

EXECUTIVE ORDER: No. 47

EFFECTIVE DATE: September 18, 1991, *Revised November 10, 1993*

SUBJECT: Establishing a Comprehensive Waste Reduction and Recycling Program for Metro Departments and Facilities

Executive Order No. 47 established a task force to prepare waste reduction and recycling guidelines for all departments and facilities of Metro. The charge to the task force was to develop guidelines that would result in a comprehensive program consistent with the policies and programs in the Regional Solid Waste Management Plan (Waste Reduction Chapter), Metro's waste reduction ordinances and resolutions, and state statutes. The program is intended to be exemplary, a model for local governments, businesses, and other organizations in the metropolitan region and throughout the country.

Through Executive Order No. 47, the waste reduction and recycling guidelines developed by the task force are hereby adopted for Metro Regional Center, Metro Washington Park Zoo, and Metropolitan Exposition and Recreation Commission facilities. Attachment "A" to this Order identifies guidelines in the following areas: 1) Reduce, 2) Reuse, 3) Recycle, 4) Procurement, 5) Construction, 6) Employee Motivation and training, 7) Coordination and Administration, and 8) Evaluation.

Based on these guidelines, each Metro facility shall develop a waste reduction and recycling program. These programs are to be designed to meet the specific functions and needs of each facility and may vary between departments and facilities.

As outlined under the Coordination and Administration section of the Order (Attachment "A"), Metro Regional Center, the Metro Washington Park Zoo, and MERC shall establish a recycling coordinating committee to be chaired by a designated recycling coordinator(s). Department heads shall appoint representatives from their respective departments. The committees shall determine the objectives and program options for their facilities. Each year, the designated recycling coordinator shall develop a work plan identifying the activities to be implemented that year.

By September 1, 1991, Metro's Executive Officer, the Director of the Zoo, and the General Manager for MERC shall appoint their respective recycling coordinators, consistent with the attached guidelines. By November 1st of each fiscal year, the annual waste reduction program for Metro Center, Metro Washington Park Zoo, and MERC shall be designed and then implemented. The Solid Waste Department shall provide technical assistance to the recycling coordinators. A progress report shall be prepared for the Executive Officer by September 30th of each following year.

Ordered this 12<sup>th</sup> day of November, 1993

  
Rena Cusma, Executive Officer

**Attachment A to Executive Order No. 47**

**METRO**

**IN-HOUSE WASTE REDUCTION & RECYCLING PROGRAM**

**September 1991  
Amended October 1993**

## **IN-HOUSE WASTE REDUCTION AND RECYCLING PROGRAM GUIDELINES**

### **REDUCE**

1. Prepare executive summaries for lengthy documents. Provide entire document only upon request.
2. Proof read documents electronically before printing.
3. Keep mailing lists current.
4. Use smaller type face to reduce document length.
5. Reduce the size of council and other committee agenda packets by incorporating only essential materials. Send agenda only, and packet upon request.
6. Print only essential copies of reports and documents. Route correspondence and periodicals.
7. Print double-sided copies and require double-sided copying of all bid documents submitted by contractors.
8. Purchase copiers that make double-sided printing easy and convenient.
9. Purchase computer printers that copy double-sided and eliminate the use of "lead sheets" if technically feasible. Train staff in more efficient printer use.
10. Use alternatives to paper communication, such as voice mail, electronic mail and FAX machines. Use the on-line financial system to reduce the number of financial reports produced.
11. Reduce number of telephone and other directories distributed.
12. Use centralized files.
13. Microfilm accounting records that need to be archived.
14. Avoid overly-packaged food/beverages for in-house meetings and use permanent-ware dishes.

15. Choose landscape designs that require low maintenance and little water.
16. Require use of "mulching mowers" by landscape contractors at all facilities.

### **REUSE**

1. Promote "waste exchanges" between departments and between facilities.
2. Reuse permanent-ware dishes for meetings and employee needs.
3. Reuse office supplies, packaging material and cardboard boxes.
4. Use outdated letter head for in-house memos.
5. Recharge fax and printer cartridges.
6. Use refillable rather than disposable pens and pencils.
7. Reuse computer software by donating older versions to schools and/or other non-profit organizations.
8. Collect reusable paper and donate to schools, day care centers and other community centers.
9. Use rechargeable batteries.
10. Salvage building materials for reuse at Metro facilities or for outside users.
11. Install reusable furnace and air conditioner filters.

### **RECYCLE**

1. Recycle paper, including white and colored ledger, computer, mixed waste paper, magazines/catalogues, newsprint, corrugated cardboard and kraft paper.
2. Use uniform recycling containers and consistent signage for office recycling programs.
3. Recycle container glass, tin, recyclable plastics and scrap metal.
4. Recycle copier cartridges.

5. Compost and/or recycle yard debris, and require contractors to compost and recycle.
6. Recycle construction/demolition debris and require same of Metro contractors.
7. Recycle lead-acid batteries, latex paint and motor oil, and require same of contractors.
8. Recycle phone books.
9. Print agency documents on recycled and recyclable paper.
10. Procure paper shredder for Metro Center, MERC and the Zoo. Shredded "sensitive" documents are recyclable.
11. Use products that can be recycled and avoid non-recyclable or difficult to recycle products, such as post-it notes, adhesive labels, and yellow writing pads.
12. Set up a model recycling center in Metro Center. Require tenants to set up recycling programs.
13. Provide recycling containers for programs, brochures, advertisements at conferences and special events.
14. Require recycling plans from contractors/bidders, as appropriate, and include in evaluation criteria.

### **PROCUREMENT**

1. Purchase recycled paper with 50 percent total recycled fiber or 25 percent post-consumer waste. Ensure price preference is consistent with Metro Ordinance No. 93-513 which allows up to a 10 percent price preference.
2. Specify only recycled paper when quality and price are consistent with Metro Ordinance No. 93-513.
3. Purchase yard debris compost and sewage sludge compost for soil amendments or other landscaping purposes as required by Metro Ordinance No. 93-513.

4. Purchase retread tires for Metro vehicles consistent with Metro's ordinance.
5. Purchase recycled latex paint consistent with Metro's ordinance.
6. Purchase re-refined oils as required by state legislation and Metro's ordinance.
7. Purchase other products, such as plastic lumber, building insulation materials, and general office products made from recycled materials when they meet performance standards.
8. Comply with the minimum 10 percent price preferences for all recycled products. Examine higher percentages on a case-by-case basis.
9. Print documents on recycled paper when it is available. Print the recycled content paper symbol and state percentage of post-consumer waste.
10. Require contractors to submit documents on paper with recycled content.
11. As required by Ordinance No. 93-513, contact the Procurement Officer or Waste Reduction Division on recycled products as alternatives to non-recycled products for quotes, bids and proposals for public contracts greater than \$5,000.00.
12. Purchase recycled materials jointly with other Metro departments and facilities to increase size of orders and cost competitiveness.
13. Set up a management information system to track the purchases of recycled products.
14. Investigate centralized purchasing for Metro Center and other facilities.

### **CONSTRUCTION**

1. Metro should lead by example in the administration of its construction programs and management of its facilities:
  - ◆ to minimize harmful environmental and human health impacts; and,
  - ◆ to maximize resource-efficient design, materials and methods.

2. To this end, Metro intends to utilize waste reduction goals in all construction, renovation and demolition projects it undertakes. The following waste reduction aspects will be evaluated at the beginning of each project before project documents are released or before Metro staff performs the work.

Reuse -- retain and utilize all or parts of the existing structures and components in the new structure.

Salvaging -- remove those items which cannot be reused on the project but are reusable and marketable.

Recycling construction and demolition waste -- recycle waste materials which have local processors.

Utilize recycled content building materials -- incorporate locally produced or locally available recycled content building materials in project design and procurement.

Design for recycling by facility users -- design the facility to make recycling of waste materials at least as convenient as disposal of non-recyclable items for facility users.

Reduce utility demand -- "value" engineer the design of the facility to conserve electricity, water and gas and monitor performance against the design.

### **EMPLOYEE MOTIVATION AND TRAINING**

1. Provide information and training on Metro's recycling program for new employees through an employee orientation packet. Include Metro brochures on recycling at home.
2. Designate a recycling team leader for each department and/or facility to train new employees and to promote/monitor recycling activities. (See Coordination and Administration section.)
3. Use the "Metro Recycles" theme and logo in all In-House Waste Reduction and Recycling Program materials.
4. Use promotional techniques such as kick-off events, banners, signs, buttons and contests to encourage employee participation and interest in the program.
5. Work with Public Affairs staff to develop a handbook with recycling goals and programs for each Metro facility. Include in new employee's orientation packet.

6. Provide feed-back to employees on the progress of waste reduction programs through the Employees Express and other announcements.
7. Install an employee's suggestion box for waste reduction and recycling ideas at all facilities.
8. Provide clear signage and instructions at recycling areas. Keep instructions simple and uniform. Use visual displays whenever possible.

### **COORDINATION AND ADMINISTRATION**

1. The Executive Officer will designate recycling coordinators for Metro Center, Metropolitan Exposition and Recreation Commission facilities and the Metro Washington Park Zoo to be responsible for implementing the waste reduction and recycling guidelines. Coordinators should have adequate authority and resources to carry out their responsibilities. The Waste Reduction Division shall provide technical assistance at all facilities as necessary.
2. Department heads will select team leaders from departments and/or facilities to be responsible for recycling operations and program monitoring. Metro's Recycling Program organizational structure shall include representation from each facility as follows:

#### **METRO REGIONAL CENTER**

##### **Recycling Coordinators, Regional Facilities and Solid Waste Departments**

##### **Team Leaders: Council Office**

Executive Management/Office of General Counsel  
 Planning  
 Solid Waste Department  
 Solid Waste Facilities  
 Public Affairs  
 Finance and Management Information

#### **MERC FACILITIES**

##### **Recycling Coordinator, Purchasing Coordinator**

##### **Team Leaders: Civic Stadium**

Portland Center for the Performing Arts  
 Oregon Convention Center



**METRO WASHINGTON PARK ZOO**

Recycling Coordinator, Facilities Management Division

Team Leaders: Administration/Marketing

Educational Services and Volunteers

Animal Management

Visitors Services

Construction/Facilities Management

Friends of the Zoo

Design Services

Administrative Strategic Marketing

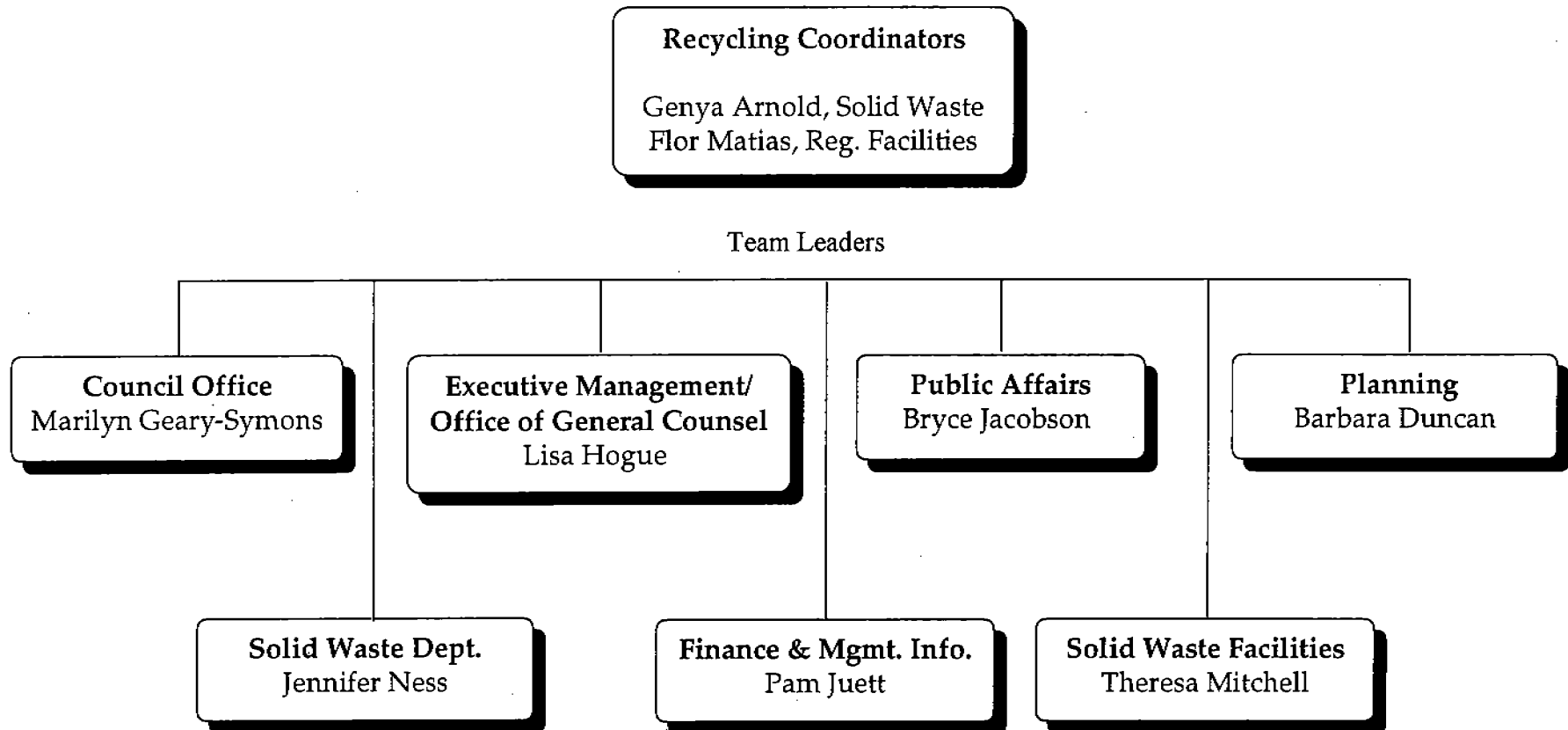
3. Recycling coordinators and team leaders shall meet at least quarterly and shall be responsible for the following:
  - ◆ Develop a strategy and schedule to meet all objectives of Executive Order No. 47 waste reduction and recycling program guidelines.
  - ◆ Monitor performance on all guidelines and assist in implementation.
  - ◆ Prepare an annual progress report for the Executive Officer due by the end of the first quarter of each fiscal year. Report is timed to enable consideration of budget needs prior to each budget cycle, and to allow adequate time to collect year-end results on recycling and recycled product purchases.
  
4. Recycling coordinators shall meet at least quarterly and shall be responsible for the following:
  - ◆ Monitor and evaluate results of facility recycling programs.
  - ◆ Prepare cost estimates and budget recommendations.
  - ◆ Coordinate with the Executive Officer and Council to develop and implement policies, as necessary.
  - ◆ Plan and implement Metro-wide recycling education and promotion programs.

## **EVALUATION AND MONITORING**

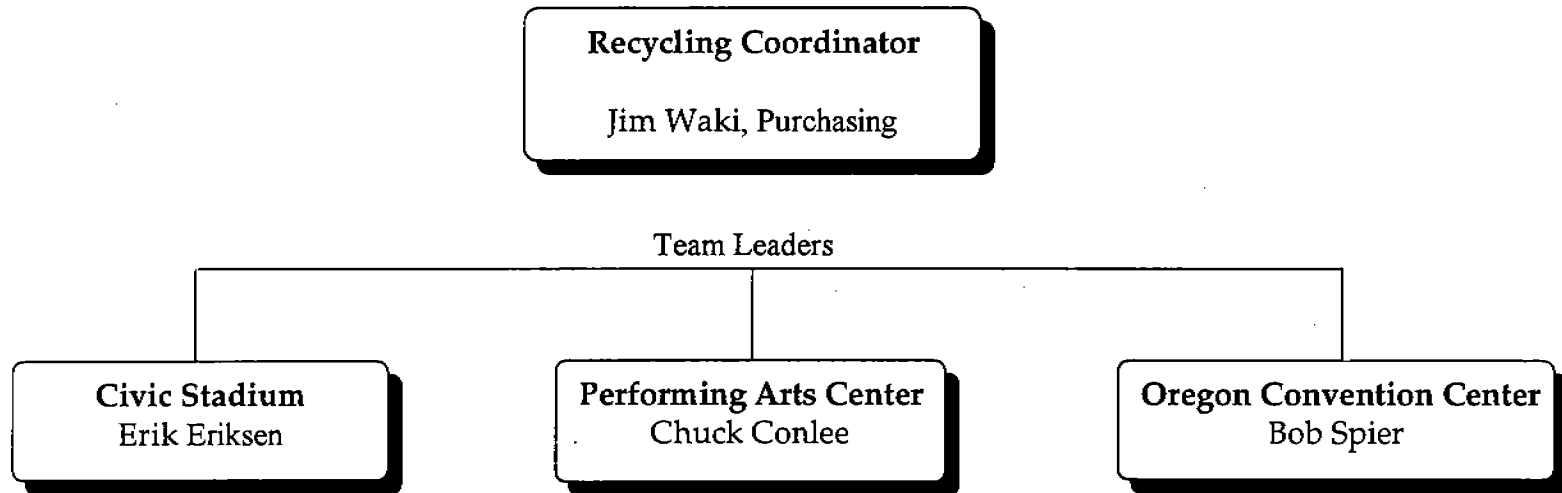
1. Establish baseline data using the initial waste audit.
2. Collect data monthly and report quarterly. Team leaders/recycling coordinators, depending on the nature of the activity, shall collect data. Recycling coordinators shall develop reporting forms and prepare quarterly progress reports for their facility. Reports may include the following information, as appropriate.
  - ◆ Tonnage disposed at each facility
  - ◆ Estimates of quantities recycled by material, at each facility
  - ◆ Extent of participation
  - ◆ Description of activities
  - ◆ Capital and operating costs
  - ◆ Records on recycled product purchases
  - ◆ Records on reams of paper purchased
  - ◆ Records on type and quantities of reports generated
3. Conduct annual waste consultations at each facility to evaluate progress and make recommendations. These consultations shall be conducted by staff from the Waste Reduction Division of the Solid Waste Department, in cooperation with facility managers.
4. Review guidelines annually and amend as necessary.

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wr/recyprog.no2  
October 29, 1993

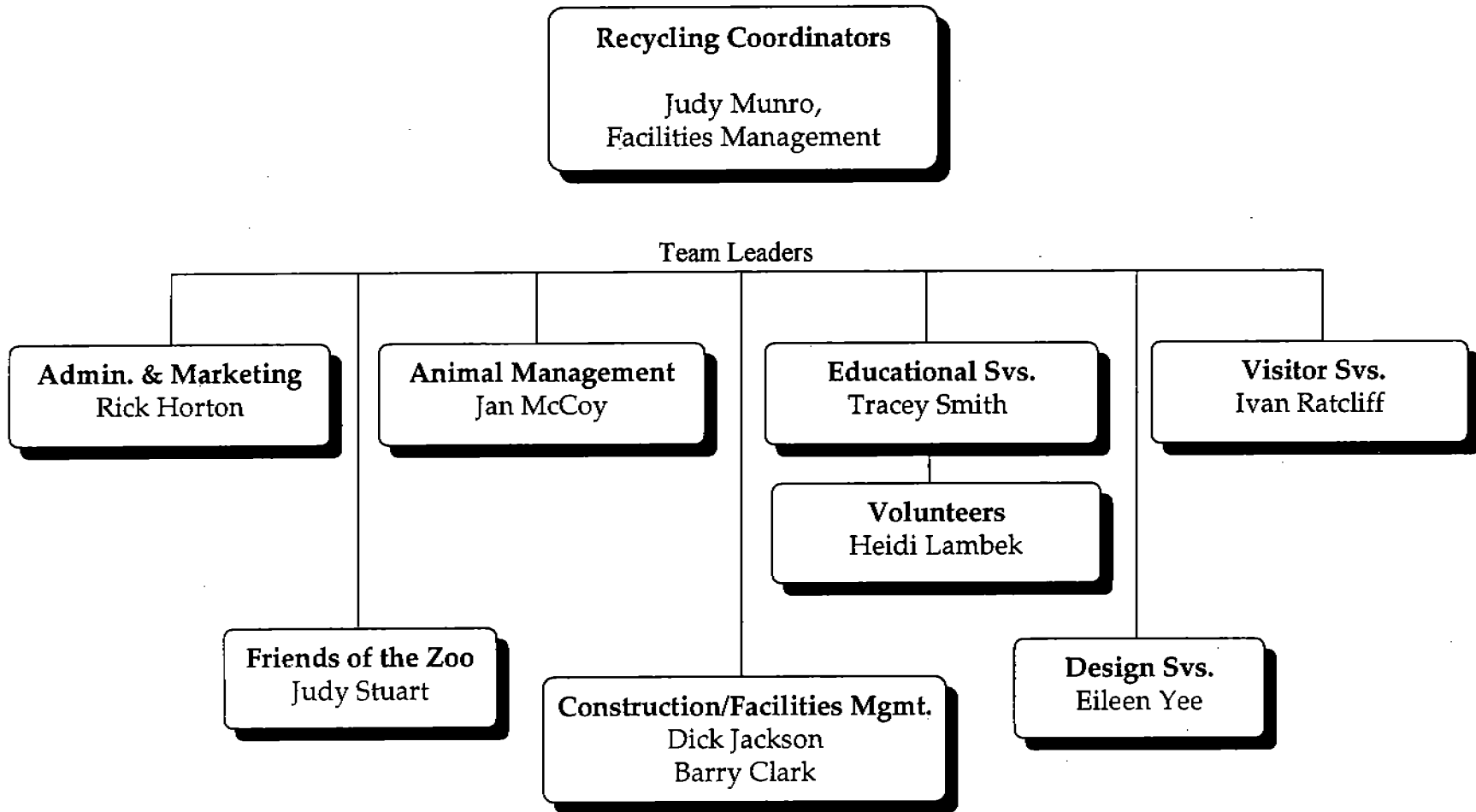
# Metro Regional Center In-House Recycling Program Organization Chart



# Metro Exhibition and Recreation Commission Facilities In-House Recycling Program Organization Chart



# Metro Washington Park Zoo In-House Recycling Program Organization Chart





**METRO**

Date: November 15, 1993  
To: Metro Department Heads  
From: Rena Cusma, Executive Officer  
Regarding: Revised Executive Order # 47

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Attached for your department's information is the revised Executive Order # 47. This revised Executive Order # 47 establishes a comprehensive waste reduction and recycling program for all Metro departments and facilities and an in-house task force.

Please copy and distribute to each of your staff members.

Thank you.

**EXECUTIVE ORDER: NO. 47**

**EFFECTIVE DATE: SEPTEMBER 18, 1991**

**SUBJECT: ESTABLISHING A COMPREHENSIVE WASTE REDUCTION AND RECYCLING PROGRAM FOR METRO DEPARTMENTS AND FACILITIES**

Executive Order No. 47 established a task force to prepare waste reduction and recycling guidelines for all departments and facilities of the Metropolitan Service District. The charge to the task force was to develop guidelines that would result in a comprehensive program consistent with the policies and programs in the Regional Solid Waste Management Plan (Waste Reduction Chapter), Metro's waste reduction ordinances and resolutions, and state statutes. The program is intended to be exemplary, a model for local governments, businesses, and other organizations in the metropolitan region and throughout the country.


Through Executive Order No. 47, the waste reduction and recycling guidelines developed by the task force are hereby adopted for Metro Center, Metro Washington Park Zoo, and Metropolitan Exposition and Recreation Commission facilities. Attachment "A" to this Order identifies guidelines in the following areas: 1) Reduce, 2) Reuse, 3) Recycle, 4) Procurement, 5) Employee Motivation and Training, 6) Coordination and Administration, and 7) Evaluation.

Based on these guidelines, each Metro facility shall develop a waste reduction and recycling program. These programs are to be designed to meet the specific functions and needs of each facility and may vary between departments and facilities.

As outlined under the Coordination and Administration section of the Order (Attachment "A"), Metro Center, the Metro Washington Park Zoo, and MERC shall establish a recycling coordinating committee to be chaired by a designated recycling coordinator(s). Department heads shall appoint representatives from their respective departments. The committees shall determine the objectives and program options for their facilities. Each year, the designated recycling coordinator shall develop a work plan identifying the activities to be implemented that year.

By September 1, 1991, Metro's Executive Officer, the Director of the Zoo, and the General Manager for MERC shall appoint their respective recycling coordinators, consistent with the attached guidelines. By November 1st of each fiscal year, the annual waste reduction program for Metro Center, Metro Washington Park Zoo, and MERC shall be designed and then implemented. The Solid Waste Department shall provide technical assistance to the recycling coordinators. A progress report shall be prepared for the Executive Officer by September 30th of each following year.

Ordered this 18 day of September, 1991.

  
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Rena Cusma, Executive Officer

**METROPOLITAN SERVICE DISTRICT**  
**IN-HOUSE WASTE REDUCTION & RECYCLING PROGRAM**

**September 1991**



## **IN-HOUSE WASTE REDUCTION AND RECYCLING PROGRAM GUIDELINES**

### **REDUCE**

1. Prepare executive summaries for lengthy documents. Provide entire document only upon request.
2. Proofread documents electronically before printing.
3. Keep mailing lists current.
4. Use smaller type face to reduce document length.
5. Reduce the size of council and other committee agenda packets by incorporating only essential materials. Send agenda only, and packet upon request.
6. Print only essential copies of reports and documents. Route correspondence and periodicals.
7. Print double-sided copies and require double-sided copying of all bid documents submitted by contractors.
8. Purchase copiers that make double-sided printing easy and convenient.
9. Purchase computer printers that copy double-sided and eliminate the use of "lead sheets" if technically feasible. Train staff in more efficient printer use.
10. Use alternatives to paper communication, such as voice mail, electronic mail and FAX machines. Use the on-line financial system to reduce the number of financial reports produced.
11. Reduce number of telephone and other directories distributed.
12. Use centralized files.
13. Microfilm accounting records that need to be archived.
14. Avoid overly-packaged food/beverages for in-house meetings and use permanent-ware dishes.

15. Choose landscape designs that require low maintenance and little water.
16. Require use of "mulching mowers" by landscape contractors at all facilities.

### **REUSE**

1. Promote "waste exchanges" between departments and between facilities.
2. Reuse permanent-ware dishes for meetings and employee needs.
3. Reuse office supplies, packaging material and cardboard boxes.
4. Use outdated letter head for in-house memos.
5. Recharge fax and printer cartridges.
6. Use refillable rather than disposable pens and pencils.
7. Reuse computer software by donating older versions to schools and/or other non-profit organizations.
8. Collect reusable paper and donate to schools, day care centers and other community centers.
9. Use rechargeable batteries.
10. Salvage building materials for reuse at Metro facilities or for outside users.
11. Install reusable furnace and air conditioner filters.

### **RECYCLE**

1. Recycle paper, including white and colored ledger, computer, mixed waste paper, magazines/catalogues, newsprint, corrugated cardboard and kraft paper.
2. Use uniform recycling containers and consistent signage for office recycling programs.
3. Recycle container glass, tin, recyclable plastics and scrap metal.
4. Recycle copier cartridges.

5. Compost and/or recycle yard debris, and require contractors to compost and recycle.
6. Recycle construction/demolition debris and require same of Metro contractors.
7. Recycle lead-acid batteries, latex paint and motor oil, and require same of contractors.
8. Recycle phone books.
9. Print agency documents on recycled and recyclable paper.
10. Procure paper shredder for Metro Center, MERC and the Zoo. Shredded "sensitive" documents are recyclable.
11. Use products that can be recycled and avoid non-recyclable or difficult to recycle products, such as post-it notes, adhesive labels, and yellow writing pads.
12. Set up a model recycling center in new building. Require tenants to set up recycling programs.
13. Provide recycling containers for programs, brochures, advertisements at conferences and special events.
14. Require recycling plans from contractors/bidders, as appropriate, and include in evaluation criteria.
15. Work with Solid Waste Department to route loads of organic waste to Riedel composter.

### **PROCUREMENT**

1. Purchase recycled paper with 50 percent recycled fiber including at least ten percent post-consumer waste. Ensure price preference is consistent with state law which allows up to a 12 percent state agency purchasing preference for office paper. Label paper to indicate it is recycled.
2. Purchase yard debris compost and sewage sludge compost for soil amendments or other purposes as required by Metro Resolution No. 89-303.

3. Purchase retread tires for Metro vehicles as required by Metro Resolution No. 89-1099.
4. Establish a policy on the purchase of recycled latex paint and implement when product is available and meets specifications.
5. Establish and implement a policy for purchase of recycled oils as required by state legislation.
6. Purchase other products, such as plastic lumber, building insulation materials, and general office products made from recycled materials when they meet performance standards.
7. Comply with the minimum five percent price preferences for recycled products other than paper, as required by state statute. Examine higher percentages on a case-by-case basis.
8. Require contractors to submit documents on paper with recycled content. Require contractors to use other recycled or recyclable products, such as yard debris compost, recycled oil, retread tires, and plastics, as appropriate.
9. Purchase recycled materials jointly with other Metro departments and facilities to increase size of orders and cost competitiveness.
10. Set up a management information system to track the purchases of recycled products.
11. Investigate centralized purchasing for Metro Center and other facilities.

#### **EMPLOYEE MOTIVATION AND TRAINING**

1. Provide information and training on Metro's recycling program for new employees through an employee's orientation packet. Include Metro brochures on recycling at home.
2. Designate a recycling team leader for each department and/or facility to train new employees and to promote/monitor recycling activities. (See Coordination and Administration section.)
3. Use the "Metro Recycles" theme and logo in all In-House Waste Reduction and Recycling Program materials.

4. Use promotional techniques such as kick-off events, banners, signs, buttons and contests to encourage employee participation and interest in the program.
5. Work with Public Affairs staff to develop a handbook with recycling goals and programs for each Metro facility. Include in new employee's orientation packet.
6. Provide feed-back to employees on the progress of waste reduction programs through the Employees Express and other announcements.
7. Install an employee's suggestion box for waste reduction and recycling ideas at all facilities.
8. Provide clear signage and instructions at recycling areas. Keep instructions simple and uniform. Use visual displays whenever possible.

#### **COORDINATION AND ADMINISTRATION**

1. The Executive Officer, Director of the Zoo, and General Manager for MERC will designate recycling coordinators to be responsible for implementing the waste reduction and recycling guidelines at their respective facilities. Coordinators should have adequate authority and resources to carry out their responsibilities. The Waste Reduction Division shall provide technical assistance at all facilities as necessary.
2. Department heads will select team leaders from departments and/or facilities to be responsible for recycling operations and program monitoring. Metro's Recycling Program organizational structure shall include representation from each facility as follows:

#### **METRO CENTER**

#### **Recycling Coordinators, Regional Facilities and Finance and Management Information Departments**

Team Leaders: Council Office  
Executive Management/Office of General Counsel  
Planning and Development  
Public Affairs  
Solid Waste Department  
Solid Waste Facilities  
Transportation

## **MERC FACILITIES**

Recycling Coordinator, Assistant to MERC General Manager

Team Leaders: Memorial Coliseum/Civic Stadium  
Operations  
Special Events  
Administration  
Portland Center for the Performing Arts  
Oregon Convention Center

## **METRO WASHINGTON PARK ZOO**

Recycling Coordinator, Facilities Management Division

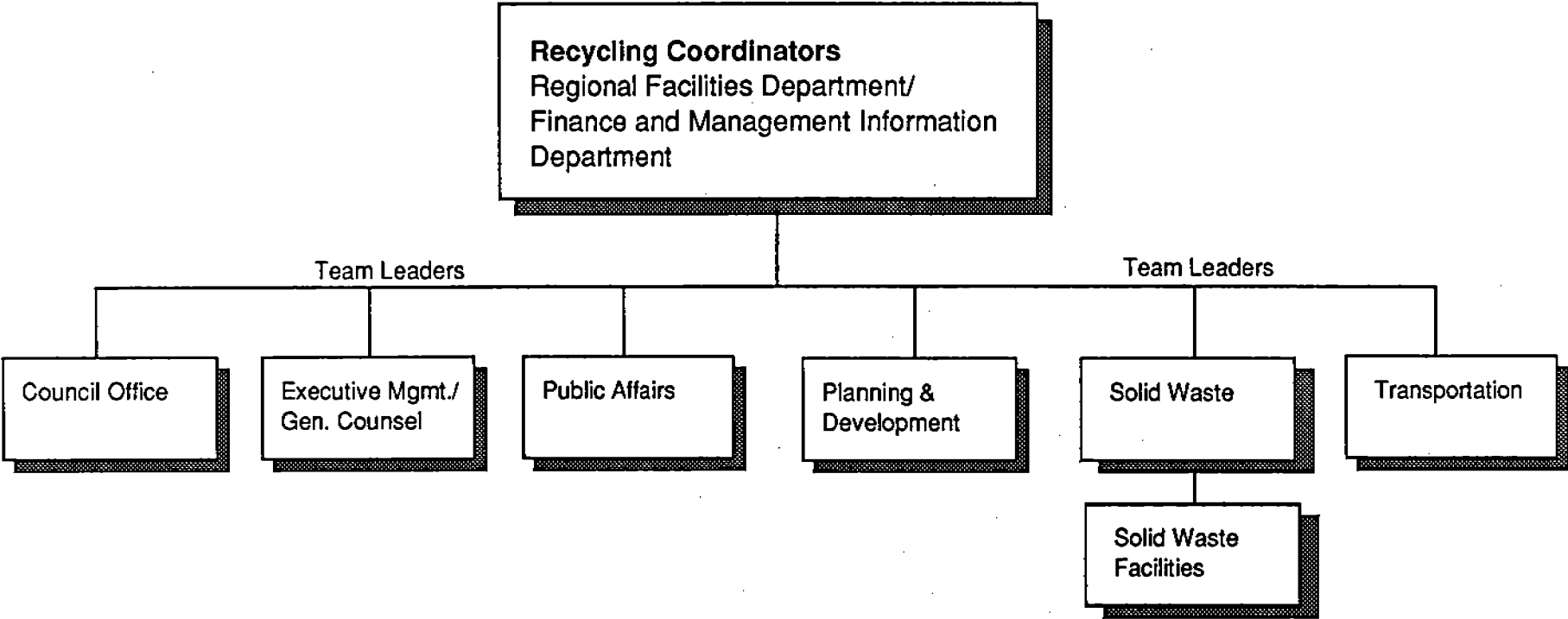
Team Leaders: Administration/Marketing  
Educational Services and Volunteers  
Animal Management  
Visitors Services  
Construction/Facilities Management  
Friends of the Zoo

3. Recycling coordinators and team leaders shall meet at least quarterly and shall be responsible for the following:
  - ◆ Develop a strategy and schedule to meet all objectives of Executive Order No. 47 waste reduction and recycling program guidelines.
  - ◆ Monitor performance on all guidelines and assist in implementation.
  - ◆ Prepare an annual progress report for the Executive Officer due by the end of the first quarter of each fiscal year. Report is timed to enable consideration of budget needs prior to each budget cycle, and to allow adequate time to collect year-end results on recycling and recycled product purchases.
  
4. Recycling coordinators shall meet at least quarterly and shall be responsible for the following:
  - ◆ Monitor and evaluate results of facility recycling programs.
  - ◆ Prepare cost estimates and budget recommendations.
  - ◆ Coordinate with the Executive Officer and Council to develop and implement policies, as necessary.
  - ◆ Plan and implement Metro-wide recycling education and promotion programs.

## **EVALUATION AND MONITORING**

1. Establish baseline data using the initial waste audit.
2. Collect data monthly and report quarterly. Team leaders/recycling coordinators, depending on the nature of the activity, shall collect data. Recycling coordinators shall develop reporting forms and prepare quarterly progress reports for their facility. Reports may include the following information, as appropriate.
  - ◆ Tonnage disposed at each facility
  - ◆ Estimates of quantities recycled by material, at each facility
  - ◆ Extent of participation
  - ◆ Description of activities
  - ◆ Capital and operating costs
  - ◆ Records on recycled product purchases
  - ◆ Records on reams of paper purchased
  - ◆ Records on type and quantities of reports generated
3. Conduct annual waste audits at each facility to evaluate progress and make recommendations. These audits shall be conducted by staff from the Waste Reduction Division of the Solid Waste Department, in cooperation with facility managers.
4. Review guidelines annually and amend as necessary.

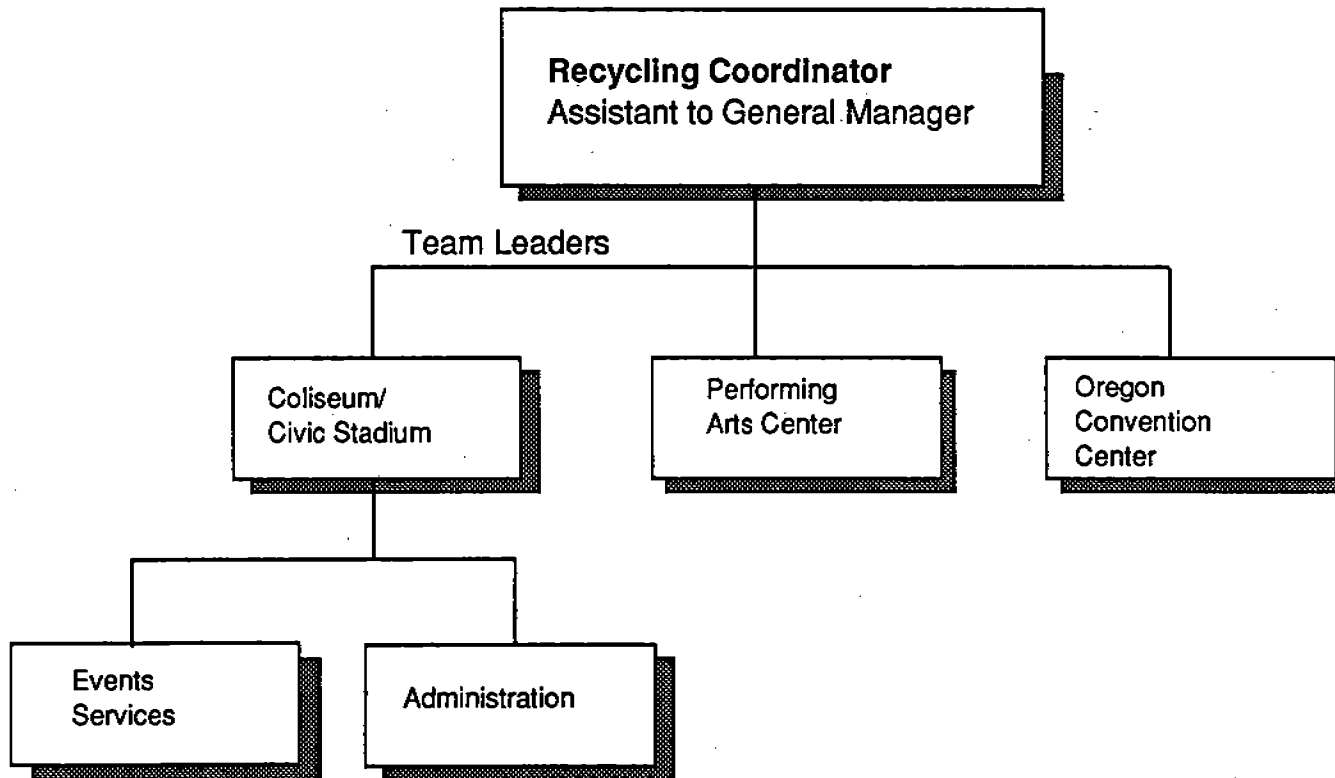
# Metro Center In-House Recycling Program Organization Chart





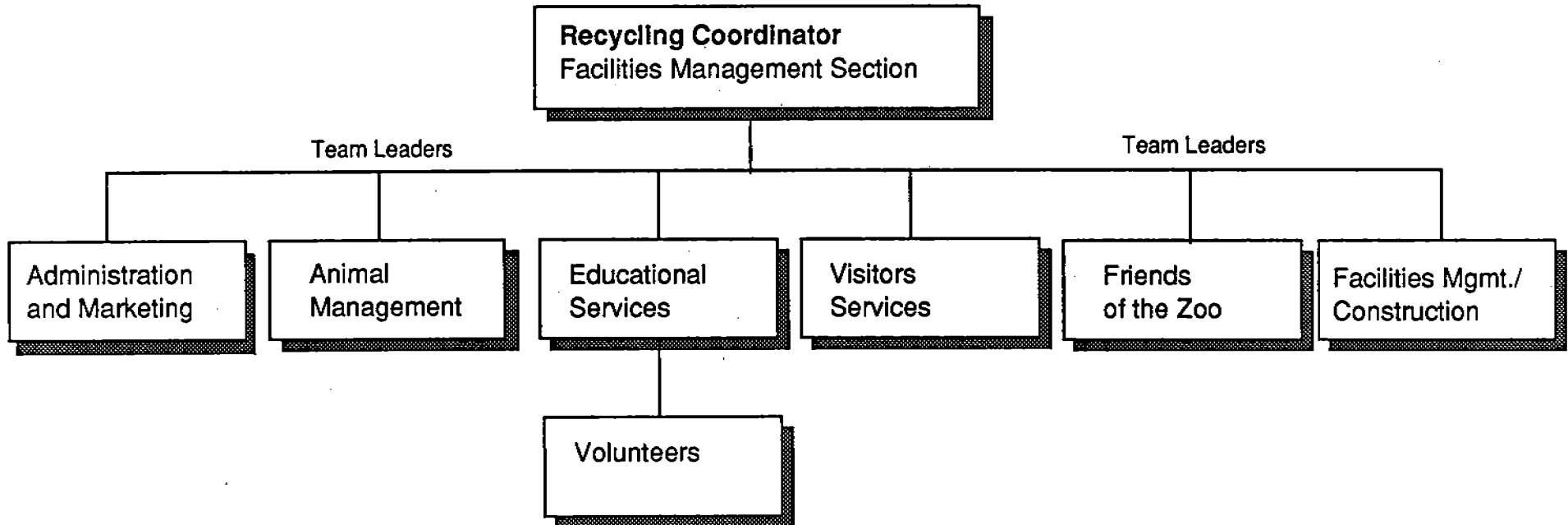
# Metropolitan Exhibition and Recreation Commision facilities

## In-House Recycling Program Organization Chart



# Metro Washington Park Zoo

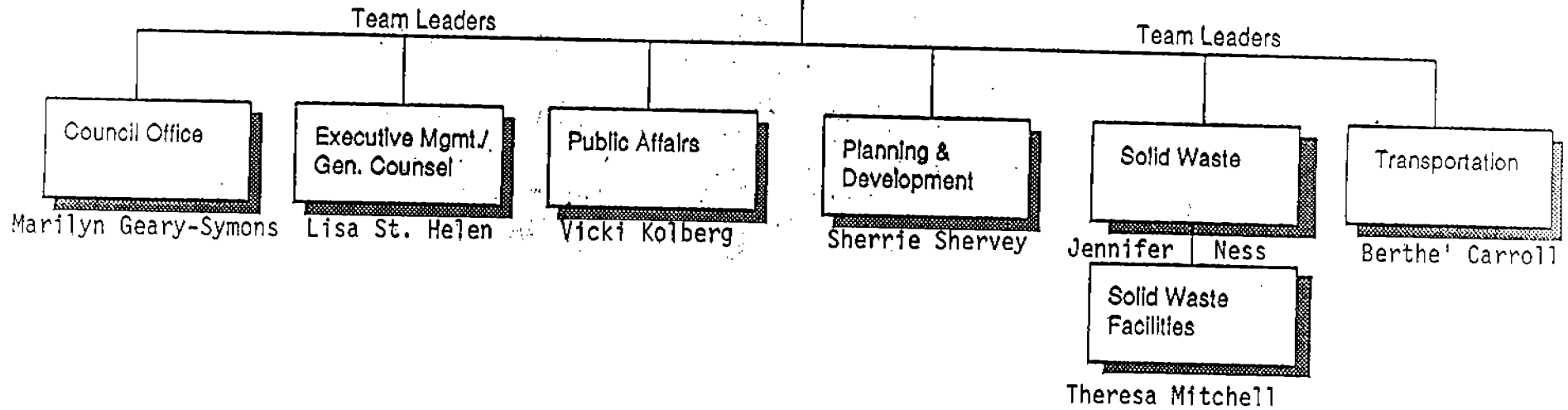
## In-House Recycling Program Organization Chart



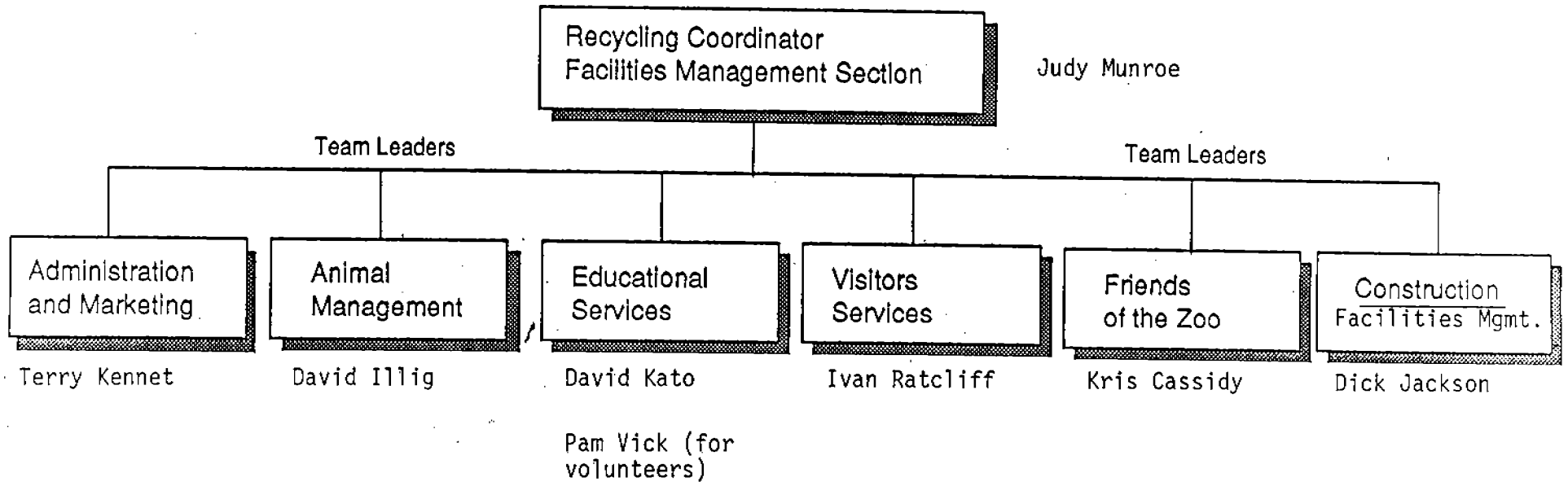
# Metro Center In-House Recycling Program Organization Chart

Recycling Coordinators :  
Regional Facilities Department/  
Finance and Management Information  
Department

Flor Matias  
Pam Juett



# Metro Washington Park Zoo In-House Recycling Program Organization Chart





**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

**DATE:** September 10, 1991

**TO:** Rena Cusma, Executive Officer

**FROM:** Debbie Gorham, Waste Reduction Manager

**THROUGH:** *BMA* Bob Martin, Solid Waste Director

**RE:** IN-HOUSE WASTE REDUCTION AND RECYCLING PROGRAM,  
EXECUTIVE ORDER NO. 47

Attached for your signature is a final copy of Executive Order No. 47 adopting Metro's waste reduction and recycling guidelines. The guidelines were developed by the task force you appointed in January and they incorporate suggestions received from Metro employees.

Recycling coordinators have been designated and department heads have selected team leaders. The individuals selected for the first year of the program are included on the attached organization chart.

Once you have signed the Executive Order, I will meet with the recycling coordinators from each facility to develop a workplan for the first year of the program. I am pleased with the guidelines developed by the task force and employees and look forward to getting started on this exemplary program.

Attachments

LZ:ay

EXECUTIVE ORDER: NO. 47

EFFECTIVE DATE: January 2, 1991

SUBJECT: ESTABLISHMENT OF A COMPREHENSIVE WASTE  
REDUCTION AND RECYCLING PROGRAM FOR ALL METRO  
DEPARTMENTS AND FACILITIES.

The purpose of this Executive Order is to establish and implement a comprehensive waste reduction and recycling program for all Metro departments and facilities and an in-house task force.

Metro's commitment to the region includes practicing waste reduction and recycling at Metro facilities. Metro's waste reduction and recycling must be exemplary to set the best possible example for other governments, businesses and institutions in the region. Metro can best achieve and maintain an exemplary program through implementation of a comprehensive waste reduction, material reuse, and recycling program.

Metro adopted the Regional Solid Waste Management Plan, a chapter of which is the Waste Reduction Chapter. All local governments, including Metro, are subject to the policies within this plan. It follows the State of Oregon solid waste management hierarchy of reduce, reuse, recycle, recover energy, and landfill.

Metro has already established in-house policies to give preference to the purchase of recycled paper and paper products, yard debris compost and sewage sludge compost, and retread tires.

In compliance with regional policy, Metro shall establish an in-house waste reduction and recycling task force and a comprehensive waste reduction and recycling program for all Metro departments and facilities. This program shall be established as follows:

#### I. WASTE REDUCTION AND RECYCLING TASK FORCE.

A Waste Reduction and Recycling Task Force designated by the Executive Officer shall be formed. The Task Force shall comprise individuals recommended by Department Heads from Solid Waste, Finance & Administration, the Zoo and Public Affairs.

## II. PURPOSE.

By October 1, 1991 the Task Force shall recommend to the Executive Officer a comprehensive waste reduction and recycling program for all Metro departments and facilities to include:

- A. A Metro recycling committee represented by each Metro department and each Metro facility.
- B. A description of responsibilities for the in-house recycling coordinators.
- C. Methods to implement waste reduction, reuse and recycling measures.
- D. A plan to motivate and train all Metro employees to reduce waste and recycle.
- E. An annual waste audit of each Metro facility to determine the effectiveness of waste reduction, reuse and recycling programs and to identify additional opportunities to reduce the amount and/or toxicity of waste disposed.
- F. A system to quantify recycling activities, the purchase of recycled products, and waste disposed for each Metro facility in order to document the progress of the program.

## III. IMPLEMENTATION.

By January 1, 1992 Metro's waste reduction and recycling program guidelines shall be published and the program ready to be implemented. This executive order will then be revised to incorporate the guidelines.

ORDERED this 2nd day of January, 1991



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Rena Cusma, Executive Officer



**METRO**

# *Memorandum*

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

Date: January 14, 1991  
To: Metro Department Heads  
From: Rena Cusma, Executive Officer  
Regarding: Executive Order #47

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Attached for your department's information is Executive Order #47. This Executive Order establishes a comprehensive waste reduction and recycling program for all Metro departments and facilities and an in-house task force.

Please copy and distribute to each of your staff members.

Thank you.






**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

Date: April 2, 1991  
To: Rena Cusma, Executive Officer  
From: Don Rocks, Executive Assistant   
Regarding: Anticipated Financial Requirements

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1. Metro Service Award Program: The Code requires such a program to recognize duration of service to Metro.

There is no active program. In devising a program, the cost of implementation is estimated to be approximately \$5,000.

This figure reflects the cost of catching-up with those employees who have reached or passed 5, 10, 15, and in several instances, 20 years of service. There after, the annual cost will be reduced to perhaps one quarter of that amount.

The first year cost estimate does not include Metro ERC employees. A meeting with Metro Exposition-Recreation Commissioner Sam Brooks is being set to allow the two programs to be appropriately integrated.

A budget amendment identifying funds from the present Fiscal Year may be the best method of funding the program with each departments share determined by the number of employees who have received employment milestones.

2. GIS Mapping Costs: Discussions with Ian Madin, State Department of Geology and Mineral Industries (DOGAMI) earlier resulted in DOGAMI recognizing Metro as the proper recipient of soils stability data produced by the state.

Metro has the capacity and has accepted the obligation to incorporate soils stability data into the RLIS ground information "overlays" to reflect those locations throughout the region that are subject to severe ground motion amplification or liquefaction in the event of an earthquake. The data has significant health and safety and land use planning ramifications.

Originally, it was assumed that soils stability data would be conveyed to Metro in a digitized format to facilitate incorporation into the Metro data base at little or essentially no new cost.

Dick Bolen now understands that the soils stability data, to some considerable degree, will require that Metro digitize the data after receipt from the state and that an estimated \$10,000 needs to be dedicated for this purpose during FY 1991-92.

No such specific allocation has been proposed in the Executive's budget and provision needs to be made to cover these anticipated expenses.