

# A G E N D A

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METRO

**MEETING:** REGIONAL SOLID WASTE ADVISORY COMMITTEE (SWAC)

**DATE:** Monday, October 27, 2008

**TIME:** 2:00 p.m. to 3:55 p.m.

**PLACE:** Room 370, 600 NE Grand Avenue, Portland

5 mins. **I. Call to Order** ..... David Bragdon

*Approval of minutes\**

10 mins. **II. Updates** ..... Scott Robinson

20 mins. **III. Metro Organizational Changes**..... Scott Robinson

***Update and discussion item:** A brief update on the Sustainable Metro Initiative and how it affects solid waste and recycling programs. The bulk of the time for this agenda item will be reserved for questions from SWAC members.*

80 mins. **IV. Rethinking SWAC\*** ..... David Bragdon

***Discussion item:** Council President Bragdon would like to engage SWAC members in a discussion on improving the processes through which the Metro Council receives advice on solid waste policies.*

\*Denotes material included in the meeting packet

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

**Chair:** Council President David Bragdon  
(503-797-1889)

**Staff:** Matt Korot  
(503-797-1760)

**Committee Clerk:** Gina Cubbon  
(503-797-1645)

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**ATTACHMENT**  
**SWAC Agenda Item II**  
**October 27, 2008**

**Meeting Summary of June 26, 2008**



**METRO**

600 NE Grand Ave.  
Portland, OR 97232-2736

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

Metro Regional Center, Council Chambers  
Thursday, June 26, 2008

**Members / Alternates Present:**

Mike Hoglund  
Scott Keller  
Glenn Zimmerman  
John Lucini  
Mike Leichner  
Dave Garten  
JoAnn Herrigel  
Tom Badrick

Bruce Walker  
Susan Steward  
Dave White  
Lori Stole  
Rick Winterhalter  
Warren Shoemaker  
Theresa Koppang

Anita Largent  
Mike Miller  
Jeff Murray  
Dean Kampfner  
Paul Edwards  
Ralph Gilbert  
Vince Gilbert

**Guests and Metro staff:**

Michael Jordan  
Babe O'Sullivan  
Angie Marzano  
Mike Dewey  
Matt Korot  
Easton Cross  
Paul Ehinger  
Steve Kraten  
Sarah Keirns

Warren Johnson  
Larry Harvey  
Matt Tracy  
Bob Wise  
Wendy Fisher  
Meg Lynch  
Kristin Lieber  
Karen Feher  
Marta McGuire

Michelle Bellia  
Heidi Rahn  
Jennifer Joe  
Jeff Gage  
Julie Cash  
Tiffany Gates  
Segeni Mungai  
Gina Cubbon

**I. Call to Order..... Mike Hoglund**

- In the absence of Council President David Bragdon, Mike Hoglund called the meeting to order and asked the attendees to introduce themselves. Chief Operating Officer Michael Jordan presented an overview of the reorganization plans for Metro.

While the Agency is in great financial shape, the region's needs are growing, Mr. Jordan explained. Management practices for all aspects of the agency are being looked at; currently, different corporate cultures exist in different departments. Consistency among management practices are needed to become more efficient and to better respond to the needs of the region.

Seven employee work groups have been formed to develop recommendations, including one group looking at "the color money" issues (rules regarding funding sources such as federal transportation grants, solid waste funds, etc.)

Final decisions should be made by September in order to incorporate them into October's budget assumptions for FY 2009-2010.

Mr. Jordan does not expect groups to change, so the same people responsible for it now will likely own it later, though there may be some management changes and streamlining. The program is not meant to change the content of the work Metro does, though it's possible that areas such as Metro

Recycling Information could be expanded to take on other roles, though that does bring up the issue of “the color of money” and would need to be carefully considered.

Rumors will likely abound, Mr. Jordan cautioned, so a website has been set up to help separate fact from fiction: [sustainablemetro@oregonmetro.gov](mailto:sustainablemetro@oregonmetro.gov). Please feel free to email questions there, or to talk to staff.

- Approval of minutes: Dave White asked to clarify his comment noted in the May minutes regarding “transparency drips innuendo.” “Our industry,” he said, “supports transparency both in the information we give to local governments and also in the models local governments use to set rates.” His previous comment was that the question of transparency in rate-making, without any specific information or reasons given, drips innuendo.

With Mr. White’s clarification noted, the minutes were approved unanimously.

## **II. Director’s Update ..... Mike Hoglund**

- Designated Facility Agreements (DFAs) for landfills that accept dry waste will be revised this summer to be compliant with the Enhanced Dry Waste Recovery Program (EDWRP). DFAs must be ready for reissue by November 1. EDWRP will require that all dry waste must be processed at a Material Recovery Facility (MRF) prior to the residual being taken to a landfill. Existing designated facilities must certify their intent to either accept only processing residual from the Metro region, or to perform material recovery themselves prior to disposal. Certificates of intent are due to Metro by July 1, 2008.
- A stakeholder meeting to discuss draft EDWRP sampling and reporting procedures will be held in the Council Chambers on Tuesday, July 8. Representatives of local MRFs are expected to attend and will have the opportunity to ask questions and provide their comments.
- Doug Anderson has met with Council at two work sessions to discuss waste allocation. A report including options and recommendations is being finalized. Council will be briefed in early July; staff will meet with franchise-holders after that. After approval by Council, staff will begin processing franchise renewals for existing transfer stations.
- The revised compliance ordinance for the RSWMP passed at the June 11 MPAC meeting. RSWMP and its compliance ordinance will go to Council on July 17, with the enactment vote on July 24.
- Negotiations are underway with Walsh Trucking for the waste transport contract. Information regarding the project are on Metro’s website. The notice of intent to award will go out in late July or early August. SWAC and local governments will be kept updated.
- Jim Watkins, Assistant Director, Engineering & Environmental Services has retired. A going-away celebration may be held; Mr. Hoglund said he would keep the group informed.

## **III. Business Recycling Requirements Ordinance ..... Marta McGuire**

Marta McGuire reviewed the road to the Business Recycling Requirements ordinance, begun one year ago. SWAC members would be asked to vote on the issue at this meeting. After meeting with local governments, some minor changes were made to the document.

The City of Portland’s Bruce Walker moved to accept the ordinance; Paul Edwards (City of Hillsboro) seconded, and the group discussed the item.

## **Comments**

Against the ordinance:

- Some members expressed concern about moving to a mandatory program, preferring a voluntary, opportunity model system.
- Metro should work with business associations, trade groups and local governments to encourage businesses to recycle, using peer pressure and the option of making the program mandatory at a later date. A mandatory program should only be a fall-back position.
- The SWAC is an “esteemed group” who, in a rare moment of unity, made a decision to continue with supported outreach rather than a mandatory program. The Metro Council chose to ignore that recommendation and develop the ordinance. Perhaps Council should reconsider the utility of SWAC.
- “Big box” stores are the lion’s share of the problem.
- Concerns about impact to businesses.
- Not sure the timing is right, though the ordinance is heading in the right direction.

For the ordinance:

- The program will demonstrate to the region’s businesses that Metro and local governments are serious about recycling.
- It’s absolutely appropriate to require businesses to recycle.
- The ordinance is neither onerous nor draconian; the problem is not a lack of education.
- Although SWAC voted to continue a voluntary program, one member asked that the record show there has also been some consistent support for mandatory measures. It’s appropriate, and not recommending it would be too timid. There are serious issues needing Metro and local governments to take a leading role.
- The data has shown that the commercial sector has not stepped up to this challenge. The ordinance is needed, and is more onerous on local governments than on businesses.
- Mandates don’t affect those who are already doing the right thing. If not everyone is doing the right thing, maybe this incentive is good.
- Metro shouldn’t be afraid to lead.
- It’s doubtful citations would ever need to be issued, but incentives could help.

**Vote: 9 Yes / 7 No / 2 Abstentions**

The issue will be presented to MPAC next; SWAC comments will be included.

## **IV. Sustainable Operations Workplan ..... Matt Tracy**

Matt Tracy showed a PowerPoint presentation highlighting the work done by the Sustainable Operations Work Group. A consultant helped the group through the first three meetings, teaching them the Natural Step framework (adopted by Metro Council several years ago). The brainstorming session that SWAC took part in several months ago was very productive and helpful to the group in developing the work plan.

All sections of the work plan are equally weighted, Mr. Tracy continued. The plan is a living document; more opportunities will be added as they arise. The work group will meet annually or biannually to discuss. The plan will be used to assist service providers develop and implement sustainable operations. It’s not a mandatory program; ideas that prove successful will help encourage others to participate. Seeing the whole process unfold, and how collaboratively people worked, was inspiring.

The City of Portland’s Babe O’Sullivan, a member of the work group, talked about her impressions of the process. She served on not only this group, but its predecessor, she said. What made this group unique was that they didn’t deal simply with broad concepts: They had to come up with opportunities. The group struggled at

first with how to move forward – what did “sustainable operations” mean? A melding of interest and shared enthusiasm made the group successful. Ms. O’Sullivan thanked Metro for making it possible. The brainstorming session with SWAC was particularly successful; she’d been skeptical of the idea, but was very impressed. This work plan will spawn initiative throughout the industry; small successes will encourage larger ones.

Questions / Comments:

- Citizen representative Dave Garten felt there is a gap in short-term opportunities, and sourcing of more sustainable fuels is not included. Mr. Tracy explained that 13 opportunities were chosen for the first year plan, but there is room to keep working and expanding. He and Mr. Garten will meet to discuss biofuel and other fuel / energy opportunities.

Mr. Tracy will refine the plan further, and staff will discuss with stakeholders. Metro will facilitate networking meetings for people to share their ideas and successes. Mr. Tracy asked that people keep him updated on any sustainability opportunities they happen upon.

Mr. Hoglund thanked the work group for its hard work. In April, Metro Council voted for sustainability to be part of the agency’s long-term vision. A climate action plan will be developed, and the agency may become a clearinghouse for sustainability opportunities.

**V. Roll-out of RID Patrol ..... Steve Kraten**

Steve Kraten gave a brief background of Regulatory Affairs’ illegal dumping program (“RID” – Regional Illegal Dumping). The program had lacked a strong identity previously. The new branding will help get the message out to community groups that the program exists and can help educate people to not dump illegally, as well as how to report illegal dumping.

Several photos were displayed of local illegal dumpsites, as well as the new “Report Illegal Dumping” signs. The attendees were invited to view the new trailer (parked on the Metro plaza) following the meeting.

Mr. Hoglund encouraged people to spread the word, but cautioned that the program applies only to public property; cleanups of dumping on private property are not within the program’s purview. In the case of dumping on private property, if the property owner can collect some evidence and information, the program can, however, investigate the incident.

Mr. Hoglund adjourned the proceedings at 11:45 a.m.

Prepared by:

Gina Cubbon  
Administrative Specialist  
Metro Solid Waste & Recycling Department

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## Sustainable Operations Work Plan 2008-2009



## Sustainable Operations Work Plan 2008-2009



### Work Group Origins

- Sustainability goals and objectives developed by a SWAC subcommittee in 2005
- A collaborative implementation strategy was envisioned for region-wide sustainable solid waste operations

## Sustainable Operations Work Plan 2008-2009



### Work Group

- Members nominated by Metro staff and appointed by COO Michael Jordan
- Approximately 12 members
  - Small and large garbage collection companies
  - Facility operators (e.g., landfill, transfer station, and compost facilities)
  - Local government and state government regulators
  - Metro staff

## Sustainable Operations Work Plan 2008-2009



### Work Group Charge

Advance implementation of objectives in Chapter V of the Regional Solid Waste Management Plan (RSWMP)

- Prioritize objectives annually
- Develop an annual work plan to address priorities
- Report to Metro Council and SWAC as needed
- Issue annual progress reports (beginning July 2009)

## Sustainable Operations Work Plan 2008-2009



### Work Plan Scope

- Government-regulated regional solid waste facilities and services
  - 38 facilities (including Metro's transfer stations)
  - 9 designated facility agreements (DFAs)
  - 2 closed landfills (managed by Metro)
  - Metro's latex paint recycling facility
  - Approximately 1,000 collection vehicles

## Sustainable Operations Work Plan 2008-2009



### Sustainability Consultant

Facilitated the first three meetings

- Provided a clear, concise understanding of Natural Step framework
- Developed criteria selection methodology for applying Natural Step framework to solid waste operations
- Facilitated SWAC brainstorming exercise

## Sustainable Operations Work Plan 2008-2009



### Crafting the Work Plan

- SUSOPS Work Group crafted a first year Sustainable Operations Work Plan in its seven meetings
- First year plan includes
  - Selected sustainability opportunities
  - Implementation methods
  - Technical information resources
  - Suggested measuring devices

## Sustainable Operations Work Plan 2008-2009



### Work Plan Opportunities

- Install renewable on-site power generation
- Implement engine idling reduction policies
- Implement phase out program for toxic materials
- Promote community service



## Sustainable Operations Work Plan 2008-2009



### Future Responsibilities

- Work Group may meet annually / bi-annually
- Metro staff will assist with performance data and provide outreach, technical assistance

## Sustainable Operations Work Plan 2008-2009



### Metro Staff Next Steps

- Assist service providers to develop / implement sustainable operations and administrative services
- Determine performance indicator and metrics tracking system
- Provide technical outreach and guidance

## Sustainable Operations Work Plan 2008-2009



### Member Perspective-Local Gov't

- *Goal:* align with Portland Recycles! plan, other city/regional achievements
- *Challenge:* get tangible results - go back to basics, work through opportunities
- *Highlights:* brainstorm with SWAC
- *Next Steps:* more collaboration on clean fleets, other system improvements



**ATTACHMENT**  
**SWAC Agenda Item IV**  
**October 27, 2008**

**Letter from Council President Bragdon**



**METRO**

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COUNCIL PRESIDENT DAVID BRAGDON

October 21, 2008

Dear Solid Waste Advisory Committee members:

The purpose of this letter is to lay the foundation for a discussion to be held at the upcoming Solid Waste Advisory Committee (SWAC) meeting on Monday, October 27, from 2-4 p.m. My colleagues on the Metro Council and I believe that it is time to improve the processes through which the Council receives advice on solid waste policies. Doing so will improve the quality and credibility of policy options that come before Councilors.

At the October 27 meeting I would like us to discuss a revised approach for developing and taking policy options to the Metro Council. The approach that I have in mind would more closely mirror existing processes used in other areas of Metro responsibility, like transportation and land use, and that I believe will result in better input to Council.

My thoughts on the size and composition of a reorganized SWAC are that it be a relatively small group, consisting primarily of staff from agencies representing the public interest – local governments and the Oregon Department of Environmental Quality – with one additional representative each from the solid waste industry, business sector ratepayer, and environmental advocacy sectors. In addition, I believe this group may function more effectively if it meets on an as-needed basis rather than a pre-set schedule, but I am interested in your thoughts on this. I also expect that the committee would at times convene larger, temporary task forces to get additional policy or technical input from stakeholders on key issues.

Using this new approach for waste reduction, recycling, and solid waste system issues that need the attention or action of the Metro Council, a reorganized SWAC would help develop policy options. Those options would then be provided to the Metro Policy Advisory Committee (MPAC) for consideration. Consistent with its role to provide policy advice, MPAC would make recommendations on the options to Council. MPAC's voting membership is primarily local elected officials.

Thank you in advance for your consideration as we redesign SWAC to better meet the needs of all parties. I regret any inconvenience caused by the cancellation of the September SWAC meeting. A combination of factors led to the late notice. I look forward to seeing you on October 27 and incorporating your valuable input into designing a more productive, efficient, and accountable process for SWAC.

Sincerely,

David Bragdon  
Metro Council President