trimmings tonnage.

Increasingly important challenges are the need to have multi-lingual newsletters and brochures because of the increasing percentage of non-English speaking households served by curbside programs, and the increasing net number of households which will move into the Region as the economy improves.

Curbside Recycling in the Metro Region from 1998 to 2003, in tons								
Curbside	1998	1999	2000	2001	2002	2003	Change 2002 - 03	Percent Increase
Recycling	96,667	104,923	127,107	98,226	111,581	120,664	9,083	8%
Yard debris	64,002	63,947	71,595	77,307	67,335	97,653	30,318	45%
Total Recovery	160,669	168,871	198,701	175,534	178,916	218,317	39,401	22%
Disposal	243,710	NA	224,534	NA	251,332	NA		
Generation	404,379	NA	423,236	NA	430,247	NA		

NA = Not available.

Source: Oregon Department of Environmental Quality, December 2004.

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APPENDIX B, continued
ACCOUNTABILITY

Jurisdiction	Curbside Outreach Activity	Work Group Participation	Total Solid Waste & Recycling Budget (Metro share)
Beaverton	<ul style="list-style-type: none"> ▪ The City emphasized the proper collection of glass at curbside via the City newsletter, City web site and discussions at Mayor’s picnics. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Commercial Work Group (CTAP) ▪ Regional Solid Waste Directors 	\$226,520 (14.8%)
Clackamas County*	<ul style="list-style-type: none"> ▪ <i>Trash Talk</i> mailer sent to all 159,267 residential households in Fall 2003 and 159,417 in Spring 2004. ▪ Articles in cooperative cities’ newsletters. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Organics Work Group ▪ Commercial Work Group ▪ C&D Work Group ▪ Solid Waste Advisory Committee ▪ Dry Waste Subcommittee 	\$1,171,363 (11%)
Fairview	<ul style="list-style-type: none"> ▪ Coordinated with hauler to distribute curbside recycling packets to all residents on a neighborhood-by-neighborhood basis (5,000 packets distributed). Packets contained information on recycling, home composting and yard debris programs. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Commercial Work Group 	\$12,163 (30%)

*Within the county urban services boundary and cities of Oregon City, Gladstone, West Linn, Sandy, Molalla, Happy Valley and Lake Oswego.

Jurisdiction	Curbside Outreach Activity	Work Group Participation	Solid Waste & Recycling Budget
Gresham**	<ul style="list-style-type: none"> ▪ <i>News to Reuse</i> recycling information publication mailed to 38,000 single- and multi-family residences in Gresham and Wood Village in November 2003 and April 2004. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Organics Work Group ▪ Commercial Work Group ▪ Solid Waste Advisory Committee ▪ Compost bin sale planning ▪ Oregon Green Schools ▪ Waste Reduction Educators Committee 	\$460,833 (9%)
Milwaukie	<ul style="list-style-type: none"> ▪ <i>Trash Talk</i> distributed to all residents October 2003, April 2004. ▪ Curbside services flyer distributed at public events such as Milwaukie Festival Daze and Clackamas County Fair. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ C&D Work Group 	\$63,771 (14%)
Portland	<ul style="list-style-type: none"> ▪ <i>Curbsider</i> distributed to all 132,000 households in December 2003 and August 2004. ▪ Yard debris calendar distributed to all households in March 2004 contains recycling and yard debris information. ▪ Outreach program to non-English speaking residents. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Commercial Work Group ▪ Organics Work Group ▪ C&D Work Group ▪ Solid Waste Advisory Committee 	\$3,193,093 (7.5%)
Troutdale	<ul style="list-style-type: none"> ▪ Fall rate mailing in October 2003 to all residents contained waste prevention and recycling information. ▪ <i>The Troutdale Spring Recycler</i> mailed to all residents in April 2004 with information on recycling, waste prevention and buy recycled. ▪ <i>The Troutdale Champion</i> city newsletter is mailed six times per year to all residents and includes waste reduction information. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ C&D Work Group 	\$32,557 (19%)
Washington County ***	<ul style="list-style-type: none"> ▪ <i>The WasteLine</i> newsletter with recycling preparation information mailed to all 168,762 residents in December 2003 (3,000 were also distributed via libraries and other venues). Normally, the newsletter is mailed twice a year, but the spring newsletter was not mailed. ▪ Haulers distributed 40,000 notices of improper glass preparation in four languages. 	<ul style="list-style-type: none"> ▪ Local Government Recycling Coordinators ▪ Commercial Work Group ▪ Organics Work Group ▪ C&D Work Group ▪ Solid Waste Advisory Committee 	\$991,176 (17.6%)

** Includes the City of Wood Village.

*** Within the county urban services boundary and the cities of Hillsboro, Tigard, Tualatin, Forest Grove, Cornelius, Wilsonville, Sherwood, King City, North Plains, Durham and Banks.

Appendix C
TARGETED COMPETITIVE GRANT PROGRAM
Performance Measurement

Prepared by Jennifer Erickson

Background

The Regional Solid Waste Management Plan (RSWMP) and State of the Plan Report emphasize the need for comprehensive commercial, organics and C&D waste reduction and recycling programs for the Region to reach its recovery goals. Outreach and education, waste prevention, recovery infrastructure improvements and the provision of appropriate collection services to these sectors are key elements to increasing recycling and recovery. The competitive grant program is designed to supplement the baseline funding available through the Annual Waste Reduction Plan. These grants are intended to assist local jurisdictions and their partners in targeting the RSWMP waste reduction practices for which local governments are primarily responsible, and to look for creative methods of addressing solid waste issues.

Area of Focus

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

- 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 that is not being addressed through Annual Waste Reduction Plan programs or other means. Alternative programs must also demonstrate that they contribute to meeting RSWMP goals.

The areas of focus for FY 2003-04 were waste reduction and recycling programs or initiatives that:

- 1) Bolster efforts in the organics, construction & demolition debris, and commercial sectors;
- 2) Are not otherwise funded or supported; and
- 3) Are innovative.

Eligibility Criteria and Reporting Requirements

This grant program is designed primarily for local governments, but is also open to school districts and non-governmental organizations partnered with local governments. Partnerships are strongly encouraged. Historically, the majority of the funds have gone to local governments and public school districts.

Applications must identify the specific practices of the RSWMP to which the funds will be applied, must demonstrate clear benefits to the Metro region, and describe how project results would be transferable to other jurisdictions. Applicants are required to provide a 50% match to funds requested. This match may be dollars, in-kind services or a combination of both.

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. Metro staff evaluates applications, and greater weight is given to proposals that begin to move up the hierarchy from recycling to waste prevention.

Interim reports are due to Metro within 90 days of agreement execution, and a final report is due 30 days after the completion of the project. Reports must demonstrate how the project has met the stated criteria and the impacts the project has had on the prevention, recycling and recovery of waste.

Applications and Awards

The following table illustrates the applicants, projects and funds awarded during the fiscal year 2003-04 grant cycle.

APPLICANT AND PARTNERS	PROJECT	AMOUNT REQUESTED	AMOUNT GRANTED
Clackamas County, Clackamas County Refuse and Recycling Assn., LaSalle High School, local cities, City of Milwaukie, Full Circle Countryside School.	<ol style="list-style-type: none"> 1. Vermicomposting at schools. 2. Scanning/imaging of development proposals submitted to the County. 3. Promotion campaign for Supply Our Schools program. 4. Event recycling. 5. Recycleman and the Dumpster Divers presentations (not funded). 	\$43,817	\$40,817
City of Portland and Portland State University	Targeted recycling and waste prevention information fairs for businesses.	\$4,000	\$4,000
City of Portland	Training for commercial food waste separation/composting program.	\$70,000	\$56,000
City of Portland	Extend/enhance N/NE business community recycling outreach.	\$20,000	0
City of Portland and SCRAP	Relocation and expansion of SCRAP.	\$17,500	\$2,500
City of Portland and The ReBuilding Center	Expand ReBuilding Center's site to increase capacity and quality of goods.	\$200,000	\$54,773
City of Gresham and East County Haulers Assn.	Implement organic waste collection system.	\$31,910	*\$26,910
City of Gresham and Center for Advanced Learning	Green building resource center.	\$9,608	0
City of Gresham and City of Wood Village	Expand and enhance GREAT business program.	\$32,000	\$25,000
TOTAL		\$428,835	\$210,000

*This project was canceled because it being premature. \$3,830 was re-allocated for organic waste characterization studies performed for Gresham by Portland State University.

Grant Program Results

The following tables provide data and information on the intent and actual results of the grant-funded programs for 2003-04.

CLACKAMAS COUNTY with Clackamas County Refuse and Recycling Assn., LaSalle High School, local cities, City of Milwaukie, Full Circle Countryside School				
1. Vermicomposting and in-vessel composting at schools.				
Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Divert inedible food from the waste stream through on-site management. 	<ul style="list-style-type: none"> ▪ Process the on-site food waste stream from the schools. ▪ Educate students and staff about the value of composting and alternatives to disposal of both edible and inedible food. 	<ul style="list-style-type: none"> ▪ Two BioStack units will be placed at LaSalle High, with a student population of about 650, grades 9-12. ▪ One unit will be at Full Circle Comm. School in Carver, a private school of about 100 students, grades K-8. ▪ Both schools have teachers that will integrate the systems into their curriculum. ▪ LaSalle students will be working with elementary age students at Christ the King and Lot Whitcomb Schools on environmental issues and will present this process to them. ▪ Full Circle will build the use of the system into the organic garden that it is developing at the school. ▪ View Acres will build raised beds and incorporate the finished compost from its in-vessel system. 	<ul style="list-style-type: none"> ▪ The volume of food waste diverted will be measured, including any edible food that is donated. ▪ The volume of finished material will also be measured. ▪ Track the ease of use of the units, any barriers that arise, acceptability by staff and students, and the integration of the project into the curriculum. ▪ The finished material will be used in the raised bed garden at Full Circle School. LaSalle has not yet determined the use of the finished product at its site. 	<ul style="list-style-type: none"> ▪ Temporary employee hired to assist with project implementation. ▪ BioStack units purchased and put in place. ▪ LaSalle High diverted 570 lbs. of food waste during the 5 months of the school year it was operating. ▪ Full Circle diverted 61 lbs. of food waste (all from home-packed lunches of 100 students). ▪ Earth Tub has processed 5,761 lbs. of food over the school year. Solid waste has been reduced. ▪ Compost from Earth Tub at View Acres harvested and used in new planter beds. ▪ Some delays were experienced resulting from staff changes and equipment malfunctions. Earth Tub was repaired twice and would not be recommended for use at other schools.

2. Scanning/imaging of development proposals submitted to the County

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Allow for the scanning and distribution of electronic images of large documents such as maps, partitions, plats, etc., and supporting documentation dealing with development and zoning applications. 	<ul style="list-style-type: none"> ▪ Reduce paper flow internally as well as decrease the number of copies required to be submitted by the public. 	<ul style="list-style-type: none"> ▪ Scanner has been purchased, along with a small scanner. ▪ Assure project is fully implemented. Reduce the use of paper and move County to a waste prevention mode. ▪ Project initiative will begin in the Planning department for the capture and distribution of land use agreements, in particular the Temporary Permits, Home Occupation Permits, and Partition Plat Reviews. ▪ Includes the use of the large and small document scanners along with the Application Xtender Imaging Software and the Permits Plus workflow and permitting system. 	<ul style="list-style-type: none"> ▪ Required staffing time to be monitored to see if in the long term the reduction in copying of paper documents allows for current staff to scan documents. ▪ Staff will track the need to print copies to document submissions or to provide to other agencies and citizen groups. ▪ The decrease in paper generated internally as well as externally will be tracked. ▪ Issues with outside agencies, and applicants ability to use electronic copies of documents will be researched. 	<ul style="list-style-type: none"> ▪ Integra Information Technologies contracted to develop software and assist staff in implementing the electronic system. ▪ Training and discussion meetings held with all concerned parties. ▪ First live test scheduled for July 2004.

3. Promotion campaign for Supply Our Schools program

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Make both school staff and business people aware of the SOS web site. 	<ul style="list-style-type: none"> ▪ Once awareness built, encourage businesses and schools to log on and use the site. 	<ul style="list-style-type: none"> ▪ Campaign to include ads in Chamber newsletters and local newspapers. ▪ Create a poster designed for distribution and posting in the 132 schools in the County. ▪ New color brochures printed for distribution to businesses. ▪ Colorful key chains made from recycled bicycle chain with the web site address engraved. ▪ Presentations to staff of both schools and businesses, and displays at events attended by large groups of businesses and/or school staff. 	<ul style="list-style-type: none"> ▪ Track web site visits and exchanges after the various outreach efforts. ▪ Reporting systems are built into the web site. ▪ Survey listing businesses and schools in an effort to determine if large numbers of “outside exchanges” take place once relationships between specific businesses and schools have been made. 	<ul style="list-style-type: none"> ▪ 500 brochures printed and distributed at Chamber and other business events. ▪ Ads placed in Chamber directories. ▪ SOS web site updated. ▪ Posters to be delivered for use in school staff areas. ▪ Short video being produced to be shown on County cable channel and chamber events. ▪ Promotional giveaway items have been purchased. ▪ Chamber ads have drawn some calls to the County. ▪ Promotion did not begin until Fall 2004, so results are pending.

4. Event recycling

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Increase beverage container recycling at public events. 	<ul style="list-style-type: none"> ▪ Provide recycling at a minimum of six local events throughout the County. ▪ Test the use of the same collection containers at high school football and other athletic events during the school year. 	<ul style="list-style-type: none"> ▪ Purchase 30 “Link A Bag” event collection containers. ▪ Contract to place and monitor the collection containers, work with event coordinators to plan for recycling, and staff any information booths. ▪ Conduct outreach to local high schools to encourage placement of these same event collection containers at their athletic fields during the school year. 	<ul style="list-style-type: none"> ▪ Track the volume of recyclables collected, recyclables still in the trash, and contamination issues. ▪ Surveys of event coordinators and school contacts would provide feedback on the ease of use of the system and provide insight as to ways to make recycling a “given” at public events. 	<ul style="list-style-type: none"> ▪ 50 collection containers were purchased, 20 more as demand increased. ▪ English and Spanish language decals were provided. ▪ Milwaukie purchased 10 collection containers. ▪ Outdoor permanent collection containers placed in athletic fields at one high school and in another high school cafeteria. ▪ Collection containers were used at 28 separate events. The equivalent of more than 5,000 gallons of containers were collected for recycling. ▪ Collection containers and program well-received by event coordinators. Easy to set up and take down. ▪ 20 collection containers placed at Clackamas High cafeteria. Program was successful with minimal contamination and good recovery. Life Skills students did sorting of deposit from non-deposit containers. Collection could be optimized with an additional 6 to 8 collection containers. ▪ Lakeridge High School placed permanent collection containers in athletic venues and noticed a marked reduction in litter and increased recycling volumes. ▪ Volumes increased to the point of hauler needing to supply additional rollcars. ▪ Lakeridge requested containers for the cafeteria in the Fall. City parks department saw containers and requested them for summer parks events.

CITY OF PORTLAND with Portland State University

Establish relationships with property managers and tenants in multi-tenant properties in the City of Portland by coordinating Information Fairs.

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Develop improved relationships with property managers/firms. ▪ Gain additional access to multi-tenant buildings for provision of waste evaluation services (CTAP). ▪ Increase distribution of CTAP-related resources. ▪ Increase knowledge and practice of recycling, waste prevention, and buying recycled . 	<ul style="list-style-type: none"> ▪ Hold 10 Information Fairs. ▪ Distribute 500 deskside boxes. ▪ Conduct 10 CTAP evaluations. ▪ Develop presentation materials and resources. ▪ Develop relationships with additional property management firms. 	<ul style="list-style-type: none"> ▪ Developed presentation materials/resources ▪ Held Info Fairs. ▪ Distributed resources. ▪ Contacted property management firms. ▪ Staffed Info Fairs. ▪ Provided follow-up CTAP service delivery. 	<ul style="list-style-type: none"> ▪ Number of fairs held. ▪ Number of boxes distributed. ▪ Number of property management firms that participated in project. ▪ Number of Individual CTAP evaluations conducted. 	<ul style="list-style-type: none"> ▪ 9 Info Fairs held. ▪ 156 boxes distributed. ▪ 7 firms participated. ▪ 4 property management firms requested additional CTAP services. ▪ 5 individual businesses were evaluated through CTAP.

CITY OF PORTLAND

Develop and implement outreach and training component of the voluntary commercial food waste composting program for the City of Portland.

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Secure business participation in voluntary food composting program. ▪ Maximize food waste diversion by providing technical assistance to participating businesses. 	<ul style="list-style-type: none"> ▪ Develop recruitment strategy and materials to promote program to target generators. ▪ Coordinate business recruitment and participation with commercial haulers. ▪ Develop technical assistance strategy and materials for food collection systems and employee training. 	<ul style="list-style-type: none"> ▪ Marketing and graphic design firm hired to develop promotional materials. ▪ Program brochure currently under development. ▪ RFP issued for recruitment and training contractors. ▪ Coordination with Fork it Over food donation campaign for cross-marketing of programs. ▪ Meetings scheduled with commercial haulers to develop recruitment and referral protocols. 	<ul style="list-style-type: none"> ▪ N/A: Further implementation of the grant-funded activities depends on pending contract negotiations between Metro and compost facility. 	<ul style="list-style-type: none"> ▪ N/A: Further implementation of the grant-funded activities depends on pending contract negotiations between Metro and compost facility.

CITY OF PORTLAND with SCRAP

Relocation and expansion of SCRAP

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Increase the region's capacity for diversion of reusable materials. 	<ul style="list-style-type: none"> ▪ Provide funding to SCRAP to help it improve and move into a new larger location in N. Portland. 	<ul style="list-style-type: none"> ▪ Acquire, remodel and customize new space to accommodate reuse and facility operations. 	<ul style="list-style-type: none"> ▪ Level of completion of the project/move. ▪ The number of tons of used materials received and sold during the reporting period, and the total sales volume in dollars both before and after the move. 	<ul style="list-style-type: none"> ▪ Move completed in February 2004. ▪ 37 tons of material received and \$38,357 sales volume.

CITY OF PORTLAND with the ReBuilding Center

Expand ReBuilding Center's site to increase capacity and quality of goods.

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Increase the region's used building material diversion capacity. 	<ul style="list-style-type: none"> ▪ Provide funding to The ReBuilding Center of Our United Villages to help it implement a \$2,000,000 capitol improvement project at its N. Portland building 	<ul style="list-style-type: none"> ▪ Build 28,000 square feet of new covered outdoor space to retail used building materials. 	<ul style="list-style-type: none"> ▪ Level of completion of the project/move. ▪ The number of tons of used materials received and sold during the reporting period and the total sales volume in dollars both before and after the move. 	<ul style="list-style-type: none"> ▪ Project is 30% complete. ▪ Because the construction was not started until September 2004, the grant contract and reporting requirements were extended into FY 2004-05.

CITY OF GRESHAM with Portland State University

GREAT Business Program

Goals	Objectives	Activities	Measurement	Results
<ul style="list-style-type: none"> ▪ Increase the number and effectiveness of waste reduction practices in specific businesses, as well as increase diversion of recyclables and purchases of recycled products. 	<ul style="list-style-type: none"> ▪ Provide on-site waste reduction, recycling, and buy recycled assistance to businesses through an effective multimedia resource efficiency program called GREAT Businesses. ▪ Use Community-Based Social Marketing techniques by providing hands-on assistance and recommendations that can be immediately implemented and resources that can help businesses overcome implementation barriers. 	<ul style="list-style-type: none"> ▪ Each business will receive an initial on-site visit from Portland State University’s Community Environmental Services program. ▪ Educate the owner/manager about waste reduction, recycling and buying recycled products, and how they relate to the business’ operations. ▪ The business owner/manager will be asked to make a commitment to implement three specific recommendations and be provided with a list of additional potential actions that could be taken. 	<ul style="list-style-type: none"> ▪ Scheduled follow-ups will be made at two weeks, six months, and annually thereafter to evaluate the status of implemented recommendations and to provide support for additional actions. ▪ Additional contacts through e-mails and gatherings of business participants will further solidify the partnerships and commitment of businesses to maintaining positive operational changes. 	<ul style="list-style-type: none"> ▪ Only interim results available (program contract term expires 12/31/04). ▪ 26 businesses visited between February & April. ▪ Seven businesses re-certified and two new businesses certified. ▪ Distributed 30 deskside and 50 centralized recycling collection containers, one faucet aerator, 5 low-flow toilet rebate kits, and one Construction Toolkit. ▪ Presentations made at chambers of commerce and Rockwood business forum; mailer produced and distributed to all businesses.

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Appendix D
WASTE REDUCTION INITIATIVES
Performance Measurement

ORGANICS
Prepared by Jennifer Erickson

EFFECTIVENESS

Increased capacity for donation of edible food and increased levels of donation

An assessment of the Barriers and Benefits to Food Donation was conducted in 2003, and an outreach program was designed to address the specific results of the study (Fork it Over!) was developed and initially rolled out in June 2004. The goal is to focus outreach to businesses and to ensure that the message and the means of message delivery are effective and targeted to the specific concerns of the business community.

- Since 1999, \$780,000 in grants have been awarded to food rescue agencies for the purchase of trucks, refrigerators and freezers to enable the increased recovery of perishable prepared foods. There was no food donation infrastructure development grant program in FY 2003-04, but partial funding was restored for FY 2004-05.
- For every \$1 in Metro funds, food rescue agencies benefited by \$31.
- Food rescue agencies increased the amount of food they collected and redistributed.
- Metro food donation web page continues to have increased hits.
- A full assessment of the impacts of the new Fork it Over! outreach campaign will be prepared for the FY 2004-05 Performance Measures Report.

Increased organics processing infrastructure

- Metro and the City of Portland cooperatively developed a \$1 million grant program to assist with infrastructure development and the capital costs of establishing a facility in FY 2002-03. Due to significant questions regarding the methods of contracting and procurement, this grant was recalled and a formal Request for Proposals (RFP) was issued in April 2004.
- The RFP was sent to more than 60 firms and Metro received three responsive proposals. A proposal review committee, including representatives from the composting industry, hauling industry, affected businesses and governments, was convened in June. A decision is expected by Fall 2004.
- In FY 2002-03, staff prepared preliminary rate information, data and methodology for later review by the Metro Rate Review Committee on a proposed rate for compostable organic wastes delivered to Metro Central Station for composting. Once the proposal review process is complete, this methodology will be used to present an organics rate to the Metro Council for consideration.
- According to DEQ recovery data for 2003, the Metro region has increased food waste recovery from 11,958 tons in 2002 to 12,074 tons in 2003. These numbers do not include edible food recovered for food rescue agencies.

ACCOUNTABILITY

Goal: Work group will complete 90% of its annual work plan. **Actual:** Work group completed 92% of its annual work plan.

WORK PLAN TASK	COMPLETION STATUS
<u>TRACK 1</u>	
A.1.) Research, development, assessment: <ul style="list-style-type: none"> ▪ Identify barriers to increased waste prevention. ▪ Develop examples of industry practices that encourage waste prevention. ▪ Implement barrier reduction program. 	<u>Complete.</u> This task was combined with task B.3. below for implementation.
A.2.) Grants for waste prevention programs <ul style="list-style-type: none"> ▪ Grants will provide the means to enable implementation of model waste prevention practices at food businesses (e.g., offer vs. serve, less-wasteful display methods, reusable shipping containers, etc.) 	<u>Not implemented.</u> It was determined that this project would not have the impact anticipated. Therefore, funds were reallocated to two projects: 1) support of the Oregon Food Bank’s Fresh Alliance program, which seeks to recover perishable foods from large grocery stores; and 2) a study to determine the impacts of residential food waste collection on the region’s existing yard debris composting industry.
A.3.) Continue focused outreach and education on waste prevention coupled with on-site assistance.	<u>Complete/ongoing.</u> Metro and local government staff have provided a wide range of outreach to food businesses on waste prevention coupled with food donation strategies including web sites, brochures, newsletter articles, newspaper ads and articles, and displays. Metro staff teaches classes every six weeks at Western Culinary Institute (Cordon Bleu). The new <i>Fork it Over!</i> program includes on-site assistance provided by local government waste evaluation staff.
B.1.) Enhance donation infrastructure and build capacity.	<u>N/A for FY 2003-04.</u> No funds were budgeted for this task during this fiscal year. A small grant, using available funds reallocated from task A.2., was given to Oregon Food Bank to assist with the Fresh Alliance food recovery program.
B.2.) Create network to assess outreach and coordinate messages, identify areas of further coordination and Metro’s role in the edible food recovery system (coordinate with Council of Food Industry Presidents, Chefs’ Collaborative and other existing groups).	<u>Complete/ongoing:</u> Metro staff serves on committees including Coalition for a Livable Future’s Food Access Committee, the Portland Multnomah County Food Policy Council, Oregon Food Bank and others to coordinate messages and link with other efforts.
B.3.) Research and development: Identify the barriers and benefits to food donation: <ul style="list-style-type: none"> ▪ Rigorous study/survey to identify true barriers, convene focus groups within food industry, develop barrier reduction strategies, pilot them. 	<u>Complete:</u> A comprehensive study of the barriers and benefits to food waste prevention and donation behaviors was completed in the 02-03 fiscal year; the final report was completed in Fall 2003. Recommendations are being implemented via the <i>Fork it Over!</i> multimedia outreach program, with implementation begun on June 28, 2004.

WORK PLAN TASK	COMPLETION STATUS
<u>TRACK 1</u>	
B.4.) Education and outreach: Based on the findings of the barrier identification research, educate targeted businesses about all aspects of food donation in coordination with charitable agencies (utilize community-based social marketing principles).	<u>Complete/ongoing:</u> New <i>Fork it Over!</i> program materials were developed and printed, including brochures, posters and static window stickers. New Fork it Over! URL developed (www.forkitover.org) and added to the Metro web site. Extensive outreach to professional organizations and efforts to promote program on a peer-to-peer basis were implemented. (Complete results will be available for the 2004-05 report.)
B.5.) Community involvement: Provide support and assistance to organizations and associations involved in developing sustainable food systems in the region.	<u>Complete/ongoing:</u> Metro staff are actively involved with the development of the Portland/Multnomah Food Policy Council, as well as serving as a member of Coalition for a Livable Future's Community Food Matters.
C. 1.) Continue to monitor and assess the potential for diversion of food waste to animal feed markets in light of new federal and state regulations for the feeding of food wastes to cattle and hogs.	<u>Complete/ongoing:</u> Despite changes in laws regarding feed additives, the region has been able to connect food manufacturers with animal feed operations and dairy/hog farms on a case-by-case basis to divert food from the landfill.
<u>TRACK 2</u>	
A.1) Develop specific educational materials focused on generator types, geographic area, hauler equipment, and end-use of materials collected.	<u>Complete:</u> In partnership with the City of Portland (which will be first to roll out a commercial organics collection program), materials have been drafted pending the availability of processing infrastructure. Metro has dedicated funds to assist with development and printing.
B.1.) Work with haulers and businesses to determine feasible organics collection routes throughout the region.	<u>Partially complete:</u> Metro provided funding for an organics rate review/cost of service study for the franchised areas of the region; the study will be completed in the 2004-05 fiscal year. The City of Portland is completing a separate cost of service study in 2004 for its non-franchised system. Due to delays in the implementation of a food waste collection and processing system for the region, determination of routes and associated costs of collection programs is behind schedule.)
B.3.) Assist with implementation of organic waste collection programs. <ul style="list-style-type: none"> ▪ Develop and provide appropriate outreach and educational materials and services. ▪ Provide staff assistance for program roll out, education, on-site assistance/orientation. 	<u>Complete:</u> In partnership with the City of Portland (which will be first to roll out a commercial organics collection program), materials have been drafted pending the availability of processing infrastructure. Metro has dedicated funds to assist with development and printing as well as staff time to assist with implementation. Portland expects to contract with a consultant to provide the bulk of the recruitment and outreach.
B.4.) Residential food waste management program development.	<u>Partially complete:</u> Study commissioned to assess the impacts of a combined residential food waste/yard debris collection program on the existing yard debris system in the region. Economic impacts, environmental impacts and feasibility examined. Final report to be completed October 2004. (Funding for study came from item A.2.) Regional policy and future actions will be developed in 2004-05, based on the results of the study.

Appendix D, continued
WASTE REDUCTION INITIATIVES

CONSTRUCTION AND DEMOLITION

Prepared by Bryce Jacobson

EFFECTIVENESS

Increased salvage and deconstruction of C&D by used building material facilities

- In FY 2003-04, Metro created a one-time grant program to assist with the development of the used building material reclamation infrastructure. Staff administered a competitive process to select grant recipients and developed the contracts to distribute \$85,000 to The ReBuilding Center and \$15,000 to the Habitat for Humanity ReStore.
- A phone survey of the deconstruction contractors and used building material retailers operating in 2004 was completed in March 2005:

Key findings:

- The number of firms surveyed increased from 20 in 2003 to 24 for 2004.
- Overall measured regional salvage tonnage increased 27 percent, from 7,339 tons in CY 2003 to 10,017 tons in CY 2004. Four firms accounted for 55 percent of the 2004 salvage volume.
- The 2004 salvage had an estimated value of \$5.0 million, or an average of almost \$500 per ton.
- The majority of building materials salvaged were residential, including, but not limited to windows, doors, millwork, architectural ornamentation, lumber, plywood, flooring, cabinets, structural steel sold for reuse, plumbing and electrical fixtures, whole cleaned and stacked red brick for reuse, factory seconds, returned or misordered building materials, building materials generated by the closure of a building material store, and other previously used building materials that are bound for reuse markets. This definition excludes rubble, sand and dirt, organics, metal piping, steel and other materials bound for scrap/recycling markets.

Increased recovery of C&D materials

- DEQ data for C&D materials indicated recovery of 276,418 tons in 2003, which represented an increase of 15,000 tons from the previous year. The four primary C&D materials registered increases over 2002 recovery: asphalt roofing, up 133 percent; brick, up 33 percent; gypsum wallboard, up 5 percent; and wood, up 7 percent.

These increases obscure the weakness in several of these markets. The gypsum wallboard recycling rate of 6 percent in 2002 showed no substantial improvement in 2003 in 2003. Were it not for a recalculation by DEQ, recovery of post-consumer wood would have declined. This downward trend in wood waste recovery was and is occurring statewide; in fact, in 2004, Metro helped plan and presented at a statewide scrap wood forum on deteriorating supply and demand dynamics organized by the Association of Oregon Recyclers.

- Metro transfer stations reported a total recovery of 26,073 tons in 2003, an increase of three percent over the previous year. Other mixed solid waste sorting facilities reported recovery of 84,359 tons in 2003, an increase of 17% from the previous year. It is estimated that the majority of the recovery from Metro transfer stations and mixed solid waste sorting facilities is from construction and demolition materials.
- A phone survey of construction industry association members was conducted in May 2004 and compared to similar surveys done in 2002 and 2003. The purpose of the survey was to measure recycling attitudes and behavior among members of these groups in the wake of Metro's communication efforts targeted at industry associations. Compared to the response gathered in the baseline study, the 2004 survey data show that the respondents remained favorably disposed to recycling and salvage, reported increased recycling activity for some materials, continue to use Metro Toolkit information for help in making C&D recycling decisions, and reported that they are implementing one of the key recommendations in this project, i.e., planning for recycling and salvage before the start of construction.

ACCOUNTABILITY

Goal: Work group will complete 90% of its annual work plan.

Actual: Group completed 100% of its annual work plan.

WORK PLAN TASK	<u>COMPLETION STATUS</u>
<u>TRACK 1 WASTE PREVENTION</u>	
<p>1. A.1.) Develop and implement three-year waste prevention and recycling education program for construction industry.</p>	<p>Complete/ongoing.</p> <p>The C&D work group hired a contractor to implement the second year of this three-year program. Scope of work emphasized partnerships with construction industry associations, taking advantage of earned media and the distribution of the Metro Toolkits.</p> <p>Highlights included:</p> <ol style="list-style-type: none"> 1. Formed partnerships with five industry associations (Associated General Contractors, Associated Builders & Contractors, Home Builders Association, Oregon Remodelers Association, Construction Specification Institute). <ul style="list-style-type: none"> - Monthly columns on salvage and recycling in association newsletters. - Awards programs with each association to recognize excellence in recycling, salvage and green building. - Linking of association web sites to Metro Toolkit web site. - Working with an informal group of public construction project managers to increase their use of recycling and salvage practices. - Distribution of the Metro Toolkit directory and the Metro construction planners guide. 2. Created partnerships with permit and plan centers. <ul style="list-style-type: none"> - Distribution of Toolkit literature. 3. Created partnerships with the City of Portland Office of Sustainable Development for green building activities. Provided technical assistance for: <ul style="list-style-type: none"> - Build It Green! Home tour. - ReThink lecture series. 4. Implemented an earned media campaign: <ul style="list-style-type: none"> - Daily Journal of Commerce, NW Builder and Portland Business Journal.

WORK PLAN TASK	COMPLETION STATUS
A.2. Implement Recycling Ambassador Program	<u>No funds were budgeted toward these tasks in FY 2003-04</u>
A.3.) Evaluate and measure effect	<p><u>Complete/ongoing.</u></p> <p>Tracked the evaluation criteria identified in the partnership project contract. These include: The number of partnerships formed with targeted industry associations, quantities of Toolkits (8,000) and Planners Guides (2,000) distributed and number of articles placed (seven).</p> <p>Administered two surveys:</p> <ul style="list-style-type: none"> • The first was a second year follow-up phone survey to construction industry partner association members in May 2004. Will repeat this survey again in May 2005 to evaluate changes in attitudes, awareness and behaviors related to C&D recycling and reuse. • The second survey was a phone survey to the retailers of use and salvaged building materials
B.1. & 2.) Reduce the Barriers to Deconstruction and Salvage	<u>No funds were budgeted toward these tasks in FY 2003-04</u>
B.3.) Improve reuse options at solid waste facilities	<p><u>Complete/ongoing</u></p> <p>The planned pilot program proved to be unnecessary because the new RFP for the operation of Metro Transfer Stations included language that encouraged proposers to provide for the separation of reusables from the waste stream, including reusable building materials.</p>
<p>C.1.) Provide funding to nonprofit organizations and other governments to sponsor events that build a connection between C&D reuse and recycling and green building practices. Funding is for events that promote the concepts of deconstructing and building with salvage to contractors and property owners.</p> <ul style="list-style-type: none"> • Funding for Oregon Remodelers Association (ORA) to assist ORA in promoting and managing the annual Builders Yard Sale. • Funding for Portland Office of Sustainable Development. 	<p><u>Complete/ongoing.</u></p> <p>Since 1995, a yearly \$2,000 grant has assisted with the implementation and promotion of the ORA 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.</p> <p><u>Complete/ongoing</u></p> <p>In 2003, also provided \$8,000 in sponsorship to the Portland Office of Sustainable Development for the Build It Green! Home tour and the ReThink lecture series. This sponsorship and Metro participation helped to demonstrate the ways in which used building materials can be used in construction and to educate the construction industry about C&D waste reduction techniques.</p>

WORK PLAN TASK	COMPLETION STATUS
<u>TRACK 2 RECYCLING AND PROCESSING</u>	
A.1. &2.) Create incentives for haulers, source-separated recyclers and post-collection recovery facilities to increase their recovery of recyclables from the C&D waste stream.	<u>Complete</u> C&D Work Group members participated in the three month Metro Contingency Work Group process to evaluate what the next steps should be to increase recycling in the C&D sector.
B.1.-3.) Require that specified C&D loads be processed before disposal.	Tasks were not implemented in FY 2003-04 pending the outcome of the Metro Contingency Work Group process.
C.1. & 2.) Ban the Disposal of Certain materials commonly found in C&D loads.	Tasks were not implemented in FY 2003-04 pending the outcome of the Metro Contingency Work Group process.
<u>TRACK 3 MARKET DEVELOPMENT</u>	
A.1.) Develop markets for used commercial building materials.	<u>Complete/ongoing.</u> C&D Work Group hired a contractor to conduct a market assessment on the reuse of commercial building materials and draft the text for a design guide to demonstrate how to get used commercial building materials back into commercial construction projects.
A.2.) Provide salvage infrastructure grants to the region's used building material industry.	<u>Complete/ongoing</u> Distributed \$100,000 in funding to The ReBuilding Center and Habitat for Humanity ReStore to provide facility improvements and purchase material handling equipment.

Appendix D, continued
WASTE REDUCTION INITIATIVES

COMMERCIAL
Prepared by Robin Hawley

EFFECTIVENESS

Increased waste prevention activities

Have implemented:

- **Business Recycling Awards Group (BRAG)**
Late in FY 2003-04, BRAG was discontinued as a regional program. Recognition will be continued on a local government level to allow jurisdictions to develop unique programs based on their businesses needs. Metro provided funding to each jurisdiction to design a new recognition program or enhance its current program. Clackamas County continued with the original BRAG program whereas the City of Portland created a new improved recognition program under its BlueWorks business assistance program.
- **Recycled product database**
An interactive database with more than 1,000 locally available recycled-content products was launched on Metro's web site in January 2003. The guide's vendor list was updated in FY 2003-04 and will continue to be updated annually. The Buyer's Guide continues to get around 1,000 hits per month. An evaluation in 2004 indicated that users found this tool very helpful; however, it was infrequently used by businesses, including Commercial Technical Assistance Program (CTAP) recycling specialists in their waste evaluation assistance program. CTAP recycling specialists' use would increase if they could access an easy report that lists all vendors for a given product, which they could then provide to businesses.
- **Solid Waste Assessment Team (SWAT)**
In the spring of 2004, Metro contracted with Portland State University's Community Environmental Services to conduct a pilot project to provide solid waste assessment services to 10 businesses in the region. The goal was to provide rapid waste composition sorting services to assist recycling specialists in their assistance with businesses. Of the nine businesses that received a sort, eight had 60% or more of recyclable materials in their garbage. This information was helpful in providing statistical information to the businesses to show the composition of their waste stream.
- **Deskside and central collection recycling boxes**
In FY 2003-04, deskside and central collection boxes were designed and distributed throughout the region to businesses through the Commercial Technical Assistance Program. During this period, almost 7,000 deskside containers and 2,000 central containers have been ordered.
- **Commercial Technical Assistance Program**
Metro's FY 2003-04 budget of \$400,000 for the Commercial Technical Assistance Program (CTAP) funds local government waste reduction evaluations and general assistance to businesses, governments and other institutions. The following table illustrates accomplishments of the different local government CTAP programs in providing evaluations to businesses. In FY 2003-04, CTAP recycling specialists reached 630 businesses, an increase of 33 percent over the previous fiscal year. They provided almost 1,700 evaluations, with the emphasis on recycling activity.

FY 2003	CTAP EVALUATIONS							
	Companies	Total Evaluations	Baseline	Follow-up/ Progress	Recycling	Waste Prevention	Buy Recycled	Operations
Govt								
Beaverton	11	34	30	4	13	8	6	7
Clackamas	214	489	416	73	203	116	99	71
Gresham	108	331	230	101	113	97	84	37
Portland	21	81	81	0	20	21	20	20
Troutdale	17	39	29	10	16	10	7	6
Washington	101	362	347	15	108	93	93	68
Total CTAP	472	1,336	1,133	203	473	345	309	209
FY 2004								
Beaverton	14	14	13	1	14	0	0	0
Clackamas	172	475	309	166	202	115	84	74
Gresham	133	396	175	221	146	120	110	20
Portland	105	372	180	192	114	82	73	103
Troutdale	51	59	29	30	52	3	3	1
Washington	155	376	258	118	227	56	55	38
Total CTAP	630	1,692	964	728	755	376	325	236
Change from								
FY 2003 to FY 2004	33%	27%	-15%	259%	60%	9%	5%	13%

In follow-up evaluations, CTAP recycling specialists check to see how successful businesses are at implementing recommendations. Success rates vary by program, with recycling recommendations having the highest implementation rates because of their relative ease compared to waste prevention and buy recycled actions. Sample implementation rates for various activities are:

- Recycling cardboard, 83 percent.
- Recycling mixed office paper, 77 percent.
- Recycling plastic bottles, 61 percent.
- Two-sided copying, 35 percent.
- Durable dishware, 44 percent.
- Buy recycled printer/copy paper, 42 percent.
- Buy recycled paper towels, 37 percent.

Increased recovery of commercial recyclables

- DEQ data indicate that Metro region recovery of commercial materials (including depots) totaled 678,000 tons in 2003, an increase of 16 percent over the previous year. Paper and scrap metal recovery increased slightly in 2003.
- A regional commercial outreach campaign reached more than 500 businesses, providing almost 90 percent of them with boxes and more than 50 percent with further assistance from CTAP recycling specialists. More than half of businesses (55 percent) that received boxes and CTAP evaluations reported increases in paper recycling levels, compared to just 11 percent of businesses that received neither boxes nor visits.

ACCOUNTABILITY

Goal: Work group will complete 90% of its annual work plan. **Actual:** Work group completed 94% of its annual work plan for which it was responsible.

WORK PLAN TASK	COMPLETION STATUS
<u>TRACK 1</u>	
A. Targeted waste prevention projects:	
A.1.) Implement first waste prevention project.	<u>Complete.</u> Funding was provided to City of Portland for multi-year Green Copier Project, formally named CopyGreen. The project was determined to be unfeasible at this time and was ended before implementation. There were numerous issues that arose that prevented the contractor from fully implementing the project; one of the primary reasons this project was not able to move forward that the selected vendor, IKON, was not able to commit the time or the staff necessary to move the project forward.
A.2.) Evaluate first project.	<u>Complete.</u> An evaluation of CopyGreen was not necessary, but a final report was generated with recommendations on future steps to work on promoting duplexing and the use of recycled-content paper.
A.3.) Implement second waste prevention project.	<u>Complete/ongoing.</u> Funding was provided to Oregon Department of Environmental Quality to conduct a packaging technical assistance project. DEQ worked with six companies in the Metro region to evaluate packaging alternatives to reduce resources and to increase recycled content. A lifecycle analysis of different packaging materials used for “soft” mail order products was completed in the summer of 2004. Case studies and tools will be developed by March 2005. Project completion date is March 2005.
A.4.) Legal outreach project.	<u>Incomplete.</u> Promotion of use of recycled-content paper and double-sided submissions to Oregon courts via advertising in legal journals and direct mail to lawyers and legal personnel. A survey of law firms provided an evaluation of the outreach efforts. With assistance from the Portland State University Mathematics Department, the results of the 2002 survey were then compared to a previous survey in 1997. In 2003, a review of waste reduction by regional circuit courts estimated reductions in paper use of more than 200 cases of paper per year (five tons) and associated savings in printing, postage and labor costs of more than \$35,000/year. The project is complete, but the final report has not been issued.

<u>TRACK 2</u>	
A. Increased outreach to businesses:	
A.2.) Multi-tenant retail outreach.	<u>Complete/ongoing.</u> Contract was provided to Clackamas County for a multi-year effort working with property managers and businesses to increase recycling and communication at their properties. Startup was delayed when the Clackamas County staff person assigned to the project left to take a job with a private paper recycling company. Between January and June 2004, the contractor selected representatives from janitorial and property management firms to be on an advisory committee. These representatives participated in a focus group and assisted in providing feedback on resource materials.
A.4.) Outreach campaign evaluation.	<u>Complete.</u> An evaluation survey of the FY 2002-03 campaign was completed in FY 2003-04. Companies that received boxes and CTAP assistance were five times more likely to report increased paper recovery in the previous 12 months than businesses that received neither boxes nor assistance.
A.5.) Regional outreach program to businesses.	<u>Complete.</u> A regional outreach program to promote paper commingling by providing deskside paper recycling collection boxes was initiated in June 2003 and continued in the Fall. Billboards, radio spots and Ezines (emailed newsletters) to businesses were utilized. More than 500 businesses called Metro, requesting over 5,500 boxes. Business contact information was referred to local government Commercial Technical Assistance Program recycling staff, who contacted each business and arranged for box delivery. At that time, the recycling staff was able to see if the business wanted additional waste reduction assistance.
B. Commercial Technical Assistance Program:	
B.1.) Evaluate technical assistance program.	<u>Postponed.</u> The evaluation was postponed until December 2004.
B.2.) Technical assistance program.	<u>Complete.</u> In FY 2003-04, funding of \$400,000 continued for the regional CTAP. Funding to local governments allows them to hire 6.5 FTE staff to implement waste reduction technical assistance program for recycling, waste prevention and buy recycled actions for the FY 2003-04.
C. Required recycling:	
C.1.) Conduct stakeholder review to identify issues with implementing disposal bans.	<u>Complete.</u> Metro Council approved the creation of an RSWMP Contingency Plan Work Group in FY 2002-03, and stakeholders were selected and approved in early FY 2003-04. Stakeholders met on four separate occasions and came up with a list of recommended strategies to meet the 2005 recovery goals.
<u>Track 3</u>	
B. Buy recycled program:	
B.2.) Develop and implement an evaluation plan to assess impact of buy recycled database efforts.	<u>Complete.</u> An evaluation of the Buyer's Guide to Recycled Products was completed in FY 03-04. In January and February, a contractor conducted telephone interviews with representatives of 302 businesses that received information on the online Buyer's Guide to Recycled Products. Twenty- two percent of those that had heard of recycled-content products had also heard about the online guide, and 65 percent of all respondents said they would like more information about the guide.

Appendix E

Table 1 -- Progress in Meeting RSWMP Diversion Targets in 2003 (in tons)

	2000 Actual	2001 Actual	2002 Actual	2002 Target	2003 Actual	2003 Target	2005 Target (1)	2003 Actual less Target	2003 Actual to Target (percent)
Practices									
Waste Prevention									
Home Composting Bins	6,458	7,606	8,555	9,075	9,226	10,383	13,000	-1,157	89%
Home Composting Other (2)	NA	8,018	8,558	8,000	1,212	8,000	8,000	-6,788	15%
Commercial (3)	18,510	17,501	25,966	20,706	29,735	21,804	24,000	7,931	136%
Deconstruction	1,600	4,253	4,744	2,960	7,339	3,640	5,000	3,699	202%
Waste Prevention Subtotal	26,568	37,378	47,824	40,741	47,513	43,827	50,000	3,686	108%
Recovery									
Expanded Residential Curbside	200,670	178,812	178,916	222,402	218,317	235,783	255,000	-17,466	93%
Expanded Multi-family Collection	11,820	8,806	10,448	14,292	10,945	15,695	18,000	-4,751	70%
Bottle Bill	35,204	35,142	24,852	36,322	24,585	37,279	38,000	-12,694	66%
Depot (4)	55,615	23,169	3,773	35,369	2,937	25,518	5,000	-22,582	12%
Source-separated Business Recyclables (4)	409,083	560,500	582,321	526,822	674,950	592,006	703,431	82,944	114%
Commercial Organics (5)	4,395	9,646	11,958	24,637	12,074	35,133	55,000	-23,059	34%
On-site Construction & Demolition	168,000	194,311	174,049	183,529	177,029	193,356	206,823	-16,327	92%
Post-collection (6)	86,063	87,023	87,204	99,639	110,432	107,574	120,003	2,858	103%
Recovery Subtotal	970,850	1,097,409	1,073,520	1,143,013	1,231,269	1,242,344	1,401,258	-11,075	99%
Total, Prevention and Recovery	997,418	1,134,786	1,121,344	1,183,754	1,278,781	1,286,171	1,451,258	-7,390	99%

RSWMP = Regional Solid Waste Management Plan.
 NA = Not applicable.

- (1) Revised 2005 targets in 2001 and 2003 using DEQ recovery survey data that included new materials and new markets.
- (2) Composting from households that use composting technologies other than the composting bin sold at Metro's annual sales. In 2003, lower diversion resulted from a lower participation rate in composting and a lower estimate of total eligible households. In addition, a technical correction to the methodology subtracted 1994 and 1995 bin sale data from the current year.
- (3) Includes food reuse, thrifts and rebuilt computers.
- (4) Depot tonnage target was reduced and source-separated business recyclables target was increased.
- (5) Includes food and non-recyclable paper.
- (6) Recovery from mixed solid waste processing facilities and regional transfer stations, of which construction and demolition materials represent the bulk of recovery.

Appendix E, continued

Table 2 – Progress Toward Revised RSWMP System Benchmarks in 2003

	Year 1995	Year 2000	Year 2001	Year 2002	Year 2003	Year 2005
System Benchmarks	Actual	Actual	Actual	Actual	Actual	Target
Recycling Rate (1)	37.8%	37.2%	38.6%	38.4%	40.5%	48%
Energy Recovery Rate (2)	<u>4.7%</u>	<u>7.4%</u>	<u>10.2%</u>	<u>9.6%</u>	<u>10.4%</u>	<u>8%</u>
Total Recovery Rate	42.5%	44.6%	48.8%	47.9%	50.9%	56%
Per Capita						
Recovery (t/cap/yr)	0.56	0.67	0.75	0.72	0.82	0.89
Disposal (t/cap/yr)	<u>0.76</u>	<u>0.83</u>	<u>0.78</u>	<u>0.79</u>	<u>0.79</u>	<u>0.70</u>
Generation (t/cap/yr)	1.33	1.50	1.53	1.51	1.61	1.59
Solid Waste Hierarchy						
Prevention	NA	1.2%	1.6%	2.1%	1.9%	2%
Recycling (3)	30.9%	29.6%	31.3%	29.2%	32.0%	35%
Composting	6.9%	7.2%	6.7%	8.3%	7.7%	12%
Energy/Fuel	4.7%	7.3%	10.1%	9.4%	10.2%	8%
Disposal	<u>57.5%</u>	<u>54.8%</u>	<u>50.4%</u>	<u>51.0%</u>	<u>48.1%</u>	<u>43%</u>
Projected Generation (4)	100.0%	100.0%	100.0%	100.0%	100.0%	100%

RSWMP = Regional Solid Waste Management Plan.

Columns may not add due to rounding.

t/cap/yr = tons per capita per year.

NA = Not applicable.

(1) Recycling Rate includes contributions from recycling and composting.

(2) Energy Recovery Rate measures diversion of source-separated material into fuel end uses.

(3) Recycling includes recycling and inventory in stock.

(4) Projected Generation is prevention plus actual generation (i.e., recovery plus disposal).

Sources: Oregon Department of Environmental Quality 2003 Material Recovery Survey Report, December 2004;
Metro, March 2005.

Appendix E, continued

Table 2 (Part 2) – Progress Toward Revised RSWMP System Benchmarks in 2003

	1998	1998	2000	2000	2001	2001	2002	2002	2003	2003
Management	Tons	Percent	Tons	Percent	Tons	Percent	Tons	Percent	Tons	Percent
Prevention	6,160.0	0.3%	26,568.0	1.2%	37,377.5	1.6%	47,824.0	2.1%	47,513.0	1.9%
Recycling	613,550.6	29.0%	647,777.3	29.4%	715,415.7	31.3%	666,469.3	29.1%	789,783.8	32.0%
Composting	138,324.0	6.5%	158,238.5	7.2%	152,234.0	6.7%	190,476.9	8.3%	189,115.0	7.7%
Stock (3)	54.5	0.0%	4,575.5	0.2%	0.1	0.0%	2,123.0	0.1%	9.9	0.0%
SubRecycling	751,929.1	35.6%	810,591.2	36.8%	867,649.7	38.0%	859,069.1	37.6%	978,908.7	39.7%
Energy	160,088.8	7.6%	160,258.4	7.3%	229,758.9	10.1%	214,451.2	9.4%	252,359.8	10.2%
Recovery total	912,017.9	43.1%	970,849.6	44.0%	1,097,408.7	48.0%	1,073,520.3	46.9%	1,231,268.5	50.0%
Disposal	1,196,485.7	56.6%	1,207,348.0	54.8%	1,151,338.5	50.4%	1,165,761.9	51.0%	1,185,743.0	48.1%
Generation	2,108,503.6	99.7%	2,178,197.6	98.8%	2,248,747.2	98.4%	2,239,282.2	97.9%	2,417,011.5	98.1%
Generation + Prevention	2,114,663.6	100.0%	2,204,765.6	100.0%	2,286,124.7	100.0%	2,287,106.3	100.0%	2,464,524.5	100.0%

2000 waste prevention total includes more activities than 1998 report.
The 1998 report was not adjusted to include these other activities.

Year	Population	T/per/year
2000	1,451,650	1.50
2001	1,467,300	1.53
2002	1,484,150	1.51
2003	1,503,900	1.61

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Appendix E, continued

Table 3– Metro Recovery and Disposal, 1995-2003 (in tons)

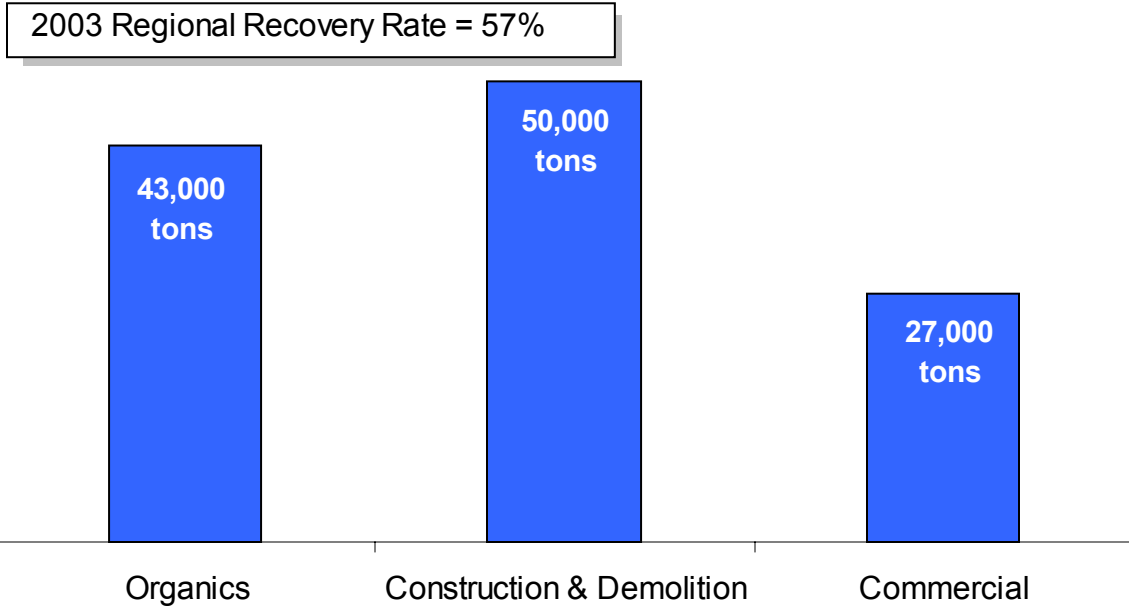
	1995	1995	1996	1996	1997	1997	1998	1998	1999	1999
Management	tons	percent	tons	percent	tons	percent	tons	percent	tons	percent
Recycling	534,583.4	30.9%	478,022.2	25.8%	580,712.2	28.9%	613,550.6	29.1%	637,638.7	29.3%
Composting	118,947.6	6.9%	144,861.5	7.8%	136,993.9	6.8%	138,324.0	6.6%	123,432.0	5.7%
Stock (1)	8.6	0.0%	25.0	0.0%	1.1	0.0%	54.5	0.0%	194.1	0.0%
Recycling Subtotal	653,539.6	37.8%	622,908.7	33.7%	717,707.2	35.7%	751,929.1	35.7%	761,264.8	35.0%
Energy	81,691.2	4.7%	129,561.0	7.0%	117,886.0	5.9%	160,088.8	7.6%	171,623.7	7.9%
Recovery Total	735,230.8	42.5%	752,469.7	40.7%	835,593.2	41.6%	912,017.9	43.3%	932,888.5	42.9%
Disposal	995,035.0	57.5%	1,097,246.0	59.3%	1,173,593.0	58.4%	1,196,485.7	56.7%	1,240,432.7	57.1%
Generation	1,730,265.8	100.0%	1,849,715.7	100.0%	2,009,186.2	100.0%	2,108,503.6	100.0%	2,173,321.2	100.0%
									Change	Change
	2000	2000	2001	2001	2002	2002	2003	2003	2003 to 2003	2004 to 2003
Management	tons	percent	tons	percent	tons	percent	tons	percent	tons	percent
Recycling	647,777.3	29.7%	715,415.7	31.8%	666,469.3	29.8%	789,783.8	32.7%	123,314.5	18.5%
Composting	158,238.5	7.3%	152,234.0	6.8%	190,476.9	8.5%	189,115.0	7.8%	-1,361.9	-0.7%
Stock (1)	4,575.5	0.2%	0.1	0.0%	2,123.0	0.1%	9.9	0.0%	-2,113.0	-99.5%
Recycling Subtotal	810,591.2	37.2%	867,649.7	38.6%	859,069.1	38.4%	978,908.7	40.5%	119,839.6	13.9%
Energy	160,258.4	7.4%	229,758.9	10.2%	214,451.2	9.6%	252,359.8	10.4%	37,908.6	17.7%
Recovery Total	970,849.6	44.6%	1,097,408.7	48.8%	1,073,520.3	47.9%	1,231,268.5	50.9%	157,748.2	14.7%
Disposal	1,207,348.0	55.4%	1,151,338.5	51.2%	1,165,761.9	52.1%	1,185,743.0	49.1%	19,981.1	1.7%
Generation	2,178,197.6	100.0%	2,248,747.2	100.0%	2,239,282.2	100.0%	2,417,011.5	100.0%	177,729.3	7.9%

(1) Represents change in inventory of materials to be marketed.

Source: Oregon Department of Environmental Quality, 2003 Material Recovery Survey Report, December 2004.

Appendix F
Tons of New Recovery Needed to Meet 62% Recovery Goal by 2005

Total additional tons needed from initiatives: 120,000¹



Source: Oregon Department of Environmental Quality, 2003 Material Recovery Survey Report, December 2004.

¹An additional 50,000 tons from curbside recycling collection and Bottle Bill programs are needed, along with the Waste Reduction Initiatives, to reach the 2005 recovery goal, assuming projected growth in the waste stream for that year.

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Year 16 (FY 2005-06)

Metro and Local Government Annual Waste Reduction Plan

DRAFT: March 16, 2005

A. 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 16 begins the sixth 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. The Year 16 plan includes improved accountability for the per capita grants, a theme for the targeted competitive grants, and increased technical assistance, education and outreach for the commercial sector.

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: 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.

B. Plan Structure and Format:

The Year 16 Partnership Plan is divided into the following three program areas:

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

Part I is composed of initiatives in the three focus areas: Commercial, C&D, and commercial organics. These initiatives, now in their fifth 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. For Year 16, the area of focus will be improving multifamily recycling programs.

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 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.

C. Annual Work Plan Development and Approval Process Schedule:

The program plan development schedule is incorporated into the Year 16 Annual Plan as “Appendix A”.

D. 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.

The Year 16 Annual Waste Reduction Program Plan addresses all areas of the RSWMP recommended practices through maintenance of established programs, innovative pilot programs, and an emphasis on commercial waste reduction and recycling, construction & demolition debris recovery, and commercial organic waste reduction and recovery.

The Regional Solid Waste Management Plan is currently undergoing a comprehensive review and update. Until the update is complete and a new RSWMP is adopted by the Metro Council, the Annual Waste Reduction Program Plan will continue to follow the recommended practices in the current RSWMP.

E. Measurement and Evaluation:

Each of the three sections in this plan for waste reduction has an independent progress measurement and reporting scenario tied to the specific tasks involved. These performance measures, combined with the Annual DEQ Recycling and Recovery Report will be used to assess regional waste reduction and recycling progress.

Long-term goal:

- To reduce the amount of materials generated and disposed in the Metro wasteshed.

Secondary goals:

- To develop and implement new, focused Metro and local government waste prevention and recycling programs aimed at the largest waste substreams (Waste Reduction Initiatives).
- To target special waste prevention and recycling areas for increased attention (targeted competitive grants).
- To maintain and increase existing Metro and local government waste prevention and recycling programs (foundation support grants).

Measurement (effectiveness):

- Increased regional recovery in total and by RSWMP recommended practice (total tons and per capita tons recovered and disposed).
 - How measured: DEQ recovery and disposal data; DEQ waste composition study (bi-annual).

- Frequency of reporting: Annual.
- Metro resources required: Waste Reduction staff, 400 hours; \$85,000 to \$100,000 (bi-annual DEQ waste composition study).

WASTE REDUCTION INITIATIVES

Organics

Objectives:

- Reduce the generation of organic wastes through waste prevention.
- Recover an additional 43,000 tons of organic waste (commercially generated) over 2000 baseline recovery, by 2005.

How?

- By increasing donation of edible food to established food rescue organizations.
- By developing processing infrastructure for commercially generated food waste (with local governments and private processors).

Measurement (accountability):

- The Commercial Organics Work Group will complete 90 percent of its annual work plan activities.

Measurement (effectiveness):

- Increased capacity for donation of edible food and increased donation.
 - How measured: Food rescue organizations will report the additional capacity (by volume) and additional donation (by weight).
 - Frequency of reporting: Annual.
- Increased organics processing infrastructure.
 - How measured: Number of facilities in Region able to accept vegetative food waste; number of facilities in Region able to accept all food waste; tons by facility (capacity and throughput).
 - Frequency of reporting: Annual.

Construction & Demolition Debris

Objectives:

- Reduce the generation of C&D wastes through waste prevention.
- Recover an additional 50,000 tons of C&D materials over 2000 baseline recovery, by 2005.

How?

- By increasing salvage and deconstruction of usable building materials.

- By increasing source-separated recycling and post-collection recovery of C&D materials.

Measurement (accountability):

- The Construction & Demolition Work Group will complete 90 percent of its annual work plan activities.

Measurement (effectiveness):

- Increased salvage and deconstruction of C&D materials.
 - How measured: Increase in quantity of salvage and deconstructed building materials; increase in contractor use of used building materials infrastructure.
 - Frequency of reporting: Annual.
- Increased recovery of source-separated and mixed C&D materials.
 - How measured: DEQ recovery and disposal data (source-separated); Metro facility reports (source-separated and mixed); DEQ waste composition study (bi-annual); State-of-the-Plan Report; survey of contractors.
 - Frequency of reporting: Annual.

Commercial

Objectives:

- Reduce the generation of commercial wastes through waste prevention.
- Recover an additional 27,000 tons of commercial materials over 2000 baseline recovery, by 2005.

How?

- By increasing business waste prevention practices and diversion.
- By increasing the opportunity to recover commercial materials.

Measurement (accountability):

- The Commercial Work Group will complete 90 percent of its annual work plan activities.

Measurement (effectiveness):

- Increased waste prevention activities in businesses.
 - How measured: Each targeted project will be evaluated (potential diversion, participation).
 - Frequency of reporting: At the conclusion of a project.
- Increased technical assistance to businesses for waste prevention, recovery and buy recycled:
 - How measured: By jurisdiction, collection of baseline data through on-site visits, follow-up and progress visits; reports; third-party, in-field evaluations.

- Frequency of reporting: Annual.
- Increased recovery of commercially generated materials.
 - How measured: DEQ recovery and disposal data; DEQ waste composition study (bi-annual); State-of-the-Plan Report.
 - Frequency of reporting: Annual.

TARGETED COMPETITIVE GRANTS

Objective:

- Target RSWMP recommended practices and Waste Reduction Initiative efforts not addressed in other program areas.

Measurement (accountability):

- Grant recipients will identify and undertake a specific recycling or waste prevention project.
 - How measured: Reports (progress and final) by grant recipient, that describe the planned and actual activities for each grant; annual report by Waste Reduction staff summarizing goals, objectives, activities, measurement and results for all grants.
 - Frequency of reporting: Progress (90-day) and annual reports by grant recipient; annual summary report of all grants.

Measurement (effectiveness)

- Each grant application and resulting scope of work will identify goals, objectives, activities, measurement and anticipated results.
 - How measured: Reports (progress and final) by grant recipient, based on the goals, objectives, activities, measurement and results for each grant; annual report by Metro Waste Reduction staff summarizing goals, objectives, activities, measurement and results for all grants.
 - Frequency of reporting: Progress (90-day) and annual reports by grant recipient; annual summary report of all grants.

PER CAPITA GRANTS

Objectives:

- To maintain and increase recovery through existing local government waste reduction and recycling programs.
- To provide an incentive for local governments to participate in regional waste reduction planning activities (Solid Waste Advisory Committee, Local Government Recycling Coordinator group, Organics Recovery Work Group, Commercial Recovery Work Group, Construction & Demolition Recovery Work Group).
- To continue to ensure the Region is meeting (and exceeding) required state program elements for waste reduction and recycling programs.

Measurement (accountability):

- Local governments will identify and undertake a specific curbside recycling outreach activity for an existing local government program.
- Local government representatives will participate in at least one regional waste reduction planning group (larger jurisdictions will tend to participate in more than one group).
- Local governments will provide jurisdictional solid waste and recycling budget information.
 - How measured: Local government reports (progress reports for selected jurisdictions, annual reports for all). Jurisdictions receiving allocations of \$100,000 or more are required to submit progress reports after the first six months; funding is disbursed in two allocations, the second allocation being contingent upon reasonable progress at the six-month mark.
 - Frequency of reporting: Progress (six-month) and annual reports .

Measurement (effectiveness)

- Maintained or increased curbside recovery (total tons and per capita tons recovered and disposed).
 - How measured: DEQ recovery and disposal data; DEQ waste composition study (bi-annual); State-of-the-Plan Report.
 - Frequency of reporting: Annual.
 - Metro resources required: Included in overall program measurement costs, above.

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

Background:

Performance measures for the Regional Solid Waste Management Plan, which evaluate the Region's progress toward its waste reduction goals, demonstrated a need for new initiatives in three solid waste program areas.

In June of 1999, a group of Metro and local government solid waste managers convened to address the issue of 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.
- 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.

Fiscal Year 2005-06 Program Overview:

The following is a brief overview of the Waste Reduction Initiatives' overall goals and activity highlights for FY 2005-06. The complete text of the initiatives is provided in Appendix B.

Commercial:

In order to reach recovery goals, the Region needs to recover an additional 27,000 tons of recyclables and yard debris from businesses.

FY 2004-05 Highlights:

- The Commercial Recovery Work Group has developed a program goal to assist with regional program direction taking into consideration the 2005 recovery goals. The goal is to develop and implement strategies to meet the 2005 recovery goals and encourage behavior change in the business sector. Immediate emphasis is on recovery with importance and long-term emphasis given to waste prevention and buying recycled products.
- The Commercial Technical Assistance Program (CTAP) will continue funding to local governments to provide one-on-one onsite assistance in recycling, waste prevention and buy-recycled products.

- Regional recognition was determined to be ineffective. A couple local governments will enhance the original Business Recycling Awards Group recognition program while others will develop new recognition programs that fit the needs of their jurisdictions.
- A business outreach campaign will be developed in the spring of 2005. The outreach objectives will be to generate awareness about commercial recycling, provide a seamless service to regional businesses with one phone number to call for assistance (Metro's Recycling Information Center), and to get recycling specialists in the door for additional assistance.
- Clackamas County (lead), Metro and other local government representatives have contracted with a consultant to develop outreach tools for local property managers and their tenants to increase recycling at multi-tenant office buildings and retail properties. Results of focus groups with property management companies have indicated a need to develop a relationship with the Building Owners and Managers Association (BOMA). This will occur during the spring of 2005.
- The Commercial Recovery Work Group is maintaining and updating the online Buyers Guide to Recycled Products, which is designed to allow businesses to easily find recycled-content products near their location.

Construction & Demolition Debris:

According to the revised RSWMP recovery rates, the Region must recover 50,000 additional tons of C&D debris in order to meet its established goals.

This plan takes a three-track approach to minimizing the quantities of C&D waste and maximizing the resource value of C&D debris. The first track emphasizes waste prevention, salvage and reuse. The practices and programs in this section are among the most important in this plan because they are considered to be the lowest cost and most effective methods of managing C&D debris. Salvage and deconstruction practices are one of the few tools available to effectively reduce the 60 percent of C&D debris coming from demolition activities. The local salvage and deconstruction service provision and retail infrastructure is growing, but several barriers, which are addressed in this plan, have kept these practices from becoming widely adopted.

The plan's second track focuses on developing effective C&D debris recycling and processing programs for the debris that is not a candidate for deconstruction and salvage. This plan includes a wide range of tools and tactics being used to improve source-separated and post-collection recovery of C&D debris. To recover the necessary tonnage, education and cooperative partnerships with several construction industry associations are being used in conjunction with developing new policies and programs to encourage post-collection recovery of dry waste loads.

The third track outlines targeted projects designed to facilitate the development of markets for salvage and recycling. The areas of focus include building the overall salvage infrastructure, the development of markets and market demand for used commercial building materials, and enhancement of recycling markets for drywall and composition roofing.

FY 2004-05 Highlights:

- Continued funding and staff support on the Construction Industry Association Partnership project. These partners continue to play a major role in the education of the construction industry to bring about the needed changes in the salvaging, recycling and management of C&D debris.
- Continued yearly measurement of the effect of the Construction Industry Association Partnership project. The survey quantifies industry attitudes towards and awareness of salvage and recycling and self-reported recycling/salvage behavior. Also conducted an independent survey of building material salvage industry practitioners to determine annual tons salvaged.
- The implementation of a new policy and program to provide incentives to solid waste facilities to ensure that all Metro region dry waste loads go through some type of recovery facility/process before being disposed of. Hillsboro Landfill and Lakeside Reclamation will be most affected by these changes.
- Because demolition waste accounts for over 50 percent of the Region's C&D debris, we will be placing more emphasis on reducing the barriers to deconstruction/salvage and the development of salvage and the used building materials retail infrastructure. Activities include:
 - Soliciting proposals for a third round of grant funding to help develop the used building material deconstruction, collection and retail infrastructure in the Metro region. Grants assist with used building material retailers and deconstruction contractors with capitol construction projects and materials handling equipment purchases.
 - Addressing barriers that keep commercial used building materials from being salvaged and reused. The first step is the finalizing of a design guide to make specifying used commercial building materials easier for architects and designers.

Commercial Organics:

According to the revised RSWMP recovery rates, the Region must recover 43,000 tons of organic waste from the commercial sector 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.

The organics 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 is 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.

FY 2004-05 Highlights:

- Metro secured food waste processing capacity to serve the Region. A 5-year contract for the transportation and composting of the Region's organic waste was signed with Cedar Grove Composting, Inc. of Maple Valley, WA in December of 2004. Metro Central Transfer Station began receiving source-separated organics on January 31, 2005 for a fee of \$47.50 per ton. The City of Portland is in the process of recruiting and training businesses to participate in the composting program and is also conducting a cost of service study for organic waste collection.
- The Region will concentrate the majority of its effort on the development and growth of the organics collection and composting portion of the plan during fiscal 2005-06 now that processing capacity has been established.
- Local governments and solid waste and recycling haulers in the Region have expressed their commitment to work to recover organic waste and are completing a cost of service study to determine program costs and logistics.
- A food donation barrier and benefit identification study (using community-based social marketing principles) was completed in FY 2003-04. Results of the study were used to develop the Fork it Over! education and outreach campaign which rolled out in 2004 and continues into FY 2004-05. Fork it Over! is a peer-to-peer program that encourages businesses to donate surplus food. Metro and local government technical assistance staff help to connect donors with recipient agencies.
- Metro contracted for a study to determine the impact of combined residential organics yard debris collection on the existing yard debris composting system. The study indicated that the feasibility of implementing residential organic waste management program was questionable at this time. The Region will revisit the possibility of residential organics collection programs in future years.

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 15 Program Plan, each work team will be responsible for production of a year-end report on the progress made in the Region.

2005-06 Budgeted Funds:

Commercial initiatives:	\$ 679,000*
Construction & Demolition Debris Initiatives:	320,000
<u>Commercial Organics Initiatives:</u>	<u>28,000**</u>
Total:	<u>\$1,027,000</u>

*An additional \$100,000 is budgeted elsewhere for outreach and education.

**An additional \$250,000 has been earmarked from the Recycling Business Assistance Program account to fund an organics collection capital improvement grant program (for the purchase of collection containers and equipment).

Part II: Targeted Competitive Grant Program

Overview:

The competitive grant program is designed to supplement the program funding available through the Annual Waste Reduction 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. The area of focus for FY 2005-06 is multi-family recycling. 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
- 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 percent 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. Reporting form is attached.

2005-06 Budgeted Funds: \$80,000

Targeted Competitive Waste Reduction Grant Program Final Report Form

FY 2005-06 Grant Cycle

Grant Program Results Table

Please complete the following table to provide data and information on the intent and actual results of the grant-funded programs for 2005-06. Complete a separate table for each program or project implemented.

JURISDICTION (and partners):				
<u>Program/Project Description:</u>				
Project Goal	<u>Project Objectives</u>	Activities Implemented	Measurement Method	Results

How has the program/project met the following stated criteria?

- **Specific RSWMP practices supported:**
- **Specific targeted generators and waste streams:**
- **Regional benefit and transferability to other jurisdictions:**

Part III: Per Capita Grants to Maintain Existing Programs

Overview:

Part III of the Annual Waste Reduction Plan focuses on maintaining existing and established local and regional waste reduction and recycling programs through per capita grants to local governments. 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.

Per Capita Grant Program Plan Format, Structure and Timeline:

The Per Capita Grant Program format is intentionally simple and straightforward. Local governments will complete the attached chart, detailing the outreach, education and collection programs currently implemented and the efforts they will engage in to maintain these programs. This will provide a comprehensive regional picture of the existing programs.

The reporting section is to be completed at the end of the fiscal year and submitted to Metro no later than August 1, 2006. 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.

For jurisdictions receiving \$100,000 or more in funding allocations, an additional reporting element and a different funding allocation method will be used. Funding will be allocated in two allotments; the first half upon signature of the Intergovernmental Agreement, and the second after receipt of a satisfactory six-month progress report is received and approved by Metro. The intent of this change is to more closely monitor the funds and to provide a greater degree of accountability for large funding allocations.

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 to maintain 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 2005-06 allocation for the City/County of _____ equals \$_____. This represents _____ percent 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 the per capita grant program. Local governments and Metro will each provide a short annual narrative describing the range of programs and the principles behind them.

2005-06 Budgeted Funds:

\$636,803

PLANNED MAINTENANCE ACTIVITIES FOR FISCAL YEAR 2005-06

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 annual 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, 2005.

PLANNING			REPORTING	
Tasks	Planned Date	R/WP/B	Implemented Date	Implementation Status/Results
Residential				
<ul style="list-style-type: none"> ▪ Identify and undertake a specific curbside recycling outreach activity for an existing program. <i>(required)</i> 				
Multifamily				
<ul style="list-style-type: none"> ▪ ▪ 				
Home Composting				
<ul style="list-style-type: none"> ▪ ▪ 				
Commercial				
<ul style="list-style-type: none"> ▪ ▪ 				
Construction & Demolition				
<ul style="list-style-type: none"> ▪ ▪ 				
Household Hazardous Waste				
<ul style="list-style-type: none"> ▪ ▪ 				
Regional Planning Support				
<ul style="list-style-type: none"> ▪ ▪ 				
School Outreach and Education				
<ul style="list-style-type: none"> ▪ ▪ 				
Other				
<ul style="list-style-type: none"> ▪ Report jurisdictional solid waste and recycling data to Metro. <i>(required)</i> ▪ Participate in at least one regional waste reduction planning group <i>(required)</i> 				

Appendix A
**Fiscal Year 2005-06 Metro and Local Government
Annual Waste Reduction Program Plan for Waste Reduction**

PLAN DEVELOPMENT SCHEDULE

Timeline	Annual Work Plan Process
August/September 2004	Metro and local government targeted sector work teams (Organics, C&D, Commercial) review and amend plans and associated budgets
November/December 2004	Draft overall framework developed by Metro and local government staff.
March 2005	Regional public involvement: Metro SWAC review of drafts
March-April 2005	Council approval process: Metro Council consideration and adoption
April-May 2005	Local and Regional Public Involvement: Local SWAC and other public involvement Metro budget hearings Local government budget hearings
June 1, 2005	Local Government Participation Commitment Agreements Drafted
PLAN IMPLEMENTATION	
July 1, 2005	Start of Fiscal Year - Implementation begins
No later than Nov. 30, 2005	Intergovernmental agreements for grant funding approved and funds distributed to local governments to support the maintenance of existing programs.
REPORTING	
April-May 2006	Interim reports from jurisdictions receiving over \$100,000 in funding allocations.
Aug. 1, 2006	Final program progress reports due from local governments
Feb. 28, 2007	Metro produces annual report for the previous fiscal year period

July 1, 2005: Competitive Grant applications due to Metro.

Appendix B
Commercial Recovery Work Plan

**FY 2002-2005
March 2005**

Overview

In order to meet Metro's wasteshed recovery goal set by state law, the Region must attain a recovery rate of 62 percent by 2005, which includes 6 percent credits for waste prevention, home composting and reuse. In 2002, the Region's recovery rate was 54 percent, having increased only 6 percentage points in the last five years. To help meet the Region's 2005 recovery goal, an additional 200,000 tons must be diverted from the commercial, C&D and organics sectors.

Commercial waste, excluding organics, comprises more than 40 percent of the Region's total waste. For the commercial sector, the target is to recover an additional 102,000 tons for the Region to stay on track to meet its goal.

In addition to recovery, the revised Regional Solid Waste Management Plan for Metro identifies a waste prevention goal for businesses that is equivalent to 0.5 percent of regional generation (i.e., recovery plus disposal). With annual regional generation at 2.2 million tons, the commercial waste prevention goal is equivalent to about 11,000 tons of diversion. In 2000, an estimated 13,000 tons was prevented by various activities, meeting this goal. For 2005, the Region projects that it can divert an additional 5,000 tons through commercial waste prevention.

To meet these two goals, a Commercial Recovery Work Group (CRWG) comprised of local government, Oregon Department of Environmental Quality and Metro representatives have developed an interim plan that outlines policy and program options (including resource needs) to reach these goals. This plan was developed by the CRWG and covers Fiscal Year 2005-06. The plan groups its recommendations in three program tracks: waste prevention, recovery and market development.

The immediate goal of the CRWG work plan is to develop and implement strategies to meet the 2005 recovery goals and encourage behavior change in the business sector. Immediate emphasis is on recovery with importance and long-term emphasis given to waste prevention and buying recycled products. This goal is what guides the group in prioritizing the work plan.

The plan's first track focuses on waste prevention. A number of projects will have ended in FY 2003-04 with recommendations for broader implementation in FY 2004-05. Out of these recommendations, CRWG members will decide to focus outreach efforts on one of the following projects in FY 2005-06:

- The Packaging Minimization Project, working with a select group of companies to look at strategies and efficiencies in minimizing excessive packaging, may recommend strategies to assist other companies in reducing packaging waste.
- The Legal Outreach Project, working to promote double-sided copying of legal documents and the use of recycled-content paper, may recommend more outreach to the legal industry.

- The Green Copier Pilot Project, working with a local copier service provider to promote to their customers copying double-sided and purchasing recycled-content paper, may recommend broader distribution of information by recycling specialists.

The second track, which is given the highest priority, focuses on recovery. Providing businesses with customized assistance in setting up recycling programs, identifying waste prevention opportunities and providing information on buying recycled-content products is the primary method for recovery. The Commercial Technical Assistance Program (CTAP) provides funding to local governments to hire recycling specialist staff to assist businesses. As many as 20 recycling specialists (6.51 FTE) hired in the Region work directly with businesses to increase recycling, waste prevention and buying recycled-content products.

Outreach efforts link the assistance services with the recycling specialists. As in FY 2004-05, in FY 2005-06, two campaigns are proposed, one in the fall and one in the spring. In FY 2003-04, the campaign targeted commingled paper and was very successful at enlisting businesses to call the Recycling Information Center to request free assistance and deskside recycling boxes. The campaign was called “All Paper One Box Recycling.” In FY 2004-05, the campaigns will continue on the success of the deskside box campaign and promote the same service and resource. Future campaigns may focus on additional materials, on various topics, such as commingling, or on selected business sectors.

The following draft plan outlines in specific detail the projects and programs and accompanying resources needed to increase recycling levels, promote waste prevention and buy recycled-content materials.

Commercial Recovery Goal - Develop and implement strategies to meet the 2005 recovery goals and encourage behavior change in the business sector. Immediate emphasis is on recovery with importance and long-term emphasis given to waste prevention and buying recycled products

TRACK 1: WASTE PREVENTION	Staff	2005-2006 Budget
Expand targeted pilot project and develop an outreach program around it.		
A. Develop outreach program based on one previous targeted pilot project (e.g.; packaging minimization, legal outreach, CopyGreen)		
➤ Conduct market/needs assessment to determine outreach campaign and targeted message for waste prevention activities in FY 2006-07	CRWG; Robin	\$10,000
• Hire a contractor to assess barriers and benefits, past trends and current national programs, provide scoring on waste prevention activities, provide recommendations on outreach strategy and targeted messaging		
➤ Develop an outreach program that will be promoted region-wide	CRWG; Robin	
Subtotal (Section A)		\$10,000
B. Provide waste prevention technical assistance to businesses through CTAP		
➤ Promote waste prevention activities to businesses	CTAP Specialists	Included in Track 2.B.1.
Subtotal (Section B)		\$0
TOTAL TRACK 1		\$10,000

TRACK 2: RECOVERY	Staff	2005-2006 Budget
Develop a program to ensure effective commercial recovery is in place.		
A. Increase outreach and education to businesses		
1. Multi-tenant outreach	CRWG	\$10,000
➤ Based on findings from the pilot project (FY 2003-04), develop a small targeted outreach strategy to property owners and managers		
2. Outreach to the business community	Vicki; CRWG	\$80,000
➤ Develop two campaigns in FY 2005-06		
• Focus on specific materials (mixed paper, film plastics, commingled materials, scrap metal, carpet)		
• Focus on specific topics (convenience of commingling, disposal ban, IMEX, packaging)		
• Focus on selected business sectors (very targeted and coordinated with CTAP findings)		
• Utilize the RIC as the number for businesses to call. The RIC would refer businesses for assistance to the correct local government representative.		
➤ Evaluate outreach campaigns	Steve; Vicki	\$15,000
• Hire a contractor to evaluate the outreach campaigns to determine effectiveness		
Subtotal (Section A)		\$105,000

TRACK 2: RECOVERY, continued	Staff	2005-2006 Budget
Develop a program to ensure effective commercial recovery is in place.		
B. Commercial Technical Assistance Program (CTAP)		
1. Provide funding to local governments to hire recycling specialist staff to assist businesses on recycling, waste prevention, buying recycled-content materials activities <ul style="list-style-type: none"> ➤ Local government assistance to businesses utilizing a one-on-one onsite approach – Total FTE is 6.51 <ul style="list-style-type: none"> • City of Beaverton – Hire at .63 FTE • City of Fairview – Hire at .02 FTE • City of Gresham and Wood Village – Hire at .38 FTE • City of Portland – Hire at 1.63 FTE • City of Troutdale – Hire at .1 FTE • Clackamas County – Hire at 1.75 FTE • Washington County – Hire at 2 FTE 	Robin	\$39,171 \$1,290 \$22,538 \$100,000 \$4,521 \$106,533 \$125,947
Subtotal (Section B.1)		\$400,000
2. Provide tools and resources to support CTAP <ul style="list-style-type: none"> ➤ Tools and resources include deskside boxes, central collection containers, collateral to enhance program, information flyers/brochures, business cards, web assistance, CTAP recycling specialist awards, etc. ➤ Provide funding for the Solid Waste Assessment Team (SWAT). SWAT supports CTAP and works with recycling specialists to do waste sorts at businesses in the Region to provide them with waste characterization reports of their facilities <ul style="list-style-type: none"> • Assist <input checked="" type="checkbox"/> businesses with waste characterization services. 	Robin	\$20,000
3. Provide training to recycling specialists to enhance their skills and communication to businesses <ul style="list-style-type: none"> ➤ Training includes skill building workshops, industry-specific trainings, personal development programs, etc. 	Robin	\$10,000
4. Purchase regional business list <ul style="list-style-type: none"> ➤ The regional business list supports CTAP and provides recycling specialists with a way to identify businesses in their jurisdiction by sector, employee size, geographic location, etc. 	Steve; Robin	\$10,000
Subtotal (Section B.2-B.4)		\$40,000
TOTAL TRACK 2		\$545,000

TRACK 3: MARKET DEVELOPMENT		<u>Staff</u>	2005-2006
Ensure adequate market capacity and promote buying recycled-content products			Budget
A. Provide technical assistance to businesses on buying recycled-content products through CTAP			
➤ Promote to businesses purchasing products made of recycled-content materials		CTAP Specialists	Included in Track 2.B.1.
<i>Subtotal (Section A)</i>			<i>\$0</i>
B. Buyer's Guide to Recycled Products			
➤ Update and maintain online Buyer's Guide to Recycled Products		Marta	\$4,000
<i>Subtotal (Section B)</i>			<i>\$0</i>
<i>TOTAL TRACK 3</i>			<i>\$4,000</i>

TOTAL PROPOSED BUDGET	FY 2005-06
TOTAL TRACK 1 – Waste Prevention	\$10,000
TOTAL TRACK 2 - Recovery	\$545,000
TOTAL TRACK 3 – Market Development	\$4,000
<i>GRAND TOTAL</i>	<i>\$559,000</i>

Metro Regional Construction and Demolition Work Plan

FY 2005-06

March 2005

According to the revised Regional Solid Waste Management Plan recovery rates, the Metro region must recover 56,000 tons of construction and demolition (C&D) waste to meet its goals. This one-year interim plan, cooperatively developed by the Regional C&D Recovery Work Group comprised of Metro 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.

Three Tracks

This plan takes a three-track approach to minimizing the quantities of C&D waste and maximizing the resource value of C&D debris. The first track emphasizes waste prevention, salvage and reuse. The practices and programs in this section are among the most important in this plan because they are considered to be the lowest cost and most effective methods of managing C&D debris. Salvage and deconstruction practices are one of the few tools available to effectively reduce the 60 percent of C&D debris coming from demolition activities. The local salvage and deconstruction service provision and retail infrastructure is growing, but several barriers, which are addressed in this plan, have kept these practices from becoming widely adopted.

The plan's second track focuses on developing effective C&D debris recycling and processing programs for the debris that is not a candidate for deconstruction and salvage. This plan includes a wide range of tools and tactics being used to improve source-separated and post-collection recovery of C&D debris. To recover the necessary tonnage, education and cooperative partnerships with several construction industry associations are being used in conjunction with the development of new policies and programs to encourage post-collection recovery of dry waste loads.

The third track outlines targeted projects designed to facilitate the development of markets for salvage and recycling. The areas of focus include building the overall salvage infrastructure, the development of markets and market demand for used commercial building materials, and enhancement of recycling markets for drywall and composition roofing.

Targeted Construction and Demolition Activities

Based on prior years of research, the C&D Recovery Work Group is continuing to target these four sectors as the biggest opportunities for salvaging or recycling C&D debris:

- New commercial (under \$3 million)
- Commercial remodel/tenant improvement
- Wood-frame building demolition
- Residential remodeling (performed by licensed contractors).

Development of the Work Plan

On an ongoing basis, the C&D Recovery Work Group receives feedback from the local government solid waste directors, salvage and recycling industry representatives, and Metro staff on the progress and direction of current and future task force activities. This feedback, along with the lessons learned while implementing the FY 2002-03, 2003-04 and 2004-05 C&D Waste Reduction Initiative, has provided the basis for the FY 2005-06 plan.

The major themes in this work plan include:

- Continuing of the partnership project with the construction industry
- Increasing connections between waste reduction activities and the local green building movement
- Boosting the salvage and utilization of commercial used building materials
- Continuing to provide grants for salvage infrastructure
- Developing markets and increasing extended producer responsibility efforts for drywall and composition roofing
- Providing support to the regional dry waste processing requirement work group

The following draft plan provides the details and the accompanying resources needed for the implementation of the next year of the regional construction and demolition waste management plan.

**The FY 2005-06 Construction and Demolition
Waste Reduction Initiative Work Plan**

TRACK 1: WASTE PREVENTION: Develop focused outreach and education programs on salvage and deconstruction practices for the Region's contractors, developers, architects, material specifiers and property owners.	<u>Staffing</u>	<u>2005-06 Budget</u>
A. Waste prevention outreach and education: <ul style="list-style-type: none"> ▪ Extend the implementation of the three-year C&D communication and marketing program. ▪ Continue to refine the educational outreach and education project for a fourth year. Activities include: <ul style="list-style-type: none"> ✓ Building partnerships with local industry associations (ABC, AGC, CSI, HBA, ORA, public construction project managers and green building organizations). ✓ Working cooperatively with local plan centers, building permit centers, building material retailers and wholesalers to distribute Metro C&D literature. ✓ Creating interest in waste reduction by placing articles/case studies in local industry publications, such as the Daily Journal of Commerce, NW Construction magazine and the Business Journal. ✓ Coordinate activities to include with other Metro solid waste and waste reduction programs, including Metro paint, erosion control and CEG programs. ▪ Create and print collateral materials, including the Metro Construction Industry Recycling Toolkit, Toolkit Planners Guide, and the Commercial Used Building Material source book. 	Contractor with oversight by C&D Recovery Work Group	\$50,000
	C&D Recovery Work Group	\$75,000
B. Evaluate and measure effect: <ul style="list-style-type: none"> ▪ Continue to measure the target audience's waste-related motivators, knowledge and behaviors to determine the need for and structure of future C&D education and outreach programs. 	Contractor with oversight by C&D Recovery Work Group	\$10,000
C. Create collateral for the promotion of commercial building material reuse	Contractor with oversight by C&D Recovery Work Group	\$10,000
D. Reduce the barriers that constrain the donation of reusable building materials: <ul style="list-style-type: none"> ▪ Improve reuse options at solid waste facilities. ▪ Investigate the creation of reuse stations for used building materials at transfer stations, landfills and MRFs. ▪ Implement a six-month pilot project of the reuse station concept at a Metro transfer station, limited-purpose landfill and a local C&D MRF, and monitor results. ▪ Use pilot data to make a recommendation for constructing permanent reuse stations at solid waste facilities. 	C&D Recovery Work Group to provide technical assistance to MSS and MCS operator to implement reuse program	0
Subtotal (Track 1-Sections A-D)		\$145,000

TRACK 1: WASTE PREVENTION, continued: Develop focused outreach and education programs on salvage and deconstruction practices for the Region's contractors, developers, architects, material specifiers and property owners.	<u>Staffing</u>	<u>2005-06 Budget</u>
E. Waste prevention grants: <ul style="list-style-type: none"> Provide funding to nonprofit organizations and other governments to sponsor events that build a connection between C&D reuse and recycling and green building practices. Funding is for events that promote the concepts of deconstructing and building with salvage to contractors and property owners. 	C&D Recovery Work Group	\$10,000
Subtotal (Track 1-Section E)		\$10,000
TOTAL (TRACK 1)		\$155,000

<u>TRACK 2: Develop a system to ensure that source-separated recycling and effective post-collection recovery is available or provided to the C&D industry.</u>	<u>Staffing</u>	<u>2005-06 Budget</u>
A. Promote the use of source-separated recycling: <ul style="list-style-type: none"> Extend the implementation of the three-year C&D communication and marketing program for a fourth year. Continue to promote and demonstrate the benefits of and cost savings from source-separated recycling. 	Contractor with oversight by C&D Recovery Work Group	<u>Budget is in Track 1, A</u> <u>1.</u>
B. Require that specified C&D loads be processed before disposal: <ul style="list-style-type: none"> Assist in the development of the regulatory tools to carry out a processing requirement for all Metro-region dry waste. Assist in the development of policies, regulations, facility practices and inspection protocols to implement, monitor and support this contingency work group recommendation (with direction from Regulatory Affairs staff). Utilize the relationship with the Region's construction trade associations to promote/support operational changes being made at the Region's dry waste landfills and Metro transfer stations. 	C&D Recovery Work Group	-0-
C. Provide technical assistance: <ul style="list-style-type: none"> Provide technical assistance to affected facilities to make long-term investment in MRF infrastructure. 	C&D Recovery Work Group	-0-
D. Identify additional opportunities for post-collection recovery: <ul style="list-style-type: none"> Identify the types of programs and projects will be needed to recover additional C&D tonnage in the coming years. Gather local information on C&D loads and waste hauling to identify possible C&D projects. Coordinate research and data gathering with local governments and other organizations as appropriate. Convene a group of key stakeholders and local government staff to evaluate options. Participants include ORRA, Tri-County Haulers Association, AOR, Metro SWAC, facility operators and builder groups. 	C&D Recovery Work Group	-0-
TOTAL (TRACK 2)		-0-

TRACK 3: MARKET DEVELOPMENT Assist in the development of markets that support the recycling and salvage of C&D materials.	Staffing	2005-06 Budget
A. Assist in the development of the local retail infrastructure for the used building material industry: <ul style="list-style-type: none"> ▪ Promote building with used building materials. ▪ Work with the building industry and others to implement the recommendations identified in the FY 2003-04 consultants' report to develop market share and procurement practices for building with used commercial building materials. 	C&D Recovery Work Group and Contractor with oversight by C&D Recovery Work Group	\$30,000
B. Provide salvage infrastructure grants to the Region's used building material industry	C&D Recovery Work Group	\$100,000
C. Develop markets for poorly performing C&D materials: <ul style="list-style-type: none"> ▪ Implement plan for market development project developed in FY 2004-05. Depending on the findings of the C&D Recovery Work Group, this may take the form of closer work with local manufacturers of drywall and comp roofing to implement EPR principles and/or research projects/technical work to increase market acceptance with potential end users (ODOT, paving and asphalt industry) of processed materials like shredded tear-off roofing. 	C&D Recovery Work Group and contractor with oversight by C&D Recovery Work Group	\$20,000
TOTAL (TRACK 3)		\$150,000

TOTALS	Staffing	2005-06 Budget
TRACK 1		\$155,000
TRACK 2		\$0
TRACK 3		\$150,000
GRAND TOTAL		\$305,000

Metro Regional Organics Work Plan

FY 2005-06

March 2005

According to the revised Regional Solid Waste Management Plan recovery rates, the Metro region must recover 45,000 tons of organic waste from the commercial sector and 35,000 tons from the residential sector in order to meet its established goals. This one-year interim 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 an established system to collect and redistribute donated food exists in the Region. Continued assistance and support is necessary to increase the amount of perishable foods donated.

The plan's second track focuses on the first year of full-scale implementation of the Region's collection and processing system to recover 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. In order for the Region to reach its recovery goals, organic waste collection and processing must be implemented. As the commercial system begins full-scale implementation, the Organics Team will examine the development and implementation of residential food waste diversion programs through research and the Region's first large-scale residential collection pilot program.

Outreach efforts to encourage the donation of edible food will continue while intensive large-scale education programs for businesses to properly separate and prepare organic waste for collection and processing will be undertaken in cooperation with the Region's local governments, business community and solid waste & recycling haulers. The majority of program funding is allocated to support the collection and processing system as well as piloting the residential program.

The following draft plan provides the details and the accompanying resources needed for the implementation of the next year of the regional organic waste management plan.

TRACK 1: WASTE PREVENTION, DONATION AND DIVERSION	Staff	2005-06 Budget
Continue partnerships, focused outreach and education programs for targeted food-intensive businesses to increase waste prevention, donation and diversion practices.		
A. Continue to build on partnerships with industry associations, food rescue agencies and other governments to ensure suitable and effective outreach messages, appropriate outreach methods, identify areas of further coordination and develop alternative vehicles for information dissemination.		0
B. Continue focused outreach and education coupled with on-site assistance <ul style="list-style-type: none"> ▪ Continue regular presentations at industry events, meetings and trainings to emphasize donation as a safe business practice. ▪ Promote Good Samaritan Laws, assuage concerns over liability, enlighten “myths and realities” of food donation. ▪ Develop new partnerships to enhance outreach scope and effectiveness. ▪ Coordinate with CTAP waste evaluators for outreach assistance. ▪ Continue to implement outreach that emphasizes donation as the first choice over composting or disposal. ▪ Broad media campaign for food donation message. 		0
C. Create new and update existing educational materials as needed.		\$3,000
D. Provide support and assistance to organizations and associations involved in developing sustainable food systems in the Region. <ul style="list-style-type: none"> ▪ Actively participate in Community Food Matters forums and committee meetings. ▪ Continue membership and active involvement with the implementation of the City of Portland/Multnomah County Food Policy Council. ▪ Connect and coordinate with other local industry initiatives where appropriate. 		0
E. Continue to monitor and assess the potential for diversion of food waste to animal feed markets in light of new federal and state regulations for the feeding of food wastes to cattle and hogs.		0
TOTAL TRACK 1		\$3,000

TRACK 2: ORGANIC WASTE COLLECTION AND PROCESSING SYSTEM IMPLEMENTATION	Staff	2005-06 Budget
Enhance public and private sector collection and processing options using existing infrastructure to the greatest extent possible.		
A. Assist with implementation of organic waste collection programs. <ul style="list-style-type: none"> ▪ Develop and provide appropriate outreach and educational materials and services. ▪ Provide cost-of-service or routing analysis assistance. ▪ Provide funds to local governments or directly to haulers to share in the costs of system implementation (collection containers, truck modifications, educational materials, etc.) ▪ Provide staff assistance for program roll out, education, on-site orientation. 		\$250,000
B. Assist with production and dissemination of specific educational materials focused on generator types, geographic area, hauler equipment, and end-use of materials collected. <ul style="list-style-type: none"> ▪ Provide on-site assistance to generators implementing separation and collection programs. ▪ Provide generators with a menu of alternative management options ensuring that the hierarchy of prevention and donation first is followed. 		\$10,000
C. Enhance local reload infrastructure to ensure an efficient system that serves the Region. <ul style="list-style-type: none"> ▪ Monitor development of new state regulations regarding organics reloads. ▪ Work closely with facilities throughout the Region to assist with the implementation of organics reload and transfer where feasible and needed. ▪ Continue to provide organics reload at Metro Central Transfer Station and open reload services at Metro South. 		0
D. Develop residential food waste management program. <ul style="list-style-type: none"> ▪ Research approaches to residential food waste management used throughout the US. ▪ Develop management hierarchy (at-home management of food waste via waste prevention, home composting, worm bins) and associated outreach strategies. 		\$10,000
E. Implement large-scale residential pilot food waste collection projects <ul style="list-style-type: none"> ▪ Investigate and pilot different in-home collection methods and setout systems ▪ Determine true costs of program implementation under a variety of scenarios 		
F. Investigate cooperative purchasing arrangements for collection system equipment and supplies. <ul style="list-style-type: none"> ▪ Conduct a needs assessment for a buyers' cooperative in Oregon and Washington for the purchasing, storage and distribution of compostable bags or other common program supplies for commercial and residential programs. 	Work team	0
G. In partnership with regional commercial compost facilities, conduct a formal market study to determine if there is a need for a compost products market enhancement program.	<i>contractor</i>	\$5,000
TOTAL TRACK 2		\$275,000

<u>TOTAL PROPOSED BUDGET</u>	FY 2005-06
TOTAL TRACK 1	\$3,000
TOTAL TRACK 2	\$275,000
GRAND TOTAL	\$278,000

SUSTAINABILITY GOALS

Scope of Work

March 2005

Metro will facilitate a multi-disciplinary team of solid waste system stakeholders to develop goals that could guide system activities to become more sustainable over the next 10 years. The team members on this project will:

- Define sustainability as it relates to the solid waste system
- Map the components of the solid waste system and determine the leverage points in the system where changes could be made to improve sustainability
- Develop goals to move the system towards sustainability over the next ten years

PROCESS

Meeting 1

- Establish ground rules and team process.
- Provide background on, and discuss examples of, sustainability.

Meeting 2

- Discuss and agree on sustainability framework in which to analyze the solid waste system.
- Provide and discuss system map of the local solid waste system. The system map would show the different steps or components of the system, along with inputs and outputs (energy, materials, emissions).

Meeting 3

- Identify the associated impacts (human toxicity, ecotoxicity, biodiversity, greenhouse gas emissions, energy, equity, safety, etc.) of each system component.
- Determine what parts of the system should be evaluated.

Meeting 4

- Discuss the characteristics of the system if it were sustainable according to the framework adopted.

Meeting 5

- Identify system components and impacts where greatest leverage can be exerted to move the system toward sustainability in the next 10 years.

Meetings 5 and 6

- Develop goals for the next 10 years.
- Identify next steps.

OUTPUT

Draft sustainability framework, system definition, and goals for SWAC and Council consideration and potential inclusion in the updated RSWMP.

TEAM MEMBERS

Wade Lange, Ashforth Pacific Inc.	<i>Business</i>
Tom Badrick, Legacy Health System	<i>Business</i>
Jeff Murray, Far West Fibers	<i>Recycling Facilities</i>
Mike Miller, Gresham Sanitary	<i>Hauling Industry</i>
Dave White, ORRA	<i>Hauling Industry</i>
Bruce Walker, City of Portland	<i>Government</i>
Heather Hansen, Clackamas County	<i>Citizen</i>
Lori Stole, Washington County	<i>Citizen</i>
??	<i>Disposal Facility</i>
René Eyerly, Metro	<i>Facilitator</i>
Steve Apotheker, Metro	<i>Staff Support</i>

RE:gbc

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Queue

**RSWMP Chapter 3
DRAFT Regional Policies**

Regional Sustainability Policies

Policy 4.0 Sustainability Alternatives (*Significantly modified Goal 3 and Objective 3.2*)*

Waste reduction or other sustainability alternatives identified for business practices or programs will be evaluated based on (a) technological feasibility; (b) economic comparison to current practice; and (c) net environmental benefits.

Policy 4.1 Sustainability Alternatives (*New*)*

Sustainability practices for the solid waste system may be implemented voluntarily or required by regulation.

Policy 5.0 Service Provision (*New*)*

Integrated public drop-off services, including source-separated recycling, disposal, and household hazardous wastes will be provided by regional transfer facilities.

Policy 5.1 Service Provision (*Modified Goal 8*)

Recycling services will be offered as a component with residential and commercial collection in the region.

Policy 6.0 Recycling Markets (*Goal 10*)

Source separation is the preferred approach in the region for ensuring quality secondary materials for recycling markets, but other forms of material recovery such as post-collection separation will not be precluded.

Policy 6.1 Recycling Markets (*Modified Objective 9.3*)

Enterprises that can significantly expand end-use opportunities for reuse or recycling will be fostered by the region.

*Policies to be discussed at the SWAC meeting.



METRO

March 16, 2005

David White
Regional Representative
Oregon Refuse & Recycling Association
1739 NW 156th Avenue
Beaverton, OR 97006

RE: RSWMP Collection Related Goals

Dear David,

The purpose of this letter is to clarify Metro's role, authority and approach regarding collection goals and objectives for the Regional Solid Waste Management Plan (RSWMP), a functional plan for the region, managed by Metro.

In recent meetings with local governments, in the February 2005 ORRA newsletter, and at the February SWAC meeting you made two general claims. First, that Metro has no authority over collection. You cite as a basis ORS 459.085(A) that grants cities and counties the authority to regulate collection, issue collection franchises, set rates, and determine service levels. Second, you have cited a different statute, ORS 459.095, as the primary basis of your recommendation to exclude collection goals and objectives from the RSWMP. The statute restricts local governments in the region from having ordinances, regulations, orders or contracts that conflict with the RSWMP. You have identified a "risk" faced by local governments: if collection issues are included in the Plan, Metro will be given "... authority over their local programs."

Your premise appears to be that because ORS 459.085(A) grants cities and counties authority to regulate collection, and because 459.095 has the potential to limit that authority, therefore collection issues should be completely omitted from RSWMP.

According to our analysis, your concern about risk to local government authority or programs has not been validated by experience. Collection goals and recommended practices are already part of the current RSWMP (see attachment), with no resulting intrusion by Metro into the collection arena and authority of local governments. The goals and practices are reasonable statements intended to standardize, to the degree possible, collection practices for the purpose of customer service and clarity.

Regarding Metro's role, other functional plans administered by Metro include areas outside of Metro's direct authority. As I noted at the last SWAC meeting, one example is the Regional Transportation Plan (RTP), which includes service goals and objectives for Tri-Met and SMART public transit agents.

David White
March 16, 2005
Page 2

Metro has no direct authority over Tri-Met or SMART, but public transit, as an integral part of the regional transportation infrastructure, is rightly a part of the RTP.

Metro authority, or the lack of it, should not be the determining factor for elements to be addressed (or not) in functional plans administered by the agency. The determining factor should be the key components of the regional system under review.

Collection is as much an integral part of the regional solid waste system as Tri-Met is a part of the regional transportation system. The updated RSWMP would be an incomplete document without a review of potential collection issues, and some identified aspirations for the future. I know that most of the local government representatives feel the same way.

While I certainly appreciate your concern, I hope to resolve the impasse on this issue. It has always been Metro staff's intention to have the regulators of collection (our local government partners) work with the regulated community (the haulers) in determining collection issues and goals to be included in the RSWMP. Our role here, well-stated in Metro Council's strategic plan, is to "Maintain open working relationships with other governments and organizations and provide a venue for regional collaboration."

In conclusion, I hope you will reconsider your premise and we can continue meaningful discussions with local governments and others on RSWMP-related collection policies. The fact that Metro administers the Regional Solid Waste Management Plan does not mean that every component covered in the Plan is subject to Metro's direct regulatory authority.

In the meantime, I've asked my staff to restart the process for reviewing RSWMP-related collection goals, and look forward to your participation in that process.

Please give me a call at (503) 797-1743 if you would like to discuss this further.

Sincerely,



Michael Hoglund
Director, Solid Waste & Recycling Department

MH:JM:sm

cc: Councilors Rod Park & Susan McLain
Michael Jordan, Metro Chief Operating Officer
Solid Waste Advisory Committee (SWAC) Members

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Regional Solid Waste Management Plan

Goals and Recommended Practices Related to Collection

Regional Goals

Goal 2, Objective 2.3

Standardize waste reduction services within the region to the extent possible to minimize confusion on the part of residents and businesses, and construct cooperative promotion campaigns that cross-jurisdictional boundaries.

Waste Reduction Recommended Practices

Expand and Increase Participation in Existing Residential Curbside Programs

Key Concept and Approach of the Recommended Practice:

The recommended practices are based on two basic approaches to increase residential recycling. One is to improve the performance of existing recycling services. The other is to add new materials to those presently being collected.

Key Elements of the Recommended Practice:

- a) Weekly curbside collection (or equivalent) of yard debris and scrap paper for single-family households.
- b) Provide recycling containers for at least four of the principal recyclable materials at all multi-family complexes (scrap paper included where space allows).
- c) Regional education and promotion campaigns to support single-family and multi-family curbside recycling.
- d) Target low-participant neighborhoods with special education and promotion efforts.
- e) Programs that target the reduction of yard debris in drop box rentals (e.g., promote use of drop boxes with compartments that allow segregation of yard debris).
- f) Programs that target reduction of yard debris in self-haul loads at disposal facilities (e.g., provide customers with educational materials on disposal alternatives).

Key Elements of Alternative Practices:

- a) Local flexibility to add new materials (e.g., aerosols, plastics). Each local government will decide when public demand and markets warrant adding materials to a curbside program other than those listed in the recommended practices.
- b) Disposal bans on recyclables (where alternatives to disposal are available).
- c) Promote use of commercial refuse and recycling collection services (e.g., through landlord tenant laws) for households not currently subscribing to these services.

Develop New Collection Technologies

Key Concept and Approach of the Recommended Practice:

The amount of materials collected in curbside programs is beginning to exceed the available compartments on collection vehicles. Commingling of recyclables has been avoided in the metro area because of concerns it will reduce material quality. However, metro-area households and collectors may now have enough experience in providing clean materials that selective commingling may be possible (and necessary) if additional materials are to be added to curbside programs.

One emerging technology is the co-collection of refuse and recyclables on the same truck. Separate collection vehicles appear prohibitively expensive for some programs such as collection of food waste. Collecting bagged food waste together with yard debris may be a more cost-effective approach, particularly if combined with “one-stop dumping.” Because of the uncertainties of this technology at this time, the recommended approach is to continue investigation and examination of new opportunities rather than recommendation of any particular practice for adoption.

Key Elements:

- a) Continue cooperative development of promising new technologies. For example, co-collection of waste materials (e.g., yard debris and refuse).
- b) Alternative collection pickups for different materials (e.g., recyclables one week and refuse the next).
- c) Selective commingling of compatible materials (e.g., mixed plastics).
- d) Weight-based collection rates (e.g., household refuse cans weighed at curbside and charges made “by the pound”).

JM:gbc

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