

Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, October 21, 2014
Time: 2 p.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|----------------------------|--|---|
| 2 PM | 1. ADMINISTRATIVE/COUNCIL AGENDA FOR OCTOBER 23, 2014/CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:15 PM
(60 Min) | 2. UPDATE ON EQUITY STRATEGY PROGRAM AND DEVELOPMENT OF BASELINE REPORT | Pietro Ferrari, Metro
Juan Carlos Ocaña-Chíu, Metro |
| 3:15PM
(60 Min) | 3. SOLID WASTE ROADMAP: TRANSFER SYSTEM CONFIGURATION PROJECT | Douglas Anderson, Metro
Scott Robinson, Metro
Jim Owens, Cogan Owens Cogan |
| 4:15 PM | 4. COUNCIL LIAISON UPDATES AND COUNCIL COMMUNICATION | |

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បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Agenda Item No. 2.0

**UPDATE ON EQUITY STRATEGY PROGRAM AND
DEVELOPMENT OF BASELINE REPORT, PART 1:
A FRAMEWORK FOR REGIONAL EQUITY**

Metro Council Work Session
Tuesday, October 21, 2014
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: October 21, 2014 **LENGTH:** 1 hour

PRESENTATION TITLE: Update on Equity Strategy Program and development of Baseline Report, Part 1: A Framework for Regional Equity

DEPARTMENT: Equity Strategy, Office of the Chief Operating Officer

PRESENTER(S): Pietro Ferrari, Juan Carlos Ocana-Chiu and members of the Equity Baseline Workgroup

WORK SESSION PURPOSE & DESIRED OUTCOMES

- **Purpose:** Present to Council the approach to developing Part 1: A Framework for Regional Equity of the Equity Baseline Report, which builds on community experience as well as existing regional and national equity measurement efforts to identify key regional equity indicators and create a strong foundation for Metro's Equity Strategy Program.
- **Outcome:** Council understands the process that was developed to establish a regional framework for equity and gains insight into the ways that many communities currently experience the desired regional outcomes. The Equity Baseline workgroup will respond to Council members' questions and will solicit feedback and recommendations to finalize Part I of the Equity Baseline Report in early December 2014.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

About the Equity Baseline Report

The Portland region has a growing national and international reputation as a place where progressive regional governance and land use planning contribute to a high quality of life for residents. Thriving neighborhoods, diverse transportation options, a strong economy, abundant parks, and protected rural areas are among the things that make our region an often celebrated place. Not acknowledged nearly as often, however, are the ways in which many people who call the region home are excluded from some of the benefits of these celebrated investments and policies.

People in our region experience racial and ethnic discrimination, gender discrimination, economic insecurity and segregation, unequal exposure to environmental burdens, and other forms of discrimination that result in disparate opportunities and persistent inequity. The lived experience of thousands of people bears witness to this reality, and a significant number of research projects document these inequalities. Yet the abundance of this information often overwhelms rather than empowers decision-makers to develop effective strategies that address inequity. Uneven standards for collecting or reporting data and the lack of a systematic method for evaluating and prioritizing this information are barriers to achieving our region's equity goals.

Given the variances in available regional data, Metro staff chose to rely on community experience to better understand the nature and extent of regional inequality as a first step towards establishing an agency-wide equity strategy. Thus, in late 2013, Metro contracted with six community-based organizations (CBOs) to co-create an Equity Baseline Analysis that includes a list of "equity indicators" – a carefully curated set of data that would help Metro better assess, prioritize, and track racial, ethnic, and economic inequality in the communities it serves.

Work group members:

- Adelante Mujeres
- Asian Pacific American Network of Oregon
- Center for Intercultural Organizing
- Coalition for a Livable Future
- OPAL Environmental Justice Oregon
- Urban League of Portland.

Representatives of these organizations, Metro's Equity Strategy program staff, Metro's Research Center staff, and Professor Meg Merrick from PSU's Institute of Metropolitan Studies formed a workgroup that worked to identify, inventory and classify key equity indicators that relate to Metro's regional outcomes. It is important to note that this collaborative process was structured to rely on the expertise of Metro's community partners, reflecting the way that they view and measure healthy communities, and represents a very different approach from more traditional processes. It is necessarily an adaptive process and, as a result, is taking longer than originally anticipated but the outcomes will ultimately be stronger.

The Concept of an Equity Indicator

The workgroup developed a framework for understanding equity based on the recognition that individual points of data are not the same thing as equity indicators, and indicators are necessary to guide data selection and equity strategy.

Effective indicators should be clearly defined to ensure that the thing being measured is understandable to all people. And while the individual points of data that make up an indicator may change over times as new or better data becomes available, the indicator itself (in terms of what it is specifically trying to describe or measure) should remain stable over time to gauge progress towards a desired result.

The work group determined criteria that should be applied when selecting data for each indicator. These criteria encourage Metro to prioritize data that is:

- Produced by a trusted source
- Available consistently over time to produce a trend
- Disaggregated by race, ethnicity, national origin, language, gender, income, age, and disability status to the greatest degree possible
- Available region-wide, but able to be disaggregated to local areas for comparisons and mapping
- Supportive of collaboration and capacity building with community based organizations
- Affordable/feasible to gather

After considering the social determinants of health and the need for racial and economic justice in our region, the workgroup reviewed more than 300 data points and narrowed those to a little more than 100, which are organized by 10 equity indicator categories, .

Brief overview of 10 equity indicators

The workgroup identified 10 indicators on which Metro should focus its data collection and equity strategy effort:

1. Housing

2. Transportation
3. Culture, Parks and Natural Space
4. Environmental Burdens
5. Civic Engagement
6. Public Health
7. Economic Prosperity
8. Food Choice & Security
9. Education
10. Community Justice

Staff will incorporate feedback from the Metro Council and Equity Strategy Advisory Committee into a final framework report, which will also include initial community prioritization of the data points as well as an analysis of the level of authority that Metro has in each area. The final Part 1 baseline report will be presented to Council on Dec. 9, 2014.

Staff will develop the second part of the Equity Baseline report, Part 2: Technical Report, concurrently with the Equity Strategy Action Plan. The technical report will contain key datasets of the selected indicators, providing the baseline from which to measure progress through the implementation of the Equity Action Plan. Staff anticipates completing Part 2, the technical report, in late spring 2015.

About the Equity Strategy Program

The Equity Strategy Program will define Metro's roles and responsibilities in advancing equity (one of the region's six desired outcomes) and will guide implementation of an actionable and measurable Equity Action Plan across the agency.

The program goals are to:

- Establish an evidence-based decision-making process that ensures meaningful engagement from communities most impacted by disproportionate burdens.
- Co-create internal and external capacity to understand Metro's role in advancing equity across the region's desired outcomes.
- Identify the institutional systems that stand in the way of equitable outcomes, as well as the institutional systems that provide opportunities to support equitable outcomes, including the tools needed to implement equitable practices throughout the agency.
- Define and implement a Metro-specific equity strategy that is actionable and measurable

Given the scale of effort needed to strategically move Metro's equity work forward, staff designed a three-phase approach to developing an equity framework for Metro.

The three major phases are illustrated on the next page:

Equity Strategy Program Timeline



Phase 1 | Equity Inventory Report (completed)

The Equity Inventory Report completed in 2012 provides a snapshot of how Metro intentionally incorporates equity considerations into current agency activities.

The report identified four areas for improvement:

- Lack of strategic guidance to support intentional efforts to advance equity
- Duplication of effort in the area of equity
- Inconsistency of approach to equity considerations
- Lack of capacity throughout the agency to advance regional outcomes

Based upon the conclusions of the Phase I inventory work, Council approved the Phase 2 work program to design an equity strategy while continuing to support coordination of on-going programmatic efforts.

Phase 2 | Equity Strategy Development (in progress)

Phase II work continues to progress and results are summarized below.

- a) Staff capacity:** Juan Carlos Ocaña-Chú, previously working on the Southwest Corridor Plan at Metro, joined the Equity Strategy program team in June 2014 as a program analyst to focus on the Equity Baseline Report and provide support for the whole program.
- b) Equity definition:** A working definition of equity, developed by the Equity Strategy Advisory Committee and approved by Council on March 13, 2014, is being used extensively across the agency.
- c) Baseline Workgroup:** Six community based nonprofit partners have been working with assistance from Professor Meg Merrick of Portland State University's Institute of Metropolitan Studies and Metro's Research Center to complete the Equity Baseline Report, Part 1, identifying and selecting key equity indicators applicable to each of the five desired outcomes.

QUESTIONS FOR COUNCIL CONSIDERATION

- Does Council have questions or recommendations to guide the development of the Equity Baseline Report?

PACKET MATERIALS

- Would legislation be required for Council action Yes No

- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? None

Agenda Item No. 3.0

**SOLID WASTE ROADMAP:
TRANSFER SYSTEM CONFIGURATION PROJECT**

Metro Council Work Session
Tuesday, October 21, 2014
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: October 21, 2014

LENGTH: 60 minutes

PRESENTATION TITLE: Solid Waste Roadmap: Transfer System Configuration Project

DEPARTMENT: Finance and Regulatory Services

PRESENTER(S): Douglas Anderson, x1788, doug.anderson@oregonmetro.gov
Scott Robinson, x1605, scott.robinson@oregonmetro.gov
Jim Owens, Cogan Owens Cogan

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: to apprise the council of project status, findings to date, and next steps.
- Outcome: for council to confirm the current direction of the project, and to provide additional comment and policy direction.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Topic background. The Transfer System Configuration (TSC) is one of six projects that comprise the Solid Waste Roadmap. This work session is the first formal touch point with the Metro Council on the transfer system project.

The goal of TSC is to determine the best way of managing the regional system of solid waste facilities in a manner that best serves the public interest.* The project will address goals and policies for the system, public-private roles and obligations, services and footprints, economics and governance. The project is divided into four phases to be completed over the next year: (1) Stakeholder Reconnaissance, (2) Strategic Assessment, (3) Alternatives Analysis, and (4) Recommendations and Action. Staff is committed to an open and collaborative planning process, and engagement with the council, during each phase.

The reconnaissance phase is just being wrapped up. This effort is designed to initiate engagement, and get key stakeholders' issues on the table. The stakeholder input is one set of information that will feed into the second phase: analysis and strategic assessment. At the work session Metro's consultant, Cogan Owens Cogan, will give the council its first report on stakeholder input.

Framing the discussion. For more than 25 years, one of the major objectives that has shaped Metro's regulatory policies has been to ensure compliance with the contractual and financial commitments that Metro made when it built the system in the late 1980s and early 1990s. In 2019 the last of those commitments – the guarantee of 90% of regional waste to Metro's disposal contractor – will expire. In addition, a major update of the Regional Solid Waste Management Plan is scheduled for the same time period. For the first time in over 25 years Metro has an opportunity to take a fresh look at the whole regional system and determine what is best for moving forward in the 21st century.

* The **public interest** for all Roadmap projects is summarized by the six public benefits previously presented to council: (1) protecting people's health, (2) protecting the environment, (3) ensuring that adequate and reliable services are provided, (4) maintaining commitment to the highest and best use of materials, (5) a flexible and adaptable system that is responsive to needs and changing circumstances, and (6) getting good value for the ratepayer's money.

While opportunities, needs, risks, challenges and objectives will emerge from the strategic assessment phase of the project, it is not too early to begin thinking about a vision for the future: what type of system do we want, post-2019? What don't we want? Can we begin to describe some of the desirable characteristics of that system?

The work session will end with an open discussion around these issues. This information and direction will be incorporated into the next phase of this project, Strategic Assessment.

QUESTIONS FOR COUNCIL CONSIDERATION

- Are councilors comfortable with the direction of this project?
What additional direction or changes do councilors want?
- Are there specific classes of stakeholders that councilors want to be sure are engaged?
- It's not too early to begin thinking about aspirations or visions for the post-2019 system.
What information would councilors need to help them weigh in?

PACKET MATERIALS

- Would legislation be required for Council action Yes Not at this time
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?
Background: The Transfer System Configuration Project

Metro Council Work Session
Metro Regional Center
October 21, 2014

Background

The Transfer System Configuration Project

Attachment to the Work Session Work Sheet

Douglas Anderson, Project Manager
Finance and Regulatory Services
October 21, 2014

Summary

The Transfer System Configuration is one of six projects within the Solid Waste Roadmap Program

The goal of the Transfer System Configuration project is to determine the best way of managing the regional system of solid waste facilities in a manner that best serves the public interest.

A four-phase planning effort will take place over the next year.

Contents of this Background Paper

- 1. Overview of the Solid Waste Roadmap**
- 2. The Transfer System Configuration Project**
 - The project
 - Process, schedule, outcomes
- 3. Status report**
 - Wrapping up Reconnaissance
 - Up next: Strategic Assessment

Appendix: Project Flyer

1. Overview of the Solid Waste Roadmap

The Solid Waste Roadmap Program

The Solid Waste Roadmap consists of six interrelated projects:

Food scraps recovery

What public actions are needed to ensure transfer & processing capacity for food scraps?

Long-term management of discards

How can we make the most of stuff we don't want?

Transfer system configuration

What model of the public-private transfer system best serves the public interest?

Metro South Station

What service alternative should Metro pursue?

Finance

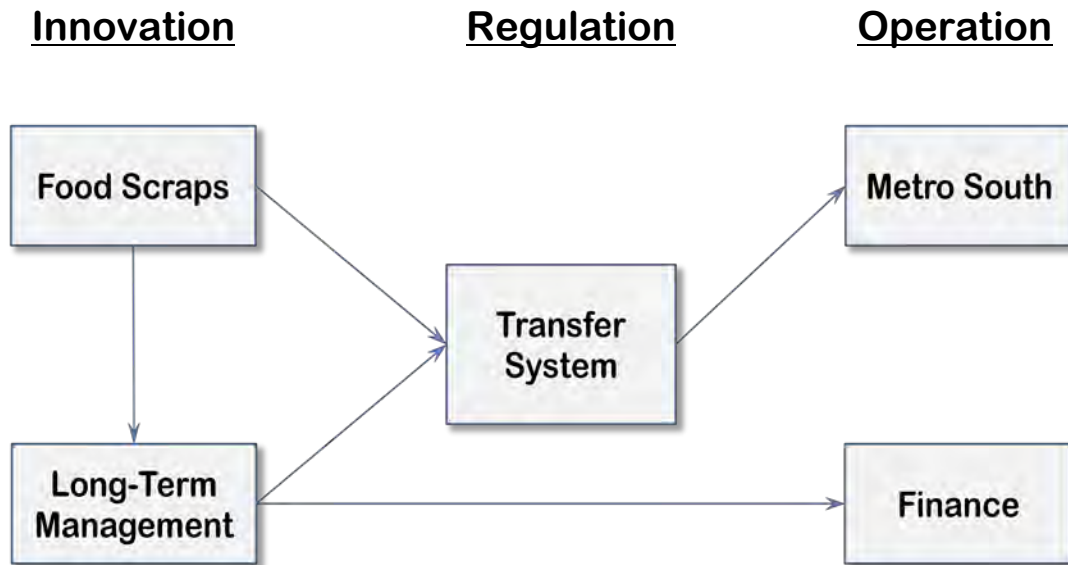
Options for funding regional solid waste programs and Metro general government.

Foundational work

Data and analysis to support all Roadmap projects.

Relationships among the Solid Waste Roadmap Projects

The roadmap projects are related in several ways.



Innovation

- The **Food Scraps Recovery** and **Long-Term Management** projects are driven by public policy objectives, and in particular, Metro's commitment to the *highest and best use of materials*.
- The Food Scraps project will affect the amount and composition of waste that remains for disposal
- This, in turn, affects the feasible technologies under consideration by Long Term Management

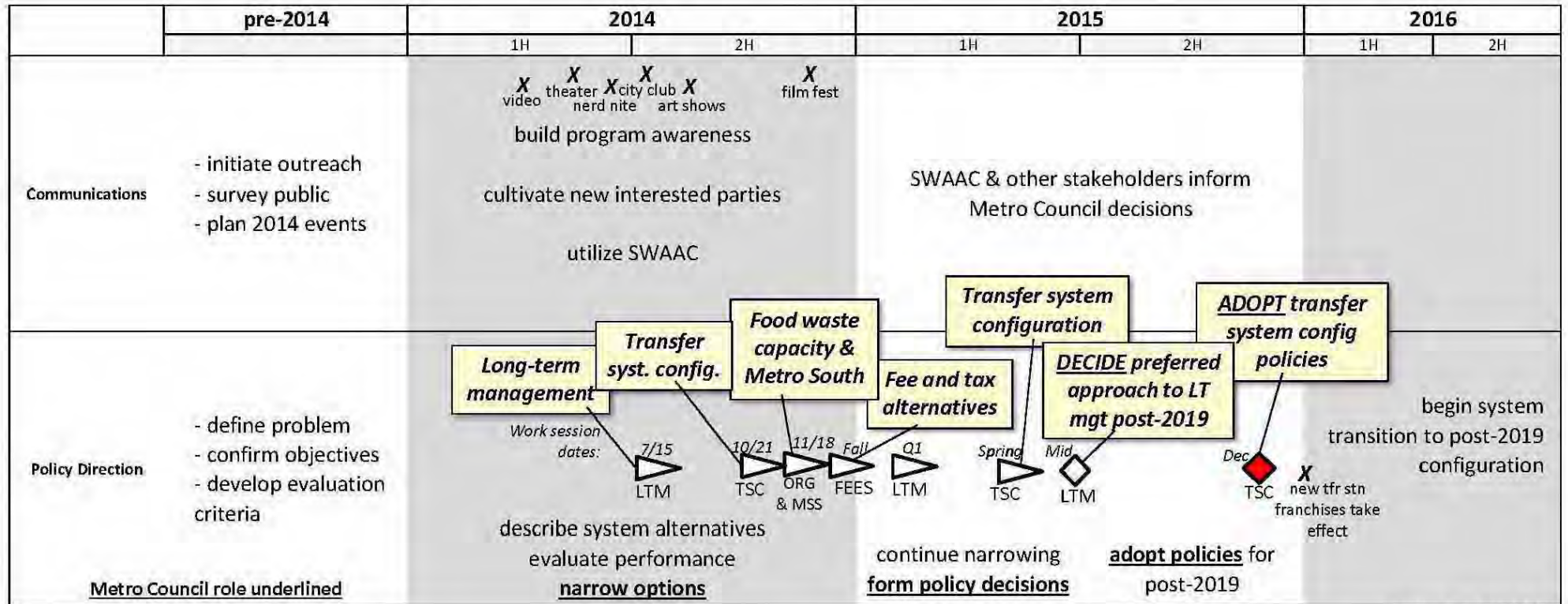
Regulation

- The **Transfer System Project** can support both of these projects in its consideration of:
 - Collection efficiency (transfer capacity and location)
 - Pre-processing capacity
 - Delivery of wastes to appropriate destinations

Operation

- The transfer system decisions affect **Metro South** through determination of roles and footprint.
- As long as revenue for solid waste programs and the general fund is derived from disposal, Long Term Management decisions affect the **System Finance Project**.

Schedule for Solid Waste Roadmap Policy Development, 10/9/14 update



current as of 10/9/2014

KEY TO SYMBOLS

- Council work session
- Provide major policy direction
- Formally adopt new policies
- X** Date certain event

KEY QUESTIONS*

- LTM = Long-term, what should the region do with items that aren't reused, recycled, or composted?
- TSC = What model of public-private transfer system best serves the public interest?
- ORG = What actions should Metro take to ensure adequate and reasonably proximate food waste tfr and processing capacity?
- MSS = What service alternative should Metro pursue at or near Metro South?
- FEES = How should Metro recover the cost of solid waste services and general government?

* Ongoing foundational work will support key questions by helping to describe how various alternatives would perform in managing the region's waste.

2. The Transfer System Configuration Project

The Project Summarized

Solid Waste Roadmap Program Transfer System Configuration Project

Goal: to determine what model of the public-private transfer system best serves the public interest.

Public Interest

Through its involvement in the region's solid waste system, Metro seeks to:

1. Protect people's **health**.
2. Protect the **environment**.
3. Get **good value** for the public's money.
4. Keep a commitment to the **highest** and **best** use of materials.
5. Be **adaptive** and **responsive** to changing needs and circumstances.
6. Ensure **adequate and reliable services** are available to all types of customers.

Basic Questions

1. How well does the current system deliver on the public interest – **now** and in the **future**?
2. Are there **alternatives** that would do a **better job** of delivering on the public interest?
3. If so:
 - What do these alternatives look like?
 - How much better would they perform?
 - What are the pros and cons if implemented?
4. What is the **best** option for meeting our objectives?

What is the “Transfer System”?

The “Transfer System” is:

- The set of public and private solid waste facilities within the region that accept some form of discards
- Together with:
 - The services provided by these facilities,
 - their regulatory obligations,
 - their footprint,
 - the economic environment in which they operate,
 - public-private roles,
 - and governance of the system.

By the numbers

- About 1.2 million tons of post-consumer wastes are discarded in the region each year
- This generates over \$100 million in tip fee revenue alone
- There are dozens of solid waste facilities operating in the region
- Over 90% of the region’s post-consumer discards are handled by 10 facilities (*map*)
- These 10 facilities are the initial focus for this project.

What is a “transfer station”?

- Main function: collection efficiency
Convenient access & quick turnaround to optimize haulers’ productive (on-route) time.
- Modern transfer stations perform other functions
Material recovery, quality control, feeders to markets and landfills.
- A transfer station is not an end in itself, but supports other solid waste functions

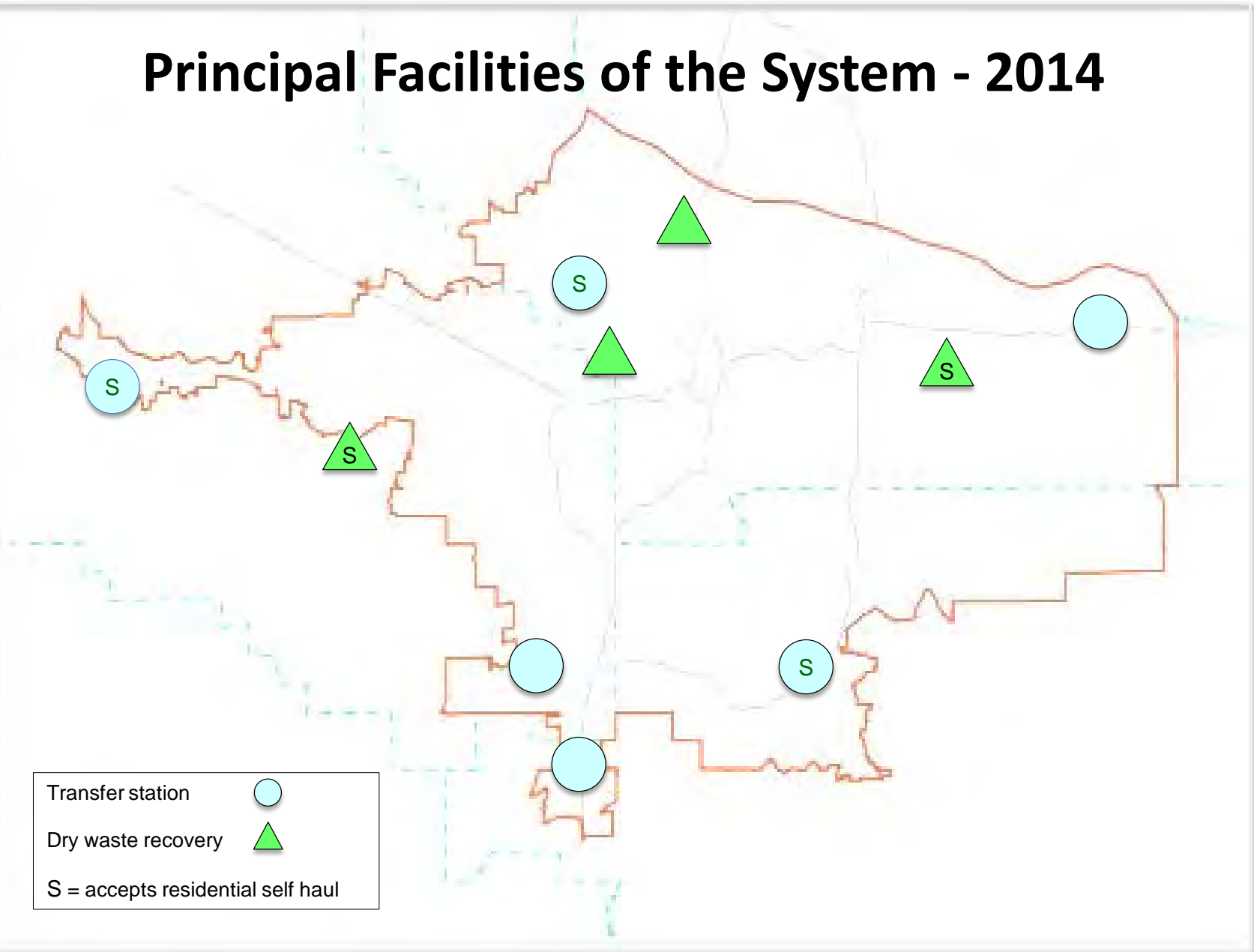
From a ratepayer perspective, the system is working well

- Garbage goes away
- Recycling service is good
- Cost is reasonable

One challenge

Making changes without disturbing the public’s high acceptance of the system.

Principal Facilities of the System - 2014



Why Now? What's the Problem?

Short-term issues

For example:

- Tonnage caps and transfer capacity
- Tip fees and system economics

But also, a confluence of events

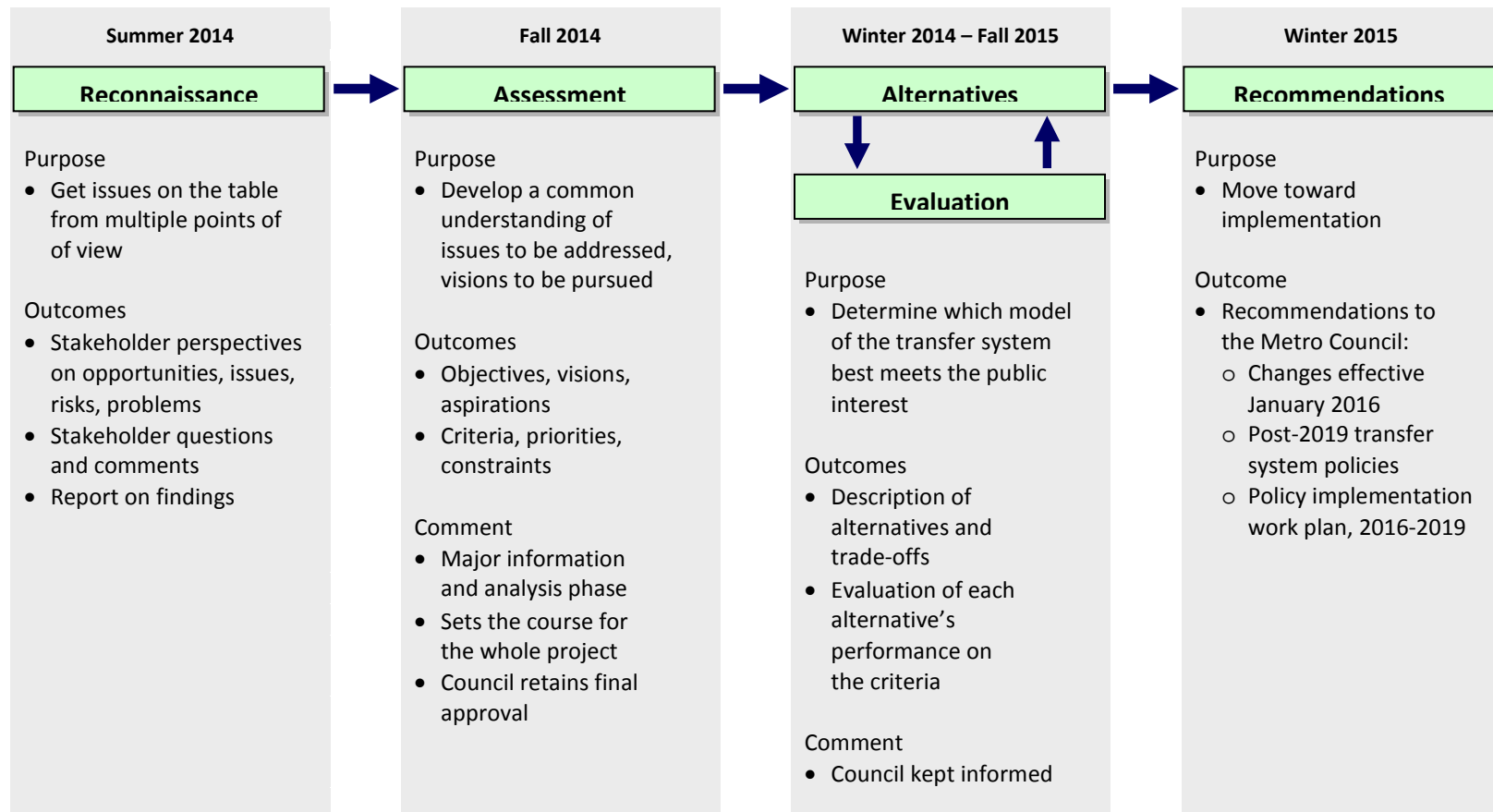
In 2019:

- Current 90% tonnage guarantee expires (disposal contract)
- Metro's other operating contracts also expire
- New Regional Solid Waste Management Plan to be adopted
- Main regulatory instruments are due for renewal

Opportunity

To design a modern system positioned for the future

Transfer System Configuration Project The Process, Schedule, and Outcomes

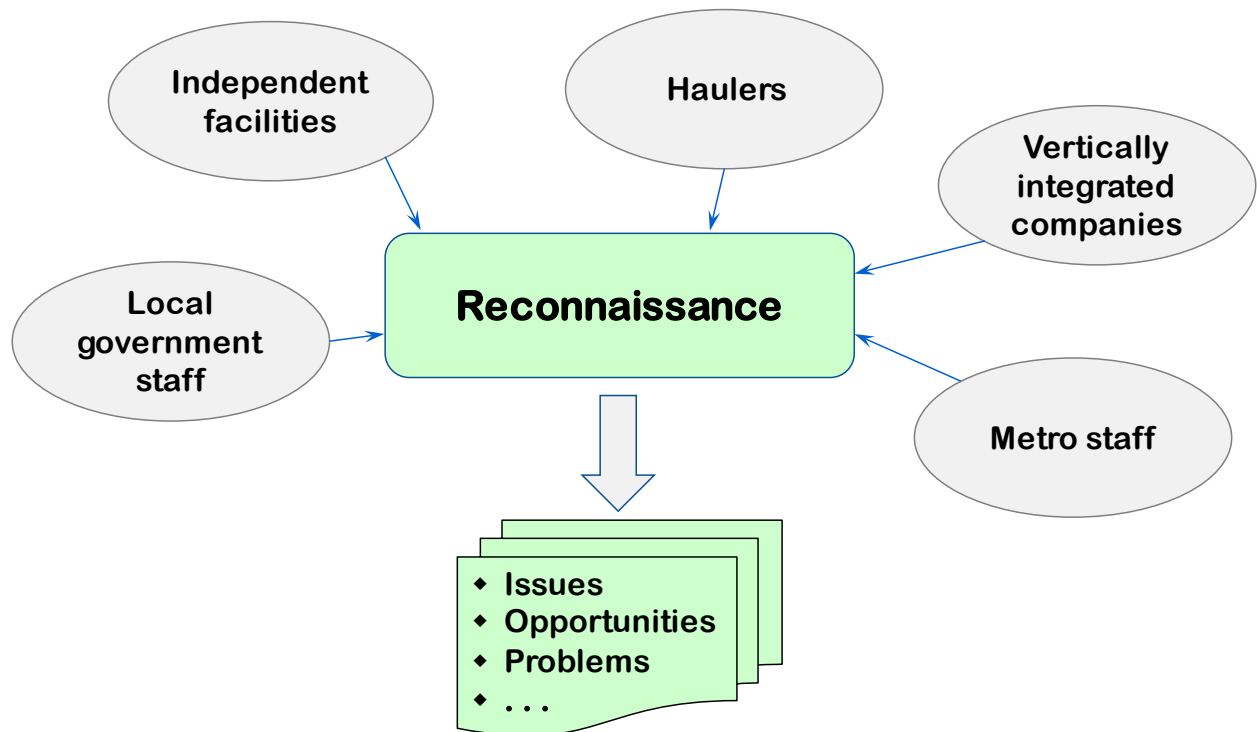


3. Status Report

Status Report

Currently Wrapping up the Reconnaissance Phase

Stakeholder Reconnaissance



Stakeholders interviewed

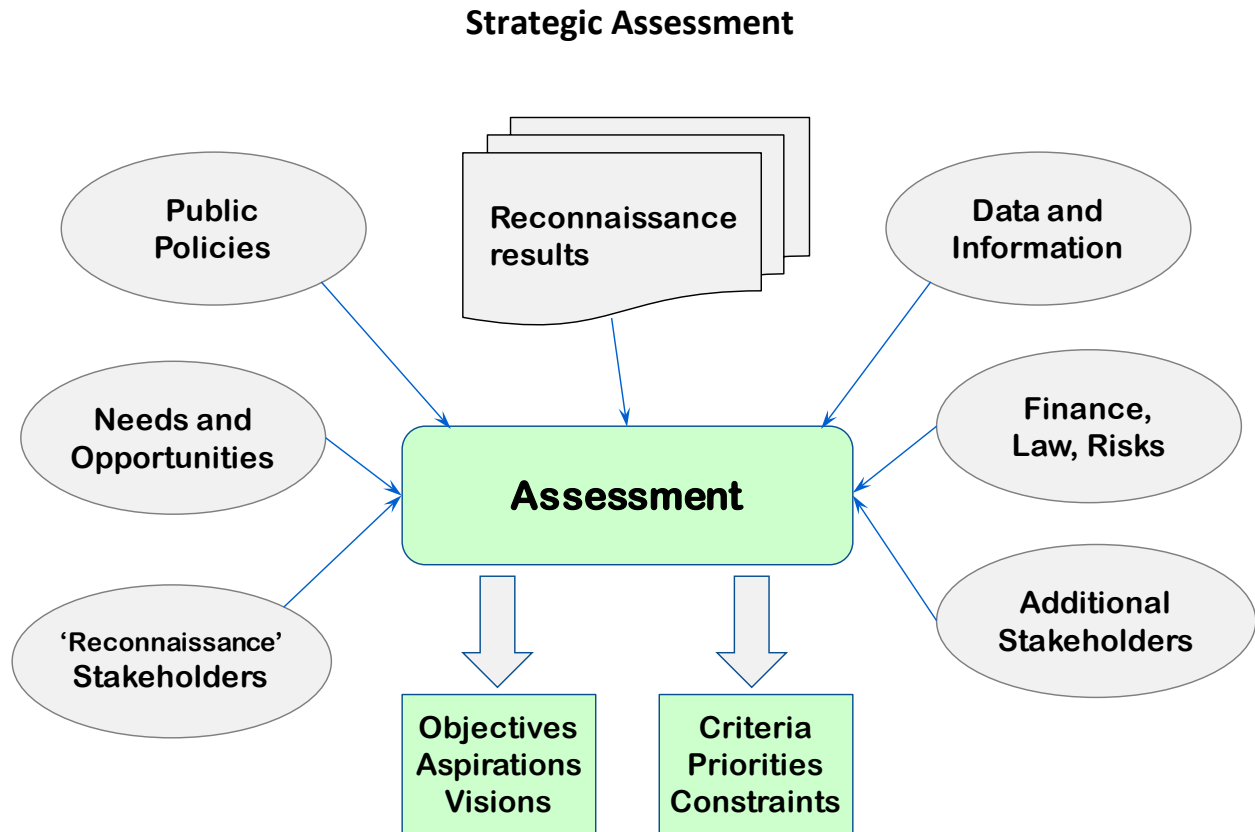
- Vertically integrated firms (collection + facility + landfill)
- Partially integrated firms (collection + facility)
- Large dry waste recovery facilities
- Haulers (Clackamas, Washington, Portland)
- Local government staff (all local governments with solid waste staff)
- DEQ
- Metro staff

Contractor for stakeholder input

- Cogan Owens Cogan
- Will report on findings at October 21 Work Session

Status Report

Up next: Strategic Assessment



Concepts

- This is the **main analytic phase** of the project
- It involves a **balancing** of needs, opportunities, policy, finance, law, data, opinion, risks, realities
- Outcomes are the **planning parameters** that will shape the project
- Open and collaborative process
- Additional stakeholders to be involved
- Metro Council weighs in, retains final approval

Appendix

The Project Flyer used in the Reconnaissance Phase

Transfer System Configuration Project

Summer 2014

What Is The Transfer System Configuration Project?

The Transfer System Configuration Project is one of six planning efforts within Metro's Solid Waste Roadmap Program (see sidebar). This project focuses on the region's solid waste facilities and examines public and private roles, delivery of services, and the economics and governance of the system. The project's goal is to determine what public-private transfer system model best serves the public interest.

What Is the Current Situation?

Metro manages the region's solid waste disposal system by both regulating privately-owned waste facilities and operating two transfer stations which participate in the same markets as the private facilities that Metro regulates. Although the system has evolved over time, this public-private structure has been in place since 1991.

Both Metro-owned stations are operated by a private company under contract to Metro. Separate contracts with other companies provide for the transport of waste from the stations and ultimate

disposal at a landfill. The contracts are on medium-to-long term cycles; the disposal contract, for example, has been in place for more than 20 years.



Why Is This Project Being Undertaken At This Time?

Between 2018 and 2019, an important series of events affecting the regional solid waste disposal system will take place:

- All of the contracts Metro currently has in place for its two transfer stations will expire;
- Many private facility licenses and franchises will be up for renewal; and
- Metro is scheduled to adopt a new Regional Solid Waste Management Plan.

Each of these actions has played a major role in shaping the regional disposal system over the years, but never before have they all been scheduled to occur at the same time. Metro is treating this confluence of events as an opportunity to take a long-term view of the whole disposal system and consider a range of options for the future.

For this and all Roadmap projects, Metro is committed to an open and collaborative planning approach involving stakeholders directly throughout the process.

Solid Waste Roadmap Program

Metro is developing a Solid Waste Roadmap to guide the region's policies and management of solid waste system. The purpose of the Roadmap is to "Develop a plan for shepherding the Metro region solid waste system toward a future that better achieves the Metro Council's desired outcomes and provides a framework to facilitate collaboration and coordination of solid waste projects over the coming decade." The Roadmap consists of six integrated elements:

- (1) Long-term Management of Solid Waste Disposal
- (2) Metro South Station
- (3) Food Waste Capacity
- (4) Transfer Station Configuration
- (5) Finance: Fee and Tax Policies/ Cost Recovery
- (6) Foundational Work

The Project

Goal

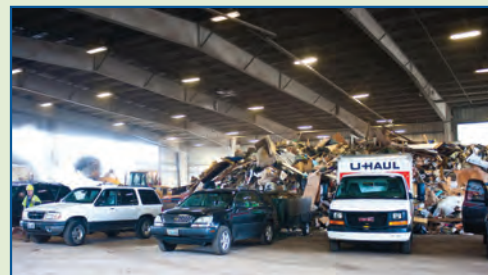
Determine what public-private transfer system model best serves the public interest.

Key questions

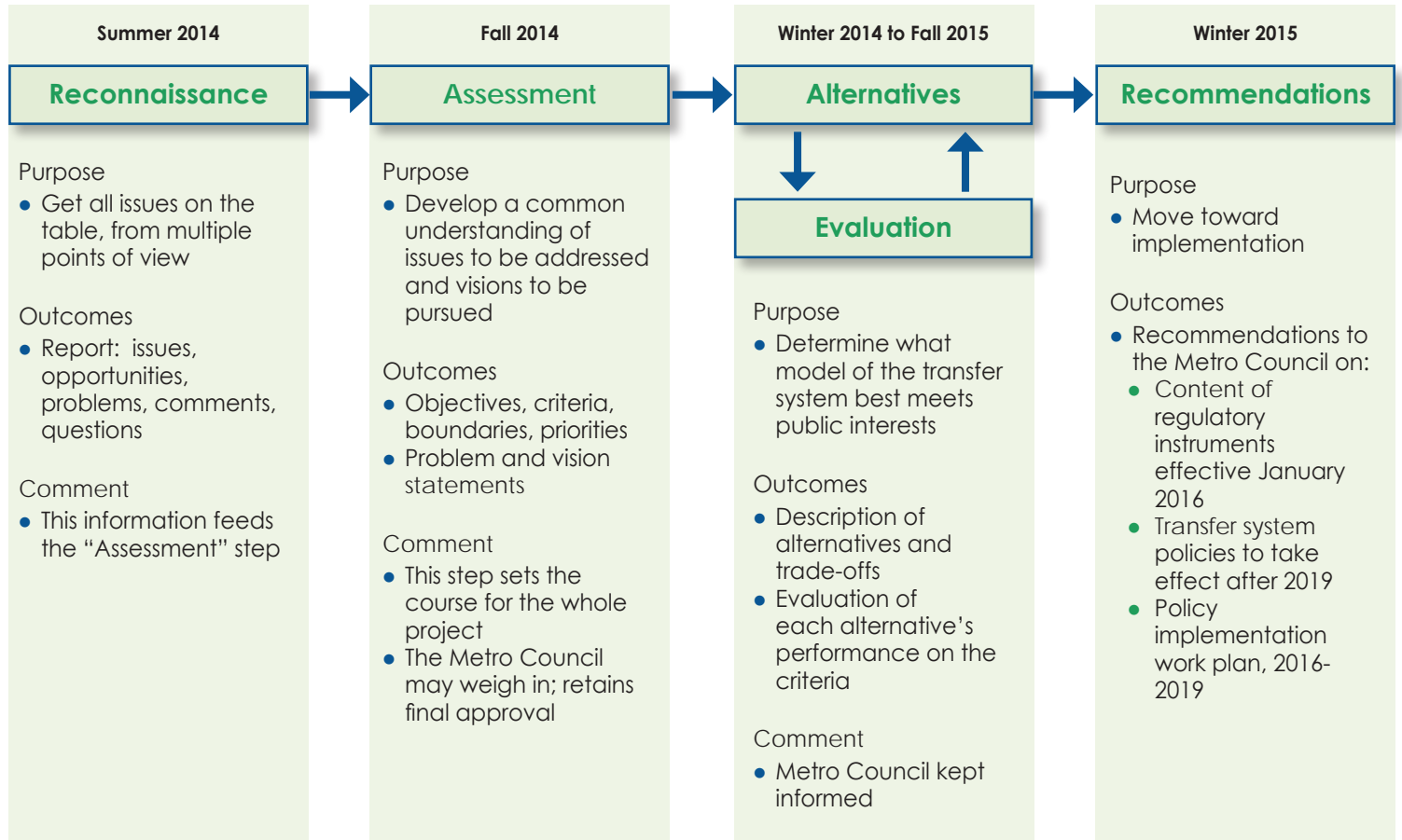
- How well does the current system deliver on the public interest – now and in the future?
- Are there alternatives that would do a better job? If so,
 - What do these alternatives look like?
 - How much better would they perform?
 - What are the pros and cons if implemented?
- What is the best option for meeting project objectives?

What is "the public interest"?


- Protecting people's health.
- Protecting the environment.
- Getting good value for the public's money.
- Keeping a commitment to the highest and best use of materials.
- Being adaptive and responsive in managing materials.
- Ensuring services are available to all types of customers.



Process and Schedule



Materials following this page were distributed at the meeting.

 **Metro** | *Agenda*

Meeting: Metro Council
Date: Thursday, October 23, 2014
Time: 2 p.m.
Place: Metro, Council Chamber

CALL TO ORDER AND ROLL CALL

1. **CITIZEN COMMUNICATION**
2. **NON-CAPITAL ASSET MANAGEMENT AUDIT** **Suzanne Flynn, Metro**
3. **SELF ENHANCEMENT, INC. PRESENTATION: YOUTH ENGAGING IN NATURAL SCIENCES** **Molly Chidsey, Metro**
Jacqueline Murphy, SEI
4. **WILLAMETTE LOCKS:** **Andy Cotugno, Metro**
 - **ECONOMIC POTENTIAL REPORT**
 - **OPERATING COST SCENARIOS**
 - **ARMY CORPS OF ENGINEERS HISTORIC IMPACT ASSESSMENT****Sandy Carter, Oregon**
Willamette River Coalition
Peggy Sigler, National Trust for Historic Preservation
5. **CONSIDERATION OF COUNCIL MEETING MINUTES FOR OCTOBER 16, 2014**
6. **ORDINANCES (FIRST READ)**
 - 6.1 **Ordinance No. 14-1343**, For the Purpose of Amending Metro Code Chapter 2.17 In Order to Comply with Current State Law and Declaring an Emergency
 - 6.2 **Ordinance No. 14-1347**, For the Purpose of Amending Metro Code Chapter 2.09 (Contractor's Business License Program)
 - 6.3 **Ordinance No. 14-1348**, For the Purpose of Annexing to the Metro District Boundary Approximately 14.59 Acres Located North of NW Brugger Road and West of NW Kaiser Road in the North Bethany Area of Washington County
7. **ORDINANCES (SECOND READ)**
 - 7.1 **Ordinance No. 14-1345**, For the Purpose of Amending Metro Code Chapter 2.04 to Update Metro Contract Policies and Procedures **Tim Collier, Metro**
 - 7.1.1 **Public Hearing on Ordinance No. 14-1345**

8. RESOLUTIONS

8.1 **Resolution No. 14-4510**, For the Purpose of Approving a Process for Entering Into Contracts with Not-For-Profit Organizations to Support Parks and Natural Areas Local Option Levy Goals **Kathleen Brennan-Hunter, Metro**

8.2 **Resolution No. 14-4560**, For the Purpose of Adopting a List of Solid Waste Designated Facilities Pursuant to Metro Code Chapter 5.05 **Roy Brower, Metro**

9. **CHIEF OPERATING OFFICER COMMUNICATION** **Martha Bennett, Metro**

10. **COUNCILOR COMMUNICATION**

ADJOURN

AN EXECUTIVE SESSION WILL BE HELD IMMEDIATELY FOLLOWING THE PUBLIC MEETING PURSUANT TO ORS 192.660(2)(h), TO CONSULT WITH LEGAL COUNSEL CONCERNING THE LEGAL RIGHTS AND DUTIES OF A PUBLIC BODY WITH REGARD TO CURRENT LITIGATION OR LITIGATION LIKELY TO BE FILED.

Television schedule for October 23, 2014 Metro Council meeting

<p>Clackamas, Multnomah and Washington counties, and Vancouver, WA Channel 30 – Community Access Network <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Thursday, October 23, 2:00 p.m.</p>	<p>Portland Channel 30 – Portland Community Media <i>Web site:</i> www.pcmtv.org <i>Ph:</i> 503-288-1515 <i>Date:</i> Sunday, October 26, 7:30 p.m. <i>Date:</i> Monday, October 27, 9 a.m.</p>
<p>Gresham Channel 30 - MCTV <i>Web site:</i> www.metroeast.org <i>Ph:</i> 503-491-7636 <i>Date:</i> Monday, October 27, 2 p.m.</p>	<p>Washington County and West Linn Channel 30– TVC TV <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Friday, October 24, 12 p.m. <i>Date:</i> Sunday, October 26, 11 p.m.</p>
<p>Oregon City and Gladstone Channel 28 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>	

PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times. Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement and Legislative Coordinator to be included in the meeting record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement and Legislative Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site www.oregonmetro.gov and click on public comment opportunities.

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Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

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Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullaan dadweyne, wac 503-797-1700 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលក្ខណ៍រើសអើងសូមចូលទស្សនាការប្រកាស www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإبداء شكوى ضد التمييز، يرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

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Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan. Notificación de no discriminación de Metro.

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Avizul Metro privind nediscriminarea

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Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua ntej ntawm lub rooj sib tham.



Councilor Feedback Sheet

To capture thoughts and feedback on the Transfer System Configuration presentation
Council Work Session October 21, 2014

Questions for the Metro Council today:


1. Are Councilors comfortable with the direction of this project?
What additional direction or changes do Councilors want?
2. Are there specific classes of stakeholders that Councilors want to be sure are engaged?
3. It's not too early to begin thinking about aspirations of visions for the post-2019 system.
What information would Councilors need to help them weigh in?

Feedback

Background

Stakeholders

Overall Policy




THE TRANSFER SYSTEM CONFIGURATION PROJECT

**Metro Council Work Session
October 21, 2014**

**Douglas Anderson, Finance & Regulatory Services
Jim Owens, Cogan Owens Cogan, LLC**

A G E N D A
Council Work Session
October 21, 2014

Introduction	Robinson
Background	Anderson
The Solid Waste Roadmap	
The Transfer System Configuration project	
What have we heard from stakeholders?	Jim Owens
	Cogan Owens Cogan
Open discussion	Harrington (facilitator)
Q&A	
Councilor comments and observations	
Policy direction	
Close	Robinson
Wrap-up	
Take-aways	
Next steps	



POLICY QUESTIONS FOR THE OPEN DISCUSSION

- Are councilors comfortable with the direction of this project? What additional direction or changes do councilors want?
- Are there specific classes of stakeholders that councilors want to be sure are engaged?
- It's not too early to begin thinking about aspirations or visions for the post-2019 system. What information would councilors need to help them weigh in?

3

TRANSFER SYSTEM CONFIGURATION

**A PROJECT WITHIN
THE SOLID WASTE ROADMAP**

4

A BRIEF REVIEW OF THE SOLID WASTE ROADMAP

5

PUBLIC BENEFITS OF A SOLID WASTE SYSTEM

Through its involvement in the regional solid waste system Metro seeks to:

- Protect people's **health**
- Provide **adequate and reliable services** to all
- Protect the **environment**
- Commitment to the **highest & best** use of resources
- Maintain a system that is **flexible and adaptable** to changing needs and circumstances
- Get **good value** for the public's money

6

THE SOLID WASTE ROADMAP
is an effort to review and update **how we deliver** those public benefits ...

... by addressing six high-level key questions within six projects ...

7

SOLID WASTE ROADMAP
THE SIX PROJECTS & KEY QUESTIONS

- Food scraps recovery
What public actions are needed to ensure transfer and processing capacity for food scraps?
- Long term management of discards
How can we make the most of stuff we don't want?
- Transfer system configuration
What model of the transfer system best serves public interests?
- Metro South
What service alternative should Metro pursue?
- Finance
How to fund solid waste programs & Metro general government?
- Foundational work
What is the amount and nature of waste will be discarded in the future, and how will alternatives perform in managing it?

8

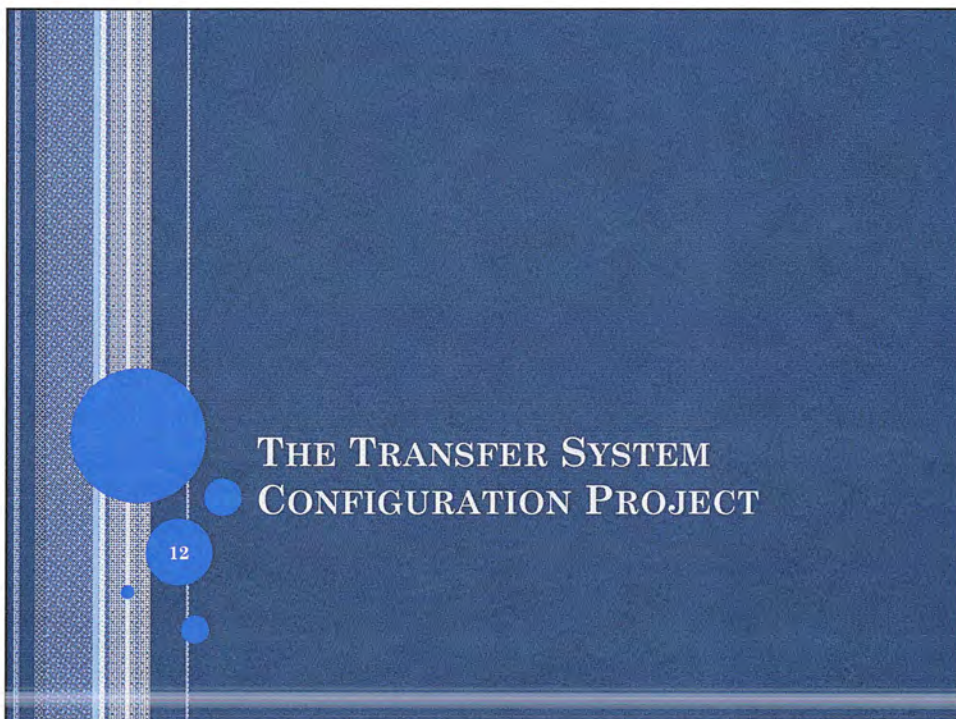
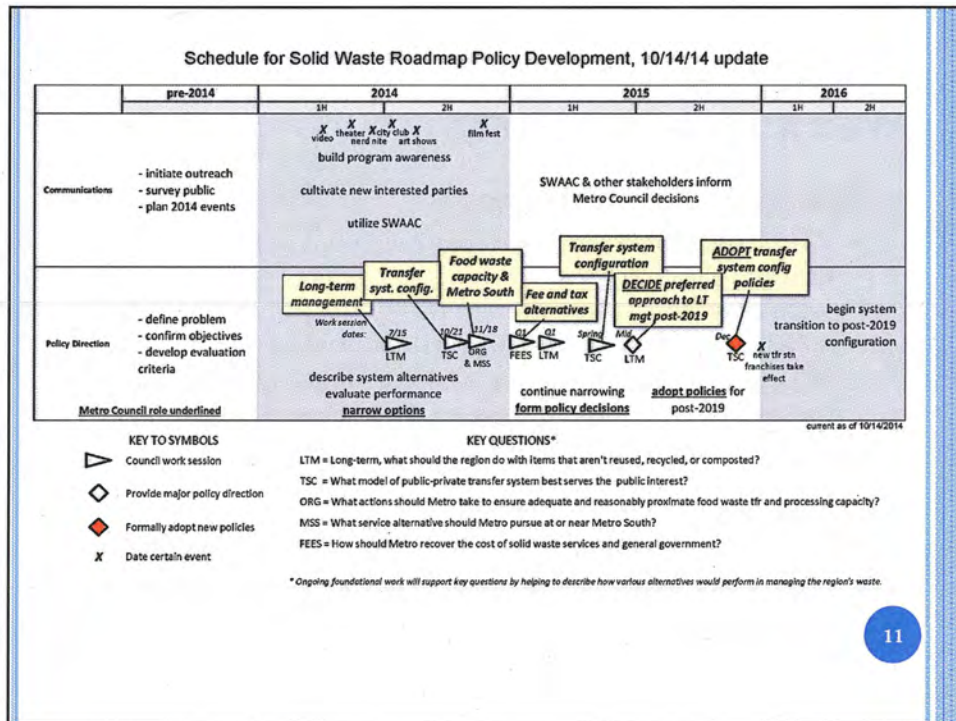
WHY A ROADMAP NOW?

- **Changing circumstances**
 - For almost 30 years, Metro has delivered public benefits through
 - Direct provision of services
 - Influence over the system (*e.g.*, price leadership)
 - With a shrinking footprint, Metro's ability to influence the system and provide direct benefits has diminished
- **Timely.** Confluence of events in 2019:
 - Major contract commitments end
 - New Regional Solid Waste Management Plan adopted
 - Regulatory instruments up for renewal
- **Opportunity ...**
... for a modern system, positioned for the future

9

Roadmap rollout plan

10



GOAL

**To determine what model
of the public-private transfer system
best serves the public interest.**

13

BASIC QUESTIONS FOR THE PROCESS

- How well does the **current system** deliver on the public interest?
- Are there alternatives that would do a **better job**?
- If so:
 - What do these alternatives look like?
 - How much better would they perform?
 - What are the pros and cons if implemented?
- What is the **best option** for meeting our objectives?

14

WHAT IS THE “TRANSFER SYSTEM”?

15

THE “TRANSFER SYSTEM” IS

- The set of **public and private facilities** in the region that accept some form of discards

- Together with:
 - **Services delivered**
 - **Regulatory obligations**
 - **Tonnage & environmental footprint**
 - **Public & private roles**
 - **Economics & governance** of the system as a whole

16

THE TRANSFER SYSTEM

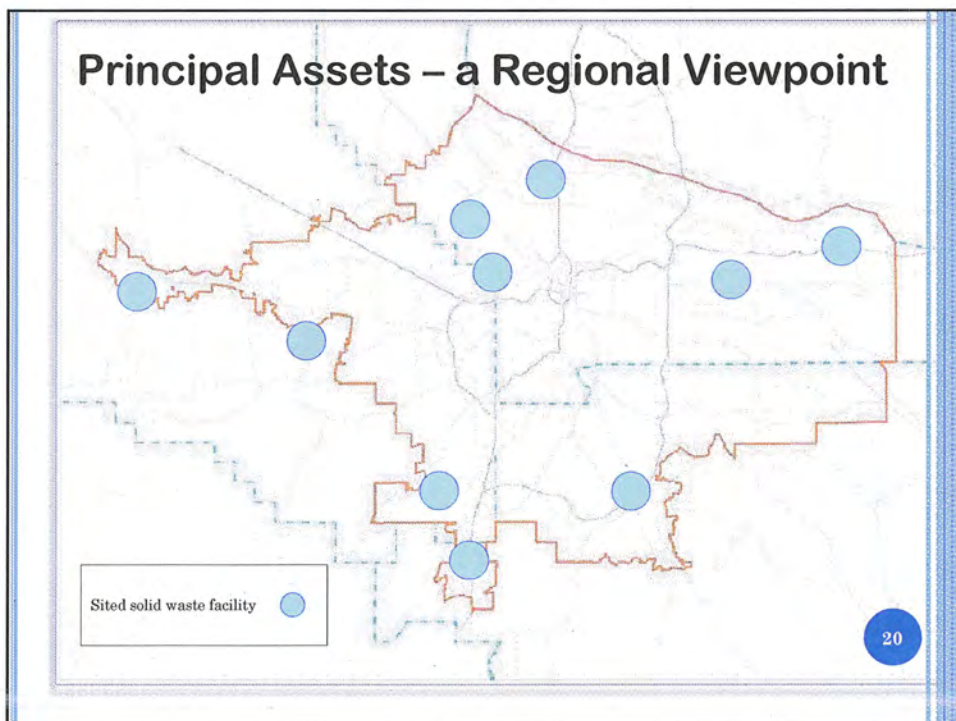
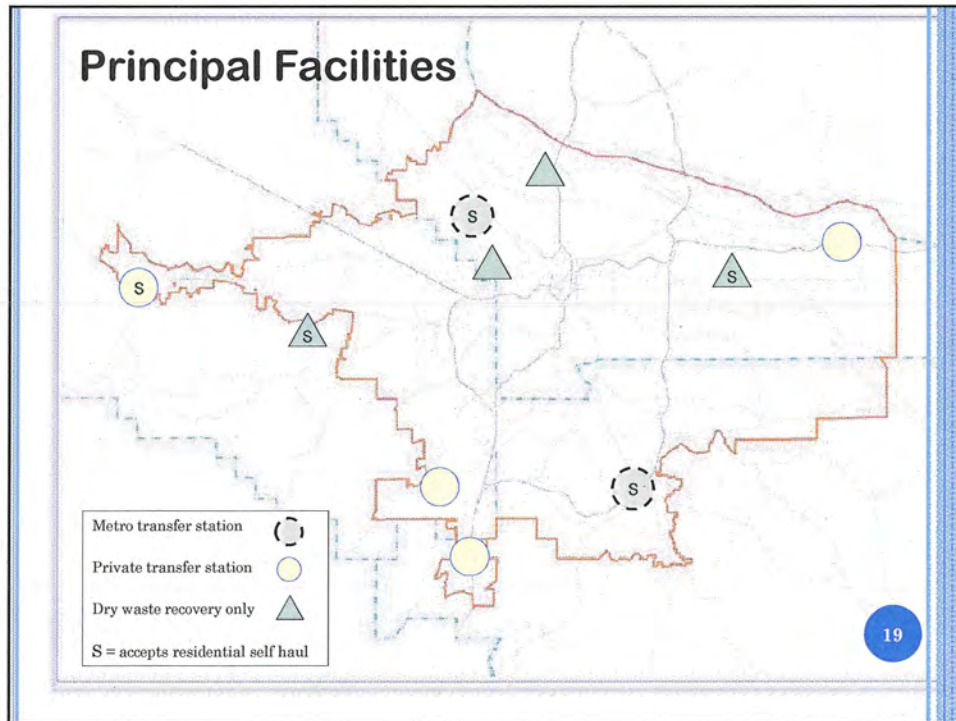
- By the numbers
 - Dozens of facilities in the system
 - About 1.2 million tons of discards handled per year
 - Over \$100 million in tip fee revenue alone
- Working well from a ratepayer perspective
 - Garbage goes away
 - Recycling service is good
 - Cost is reasonable

17

THE TRANSFER SYSTEM

Ten facilities handle over 90 percent
of the region's post-consumer discards

18



SO WHY THIS PROJECT? WHAT'S THE PROBLEM?

**Changing circumstances are
diminishing our ability to deliver on
the public benefits.**

21

CHANGING CIRCUMSTANCES AN EXAMPLE

- Recycling successes have reduced the need for transfer capacity to a landfill
- This has resulted in
 - Excess transfer capacity, system-wide
 - Uneven utilization (*location, caps*)
- Policy question for this project
How can we manage existing capacity to control costs and optimize efficiency of the system?

22

**CHANGING CIRCUMSTANCES
ANOTHER EXAMPLE**

- New approaches such as **advanced material recovery** and **food scraps recovery** will require new forms of transfer capacity
 - Preprocessing and quality control requirements
 - Controlling wastes to appropriate destinations (*achieving scale economies, recouping investment*)

- Policy question for this project
How can we foster an environment conducive to investment (conversion or construction) of needed types of capacity?

23

**CHANGING CIRCUMSTANCES
A FINAL EXAMPLE**

- With its shrinking operating footprint, Metro's ability to influence the system and provide direct benefits has diminished

- Policy questions for this project
 - What governance model is best suited for our future?
 - What is the best mix of regulation and competitive markets to achieve public objectives?
 - What balance of vertically integrated and independent operators ensures the system works efficiently?

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A CHALLENGE

Making changes without disturbing the public's high level of satisfaction with the system.

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RESOLVING THE ISSUES

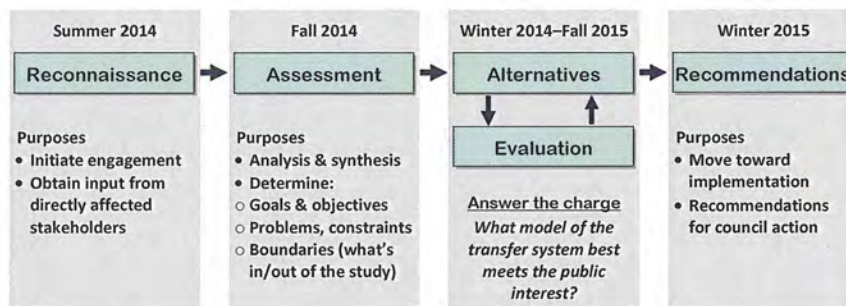
PROCESS AND SCHEDULE

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PROJECT OVERVIEW

- Four-phase process
- Timeframe: next 15 months
- Approach: classical alternatives analysis
- Outcomes
 - By the end of 2015 Council will take action on:
 - Resolution of issues – January 2016 franchises
Example: tonnage caps
 - Post-2019 transfer system policies
 - Policy implementation work plan, 2016 – 2019

PROJECT OVERVIEW THE PROCESS AND SCHEDULE



RECONNAISSANCE PHASE CURRENTLY WRAPPING UP

- Purpose of reconnaissance:
 - Initiate stakeholder engagement
 - Viewpoints of stakeholders who are **directly involved** with the transfer system
- Targeted input in this phase
- Additional stakeholders in future phases
- Contractor
 - Cogan Owens Cogan
Jan O'Dell Communications
 - Report later in this work session

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RECONNAISSANCE PHASE CURRENTLY WRAPPING UP

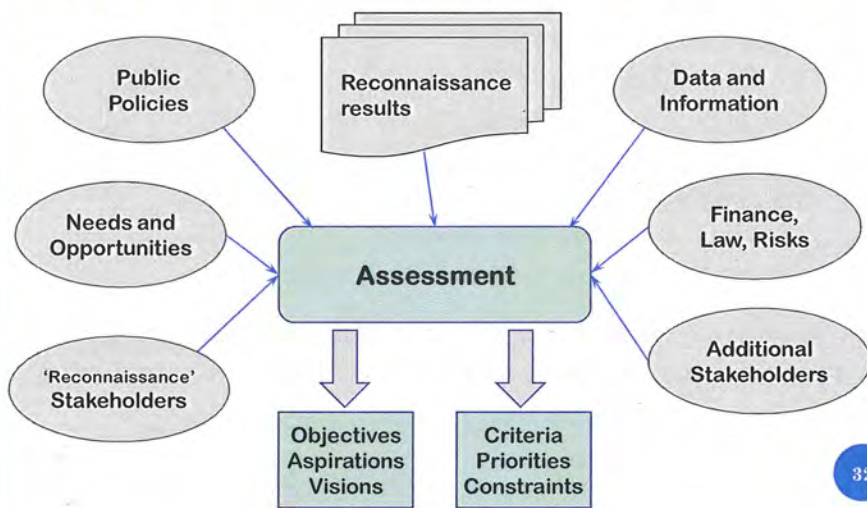
- Stakeholders interviewed:
 - Vertically integrated firms (*hauler + facility + landfill*)
 - Partially integrated firms (*hauler + facility only*)
 - Dry waste recovery facilities
 - Clackamas and Washington county haulers
(*Portland haulers to be scheduled*)
 - Metro, local government and DEQ staff
- The views held by directly affected stakeholders may not coincide with other stakeholders' views

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NEXT UP STRATEGIC ASSESSMENT PHASE

- The *main analytic phase*
- Outcomes
 - Specific statements of goals and objectives
 - Planning parameters that will shape the project (*evaluation criteria, constraints, boundaries of the study*)
 - Background and documentation
- Involves *balancing* many factors
- Additional stakeholders involved
- Metro Council retains final approval

STRATEGIC ASSESSMENT PHASE SYNTHESIZING THE INFORMATION



IN SUMMARY...

- Four phases over the next year
- At least three touch points with Council:
 1. Today – background and framing
 2. Assessment phase – approval of planning parameters
 3. Recommendations phase – council considers:
 - Resolution of issues for January 2016 franchises
Example: tonnage caps
 - Post-2019 transfer system policies
 - Policy implementation work plan, 2016 – 2019
- Changing Circumstances + Opportunity
= Call to Action

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**END OF BACKGROUND
PRESENTATION**

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STAKEHOLDER INTERVIEWS

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Cogan Owens Cogan, LLC
Jan O'Dell Communications

RECONNAISSANCE PHASE

Types of stakeholders interviewed

- Vertically integrated firms
- Partially integrated firms
- Dry waste recovery facilities
- Clackamas and Washington county haulers
(Portland haulers to be scheduled)
- Local government staff
- DEQ staff
- Metro staff

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FOCUS OF INTERVIEWS, EXTERNAL AND INTERNAL

- What's working/not working
- Current issues/problems to be solved
- Highest priority issues to address in this project
- What is envisioned for the post-2019 landscape for transfer stations

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KEY ISSUES IDENTIFIED THROUGH INTERVIEWS

- Transfer station locations and services
- Self haul
- Tonnage caps
- Metro role
- Long-term disposal

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OBSERVATIONS

- Differing viewpoints expected with inclusion of different stakeholders
- Strong opinions among all groups
- Public vs. private sector goals are clearly different
- Differing expectations for project scope
- Differing versions of history and policy decisions

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NEXT STEPS

- Complete reconnaissance with hauler groups
- Deliver report on stakeholder viewpoints in this phase
- Frame specific issues for next round of stakeholder engagement

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OPEN DISCUSSION POLICY QUESTIONS

Councilor Harrington, Facilitator

This slide features a dark blue background with a vertical decorative strip on the left side containing a grid pattern and several blue circles of varying sizes. The title and facilitator information are centered on the right.

POLICY QUESTIONS

- Are councilors comfortable with the direction of this project? What additional direction or changes do councilors want?
- Are there specific classes of stakeholders that councilors want to be sure are engaged?
- It's not too early to begin thinking about aspirations or visions for the post-2019 system. What information would councilors need to help them weigh in?

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This slide has a white background with a blue border on the right side. The title is in a bold, dark blue font. The list of questions is preceded by blue circles. A small blue circle with the number 42 is located in the bottom right corner.

