



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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Tuesday, August 1, 2017

2:00 PM

Metro Regional Center, Council Chamber

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**2:00 Call to Order and Roll Call**

**2:05 Chief Operating Officer Communication**

**Work Session Topics:**

2:10 2030 Regional Waste Plan [17-4811](#)

Presenter(s): Paul Slyman, Metro  
Marta McGuire, Metro

Attachments: [Work Session Worksheet](#)  
[2030 Regional Waste Plan Values and Guiding Principles](#)  
[Equity Work Group Deliverable](#)

2:40 Disposal RFP Evaluation Criteria Weighting for Public  
Transfer Stations (Part 2) [17-4844](#)

Presenter(s): Paul Slyman, Metro  
Will Elder, Metro  
Dan Pitzler, CH2M

Attachments: [Work Session Worksheet](#)

**3:30 Councilor Communication**

**4:00 Adjourn**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រណុំដំណើរការសម្រាប់សេវាសេវាសេវា [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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**2030 REGIONAL WASTE PLAN**

Metro Council Work Session  
Tuesday, August 1, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** August 1, 2017    **LENGTH:** 30 minutes

**PRESENTATION TITLE:** 2030 Regional Waste Plan

**DEPARTMENT:** Property and Environmental Services

**PRESENTER(S):** Paul Slyman, Property and Environmental Services Director (ext.1510) and Marta McGuire, Principal Planner (ext. 1806)

### WORK SESSION PURPOSE & DESIRED OUTCOMES

1. **Purpose:** To present the draft values and principles for the 2030 Regional Waste Plan for consideration (Attachment A).
2. **Outcomes:**
  1. Endorsement of the proposed values and principles.
  2. Understanding of how the values work fits into the process for developing the 2030 Regional Waste Plan.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro initiated development of the long-term Regional Waste Plan in March 2017 to fulfill its responsibility to plan, manage and oversee the regional solid waste system. The plan will be the greater Portland area's blueprint for managing and reducing the environmental impacts of goods consumed in the region, from production to disposal from 2019 to 2030. From spring 2017 to fall 2018, Metro will work with communities around the region to develop this plan.



Work on the 2030 Regional Waste Plan is in Phase 1, Values development. The purpose of the first phase is to develop a set of values that lay out the essential concepts that serve as a basis for the plan's strategies and actions and will guide plan implementation.

As a first step, staff reviewed existing guidance, including Metro’s Regional Framework Plan, Six Desired Outcomes for the region, prior regional waste plans, and state and federal plans to identify a draft set of value concepts as a starting point for discussion.

Next, staff reviewed past public opinion research conducted by Metro and local government partners over the last ten years on values, attitudes and motivations related to garbage, recycling, waste prevention and toxics. The review provided input on attitudes toward the draft value concepts and identified gaps in audiences from which additional input was needed, including communities of color, low-income populations, immigrant/refugee communities, limited English proficiency populations, youth and communities historically impacted by the placement of solid waste facilities.

To address prior gaps in public opinion and to further refine the values, major efforts in this phase included:

- 1. Co-hosted Community Discussion Groups:** Metro is working with the eight community-based organizations listed below to co-organize, recruit for and facilitate discussions with community members on the garbage and recycling system. The community discussions kicked off in June 2017 and include two group-facilitated conversations per organization. The first discussion is focused on building awareness and understanding of the garbage and recycling system and gathering input on the values. The second conversation includes gathering community concerns and vision for the future that will inform Phase 2 of plan development.

Organization	Brief Description	Location
North by Northeast Community Health Center	Nonprofit medical clinic for uninsured and OHP-covered adults; focused on improving health outcomes of African Americans.	NE Portland, Multnomah County
Trash for Peace	Nonprofit organization that works with affordable housing communities to offer residents hands-on, sustainability-related activities for families.	Outer SE and NE Portland; Gresham
Constructing Hope	Pre-apprenticeship program in the building trades for low-income residents and people with a legal history.	Based in NE Portland; serves tri-county area residents
Rosewood Initiative	Connecting and empowering "vulnerable" community members to drive change in partnership with agencies.	Gresham, outer SE/NE Portland; Multnomah County
Centro Cultural de Washington County	Oregon's oldest culturally-specific Hispanic "all-purpose hub, offering services, classes and resources to Latino residents.	Cornelius, Hillsboro; Washington County
Bridges	Leadership initiative program for six communities of color that offers mentoring, networking, placement and civic engagement.	Tri-county area
Momentum Alliance	Youth-led nonprofit that works to inspire young people to realize their power and mentors future social justice leaders.	Tri-county area
TBD	Social service and program provider supporting families and individuals with job readiness, placement, financial literacy and more.	Clackamas County

2. **Equity Lens Application:** The Equity Work Group reviewed the draft value concepts from an equity perspective. The work group met four times between May and June 2017. The outcome of its work included a set of guiding principles that outline the racial equity elements that tie each of the values together. Metro staff made some revisions to the principles to make them more specific to the solid waste system, use consistent language with Metro’s Strategy to Advance Racial Equity and reflect input received from the community discussions. The original proposal from the group is included in Attachment B. Members of the Equity Work Group are listed below.

Name	Affiliation
Rob Nathan	Individual; Referred by Coalition of Communities of Color
Emma Brennan	Oregon Tradeswomen, Inc.
Pa Vue	Individual; Referred by Asian Pacific American Network of Oregon
Marilou Carrera	Individual; Referred by Oregon Health Equity Alliance
Juan Carlos Gonzalez	Individual; Referred by Centro Cultural
Andre Bealer	National Association of Minority Contractors of Oregon
Tommy Jay Larracas	Individual; Referred by OPAL Environmental Justice Oregon

3. **Advisory Committee Review:** The draft values and guiding principles were presented to the Solid Waste Alternatives Advisory Committee and the Metro Policy Advisory Committee on July 12, 2017. Following advisory committee input, staff revised the values and principles for Metro Council consideration.

**QUESTIONS FOR COUNCIL CONSIDERATION**

1. Do Councilors have questions or input on the draft values and guiding principles?
2. Do the Councilors support the draft values and guiding principles as overarching guidance for the 2030 Regional Waste Plan?

**PACKET MATERIALS**

Legislation would be required for Council action  yes  no

Draft is attached  yes  no

**ATTACHMENTS:** A) 2030 Regional Waste Plan Values and Guiding Principles B) Equity Work Group deliverable

## 2030 Regional Waste Plan

### Phase 1: Values

#### Draft Values and Guiding Principles

The draft concepts for the Regional Waste Plan values are drawn from existing guidance, including regional, state and federal policies and plans regarding waste management, recycling, toxics and other related environmental programs. The values were further shaped through public surveys on values, attitudes and motivations related to garbage, recycling, waste prevention and toxics and through the application of an equity lens by the Equity Work Group. As a result of this work, Metro staff proposes the Values and Guiding Principles below as the two sets of overarching guidance for the 2030 Regional Waste Plan.

#### Values

The values lay out the essential concepts that serve as a basis for the plan's strategies and actions and will guide plan implementation.

1. **Protect and restore the environment and promote health for all**
  - Ensure that current and future generations enjoy clean air, water and land
  - Lead efforts to reduce impacts of climate change and minimize release of toxins in the environment
2. **Conserve natural resources**
  - Reduce the amount of energy, water and raw materials needed to make products
  - Manage materials to their highest and best use (Reduce, Reuse, Recycle)
3. **Advance environmental literacy**
  - Facilitate life-long learning for youth and adults
  - Increase knowledge of natural systems, and human impacts on them, in order to foster civic responsibility and community empowerment
4. **Foster economic well-being**
  - Promote inclusive prosperity and living well for all residents of the region
  - Increase access to economic opportunities for all communities
5. **Ensure operational resilience, adaptability and sustainability**
  - Maintain a regional system that is safe and responsive to changing conditions to ensure long-term viability
  - Prepare for recovery after natural disaster
6. **Provide excellent service and equitable system access**
  - Ensure that high quality and good value programs, services and facilities are equitably accessible to all

## Guiding Principles

Metro's *Strategic plan to advance racial equity, diversity and inclusion* acknowledges racism as a root cause of inequity and as a complex system that exists within individual behavior and policies and processes in and across institutions.

Through this Regional Waste Plan, Metro and local governments have an opportunity to eliminate barriers and generate positive benefits that advance racial equity, diversity, and inclusion through their roles in waste reduction, regulation, management, planning and policy. To advance racial equity, the plan will be guided by three essential principles.

**Community Restoration-** Take action to repair past harm and disproportionate impacts caused by the regional solid waste system. In practice, this means:

- Acknowledging historical impacts on communities passed from generation to generation
- Actively including communities that have been historically marginalized from decision-making processes
- Equitably distributing costs and benefits, taking into account historical system impacts
- Valuing indigenous and cultural knowledge about using resources sustainably
- Committing to ongoing equity competence among providers of garbage and recycling services

**Community Partnerships-** Develop authentic partnerships and community trust to advance the plan vision. In practice, this means:

- Prioritizing historically marginalized communities within the delivery of programs and services
- Expanding voice and decision-making opportunities for communities of color
- Creating ongoing opportunities for leadership development to support resilient community relationships

**Community Investment-** Emphasize resource allocation to communities of color and historically marginalized communities within the regional solid waste system. In practice, this means:

- Making investment decisions in partnership with community
- Investing in impacted communities and youth through education and financial resources
- Eliminating barriers to services and employment

**Attachment B**  
**Regional Waste Plan Equity Work Group**  
***Equity Definitions and Equity Value Considerations***

**DRAFT (After team met on 6/12/17 ):**

During our deliberations we identified these concepts for you to consider while reviewing our values statements. Please review these definitions as they may provide a lens for creating best practices. Our proposed Equity Values Statement is offered below these definitions.

**Definitions/Practices -**

**Active Inclusion** - means enabling every citizen, notably the most disadvantaged, to fully participate in society, including having a job. In practical terms, that means: adequate income support together with help to get a job.

**Workforce Development** - an American approach to economic development, attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It essentially develops a human-resources strategy.

**Asset Based Thinking** - shifting the focus from gaps (deficit-based thinking) and increasing the focus on strengths (Asset-Based Thinking) builds enthusiasm and energy, strengthens relationships, and moves people and productivity to the next level.

**Targeted Universalism** - in its simplest definition, targeted universalism alters the usual approach of universal strategies (policies that make no distinctions among citizens' status, such as universal health care) to achieve universal goals (improved health), and instead suggests we use targeted strategies to reach universal goals.

**Equity Values Statement -**

Racial equity acknowledges and addresses racism as a root cause of inequity and as a complex system of institutional (policy), structural (status quo), and interpersonal (behavioral) oppression.

Through this lens, we see three areas to focus this work, in order of implementation:

- Take action on restorative justice through a commitment to:
  - a. Acknowledge for past intergenerational trauma
  - b. Active inclusion after generations of exclusion
  - c. Value indigenous / cultural knowledge and experience as community strengths
  - d. Commit to ongoing equity competence among agency employees
- Develop authentic partnerships and community trust that:
  - a. Prioritize historically underserved communities
  - b. Expand voice and decision-making opportunities for communities of color
  - c. Create active pathways that support social capital (relationship building) investment and community resilience through leadership development initiatives
- Emphasize resource allocation to communities of color:
  - a. Make these decisions with community
  - b. Reinvest resources and apply procurement practices equitably with a focus on historically underserved communities (HUnC's)
  - c. Eliminate barriers to access services and employment

**DISPOSAL RFP EVALUATION CRITERIA WEIGHTING FOR  
PUBLIC TRANSFER STATIONS (PART 2)**

Metro Council Work Session  
Tuesday, August 1, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** August 1, 2017      **LENGTH:** 45 minutes

**PRESENTATION TITLE:** Disposal RFP Evaluation Criteria Weighting for Public Transfer Stations

**DEPARTMENT:** Property and Environmental Services

**PRESENTER(S):** Paul Slyman, 503-797-1510, paul.slyman@oregonmetro.gov  
Will Elder, 503-797-1581, will.elder@oregonmetro.gov  
Dan Pitzler, CH2M, 425-233-3592, dan.pitzler@ch2m.com

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: To review the evaluation criteria and weights related to disposal procurement.
- Outcome: Provide the public, stakeholders and the procurement team a clear understanding of the values and priorities Metro Council would like to see from this disposal solicitation.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Under Oregon law and the Metro Charter, Metro is responsible for management of the region's garbage and recycling system. Since 1990, by contract Metro has delivered or caused to be delivered 90 percent of the landfill-bound putrescible waste that is generated within its jurisdictional boundary to landfills owned by Waste Management, Inc. That contractual arrangement is set to expire on December 31, 2019, and Metro must procure replacement services.

As owner of two solid waste transfer stations, Metro Central in Northwest Portland and Metro South in Oregon City, Metro seeks to enter into new contractual arrangements to transport and dispose of the roughly 500,000 tons per year of garbage that is consolidated for disposal at these two facilities. Staff proposes to use this procurement to identify the transport and landfill option(s) that best serve the region and maximize public benefits.

On May 2<sup>nd</sup>, staff recommended to Council maintaining separate transport and disposal contracts. The main advantage to this approach is to maximize public benefits. Each of the two services we will procure, transport and disposal, may have different impacts on public benefits. The proposed criteria weights reflect staff's understanding of both the importance and the expected variability of responses. For attributes that will not vary a lot among proposers, criteria weights are relatively lower. For important attributes that are expected to vary a lot and hence, differentiate among proposers, those evaluation criteria should be weighted relatively more. At the July 18<sup>th</sup> work session, staff updated Council on the transport and disposal procurement and reviewed criteria weights for the transportation component of this procurement. On August 1<sup>st</sup>, will we consider the disposal criteria.

Metro is seeking the next long term landfill that will provide the greatest benefit in protecting the public's health, protecting the environment and get a good value for the public's money. If time permits, we will also review the following proposed disposal request for proposal evaluation criteria. The proposed disposal criteria are:

- Environmental
- Operational Considerations/Reduction of Risk to Metro
- Community and Diversity
- Cost

Staff will show the linkage between public benefits and proposed criteria for this Disposal RFP. Staff will propose points for each evaluation criterion (that add up to 100) as a starting point, and ask Council if they would prefer a different allocation of points.

#### **QUESTIONS FOR COUNCIL CONSIDERATION**

- Does Council support the proposed evaluation criteria and point allocation?
- Does Council have any other comments or suggestions about the procurement?

#### **PACKET MATERIALS**

- Would legislation be required for Council action  Yes  No
- No additional materials

Materials following this page were distributed at the meeting.

# 2030 Regional Waste Plan Development *Phase 1 Values*

August 2017



# Presentation Overview

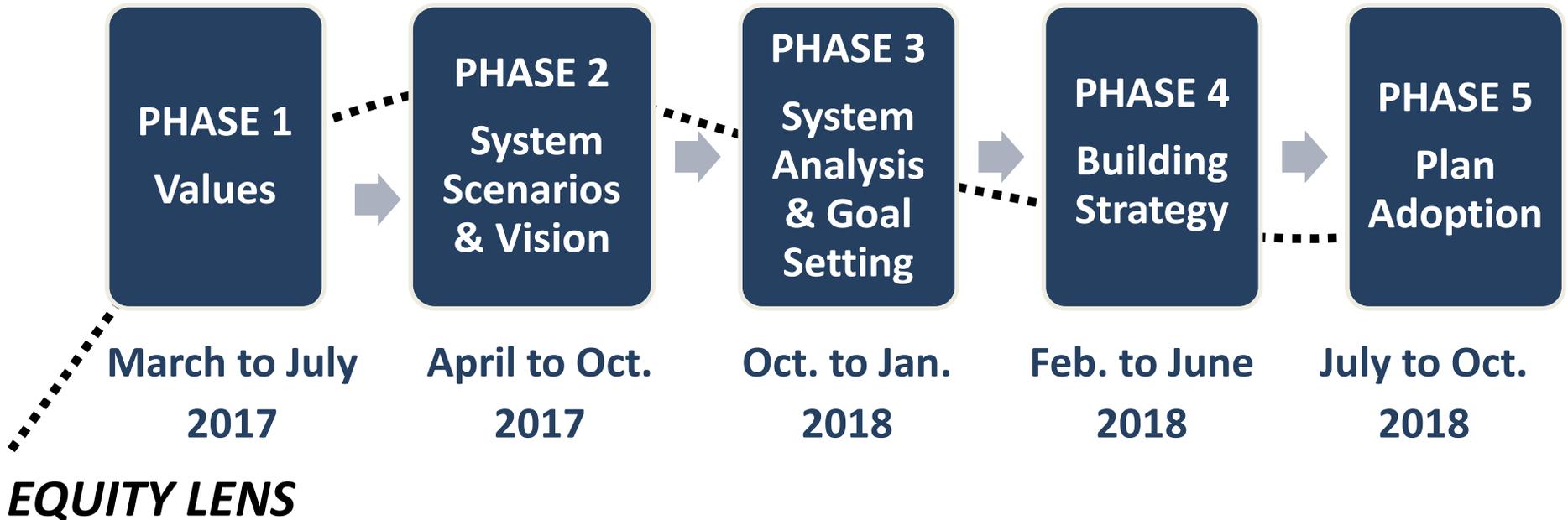
- Regional Waste Plan Background
- Draft Values and Guiding Principles
- Questions and Discussion
- Next Steps

# What is the 2030 Regional Waste Plan?



- Establishes direction including policies and goals for the system
- Outlines roles and responsibilities
- Fulfills state requirements for regional waste reduction plan

# 2030 Regional Waste Plan Development



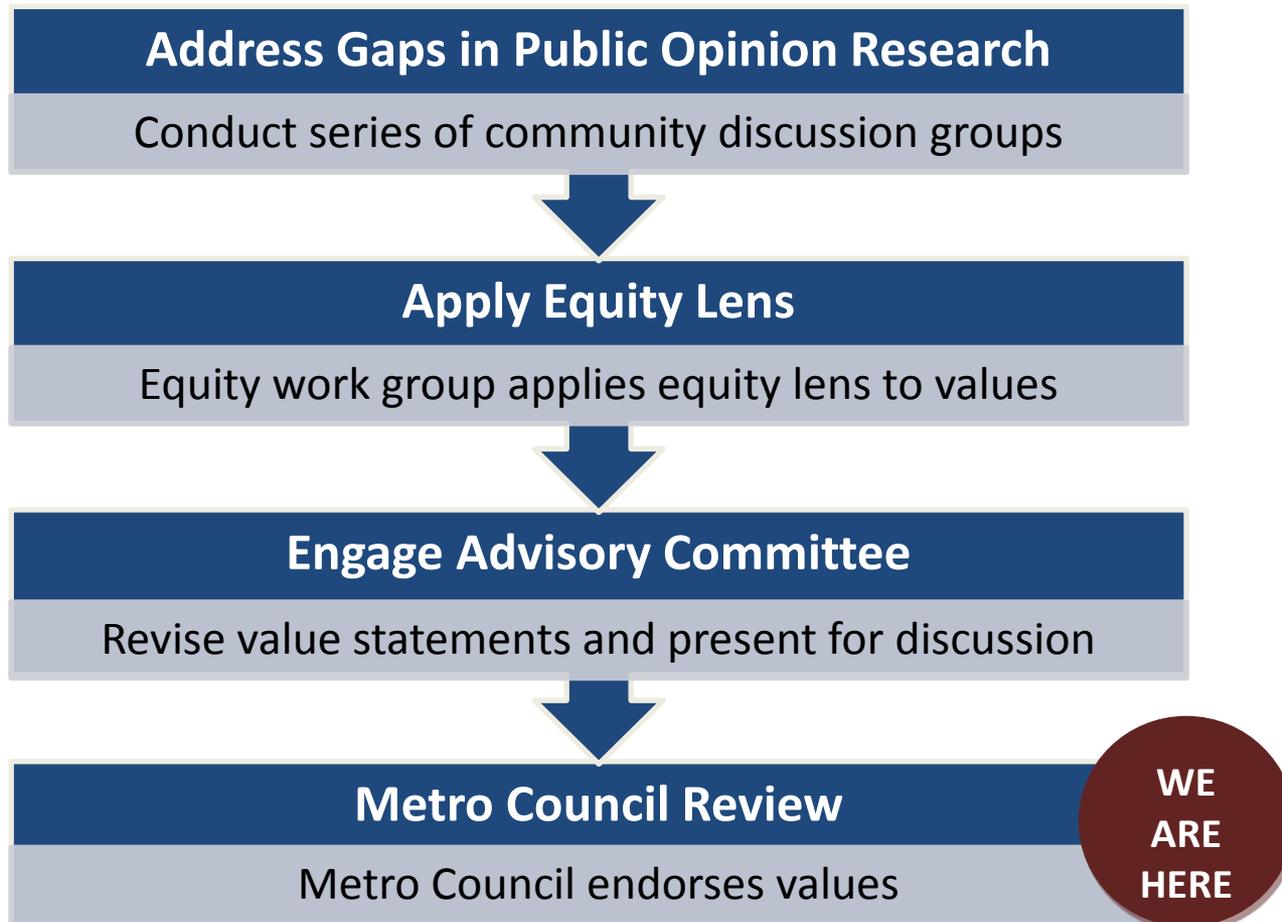
# Phase 1 Values

## Existing Guidance



- » Environmental Protection Agency Materials Management Plan
- » Oregon State 2050 Vision and Action Framework for Materials Management
- » Oregon Toxics Reduction Strategy
- » Oregon Environmental Literacy Framework
- » Metro Council's Six Desired Outcomes
- » Regional Solid Waste System Public Benefits
- » Metro Equity Strategy

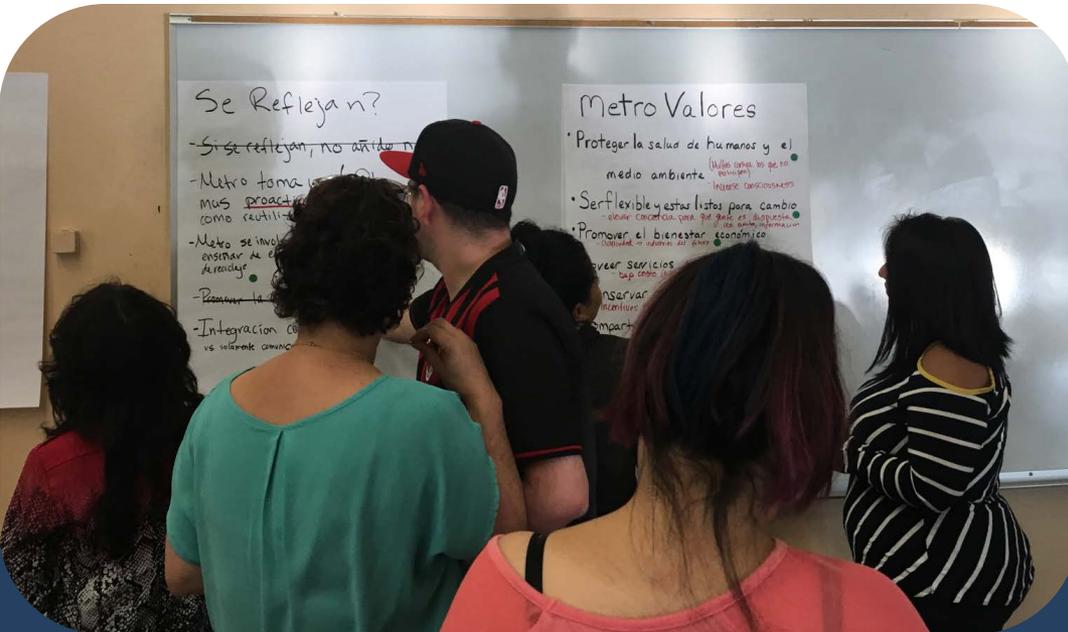
# Phase 1 Values Development



# Community Discussions



Constructing Hope



Centro Cultural

# Community Discussions

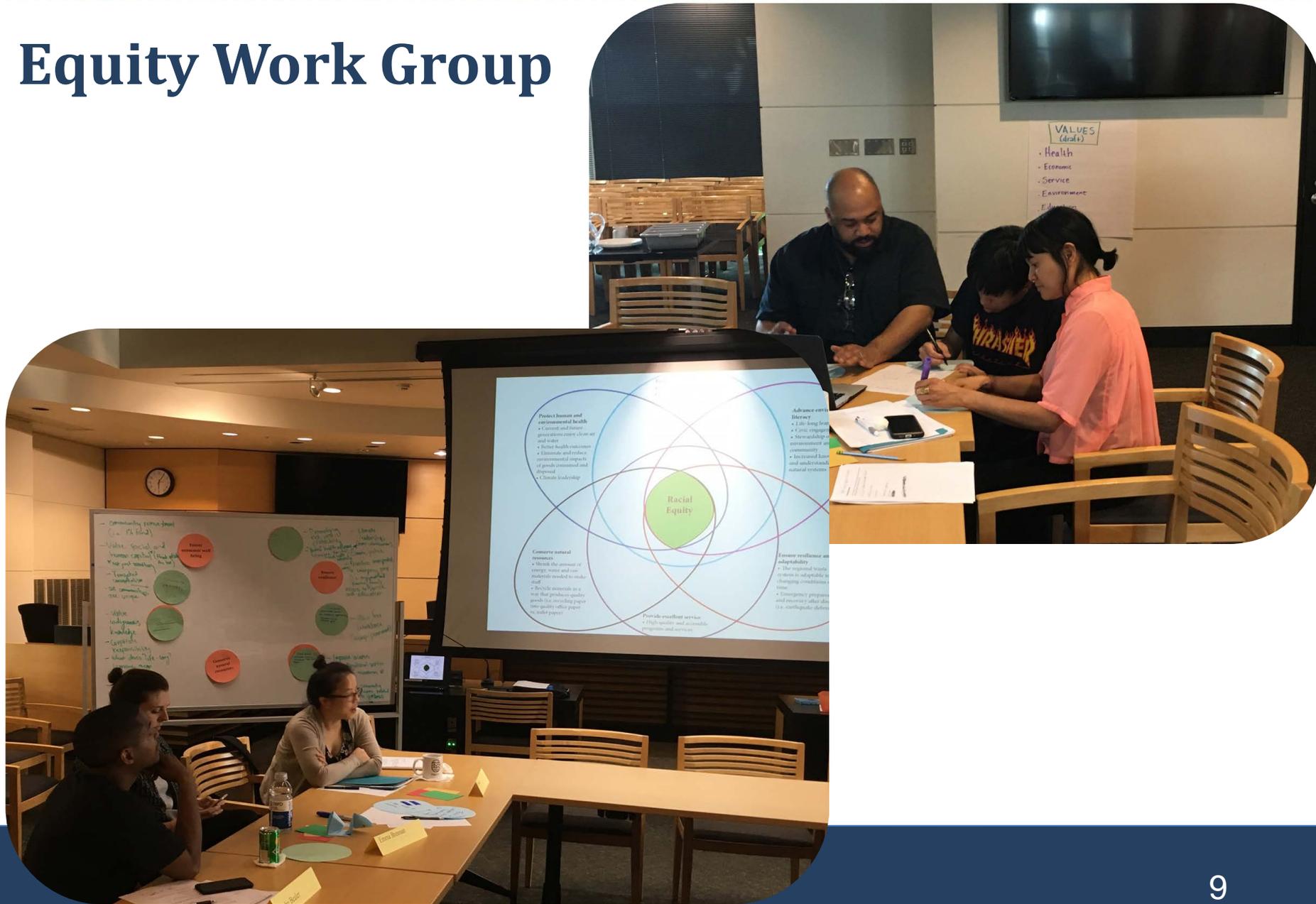


North by Northeast Health Center



Momentum Alliance

# Equity Work Group



# Advisory Committee Review



- Expressed support for the values and guiding principles
- Proposed minor revisions

**July 12: Solid Waste Alternatives Advisory Committee**

**July 12: Metro Policy Advisory Committee**

# Draft Values



- 1. Protect and restore the environment and promote health for all**
- 2. Conserve natural resources**
- 3. Advance environmental literacy**
- 4. Foster economic well-being**
- 5. Ensure operational resilience and adaptability**
- 6. Provide excellent service and equitable system access**

# Draft Values

## 1. Protect and restore the environment and promote health for all

- Ensure that current and future generations enjoy clean air, water and land
- Lead efforts to reduce impacts of climate change and minimize release of toxins in the environment

## 2. Conserve natural resources

- Reduce the amount of energy, water and raw materials needed to make products
- Manage materials to their highest and best use (Reduce, Reuse, Recycle)

## 3. Advance environmental literacy

- Facilitate life-long learning for youth and adults
- Increase knowledge of natural systems and human impacts on them in order to foster civic responsibility and community empowerment

## 4. Foster economic well-being

- Promote inclusive prosperity and living well for all residents of the region
- Increase access to economic opportunities for all communities

## 5. Ensure operational resilience and adaptability

- Maintain a regional system that is safe and responsive to changing conditions over time to ensure long term viability
- Prepare for recovery after natural disaster

## 6. Provide excellent service and equitable system access

- Ensure that high quality, good value programs, services and facilities are equitably accessible to all

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# Draft Guiding Principles

## **Community Restoration**

Take action to repair past harm and disproportionate impacts caused by the regional solid waste system.

## **Community Partnerships**

Develop authentic partnerships and community trust to advance the plan vision.

## **Community Investment**

Emphasize resource allocation to communities of color and historically marginalized communities within the regional solid waste system.

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# Questions

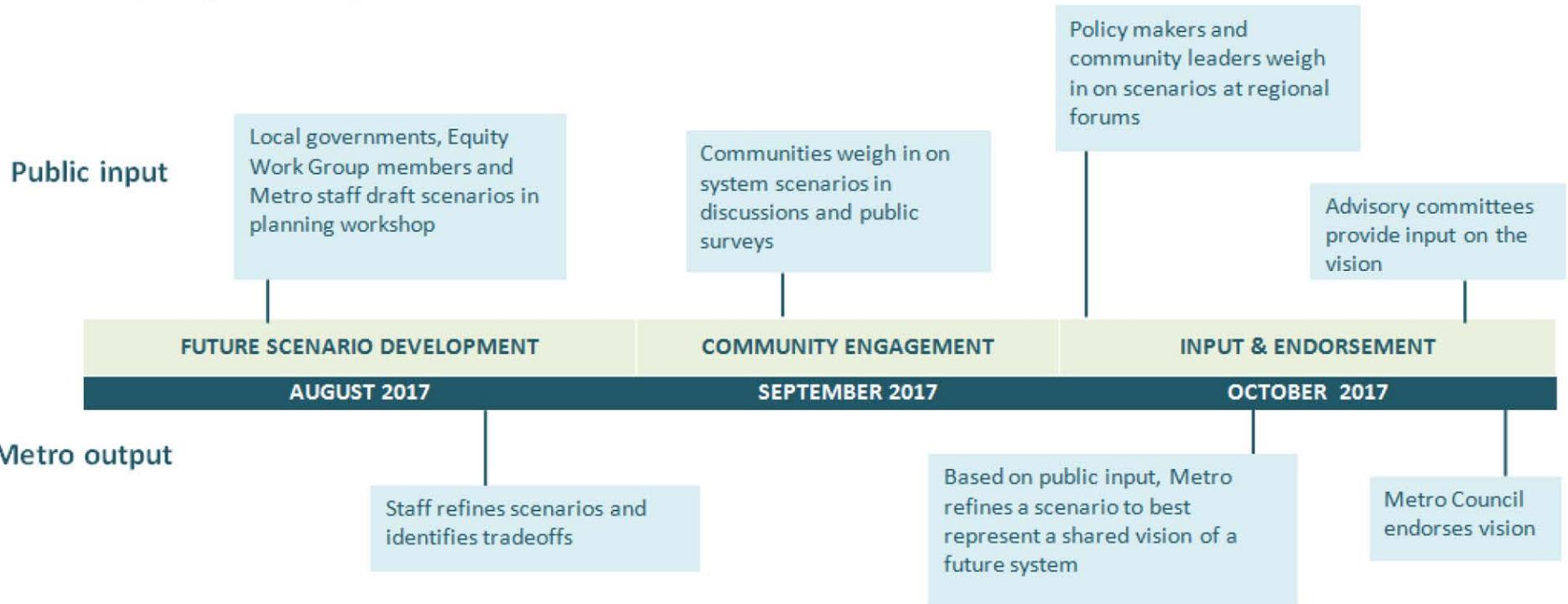
1. Do Councilors have questions or input on the draft values and guiding principles?
2. Do the Councilors support the draft values and guiding principles as overarching guidance for the 2030 Regional Waste Plan?

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# Next Steps

2030 Regional Waste Plan

Phase 2: System Scenarios and Vision





Arts and conference centers

Garbage and recycling

Land and transportation

Oregon Zoo

Parks and nature

[oregonmetro.gov](https://oregonmetro.gov)

# Developing the Regional Waste Plan

## Public input

Communities learn about the current system through tours of garbage and recycling facilities.

Communities take surveys and attend events to provide input on possible strategies.

Communities provide final comments on the plan during Council's public hearing.

Communities weigh in on the future of the garbage and recycling system in discussions and surveys.

Communities weigh in on system scenarios in discussions and surveys.

Communities provide input on the draft 2030 Regional Waste Plan.



## Metro output

Based on public input, Metro builds possible scenarios for a future garbage and recycling system.

Based on public input, Metro refines a scenario that best represents a shared vision of a future system.

Metro develops goals and strategies to achieve the future vision.

Based on public input, Metro develops a draft of the 2030 Regional Waste Plan.

Metro presents revised plan to Council for adoption.

Pending Council adoption, implementation of the 2030 Regional Waste Plan begins.



Metro

# Disposal RFP Evaluation Criteria Weighting for Public Transfer Stations

August 1, 2017





Metro

# Agenda

- Introduction
- Landfills 101
- Review of Four Qualified Landfills
- Public Benefits and Evaluation Criteria
- Discussion on Weighting of Criteria

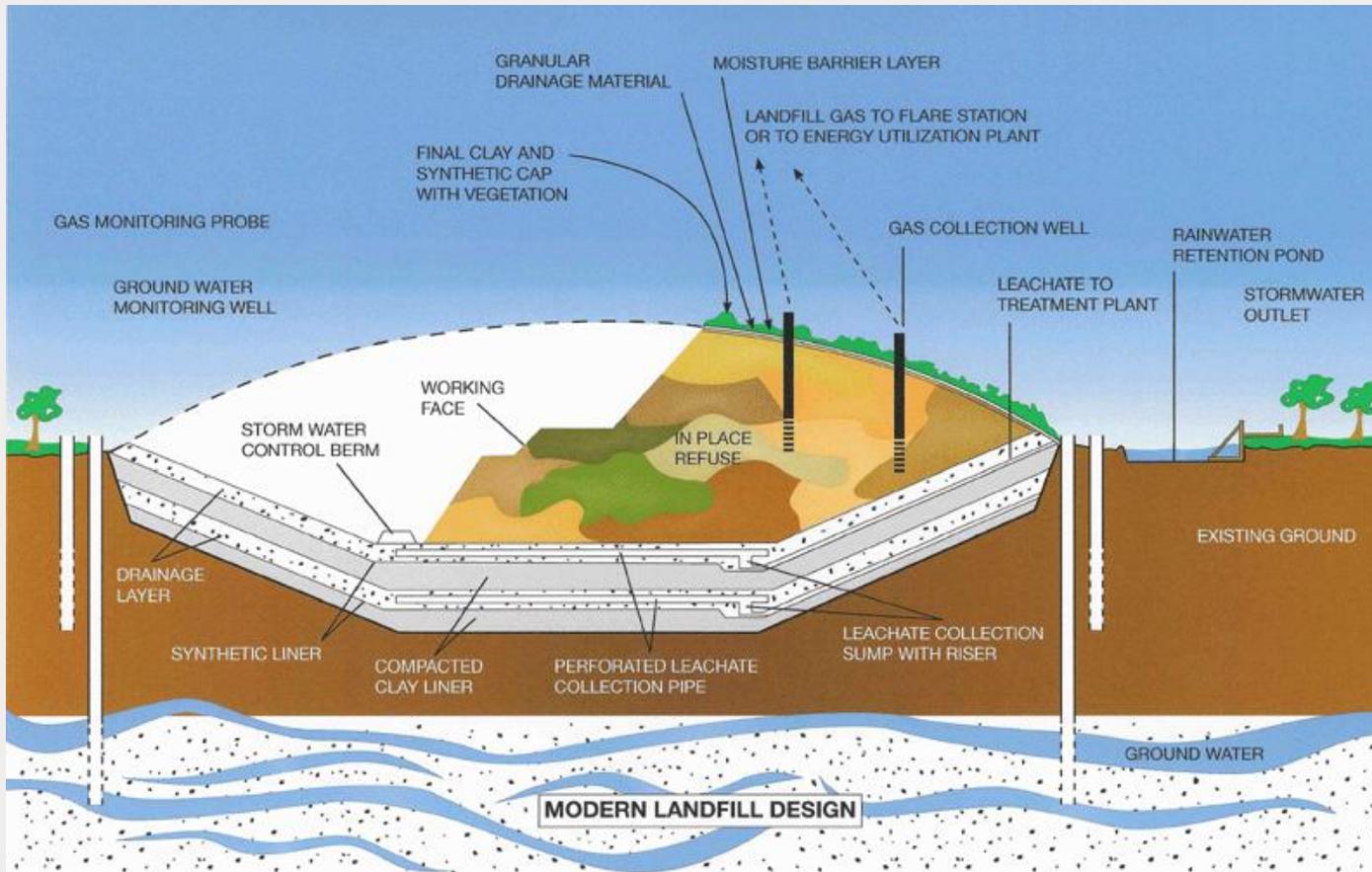
# Evolution of Waste Disposal Practices



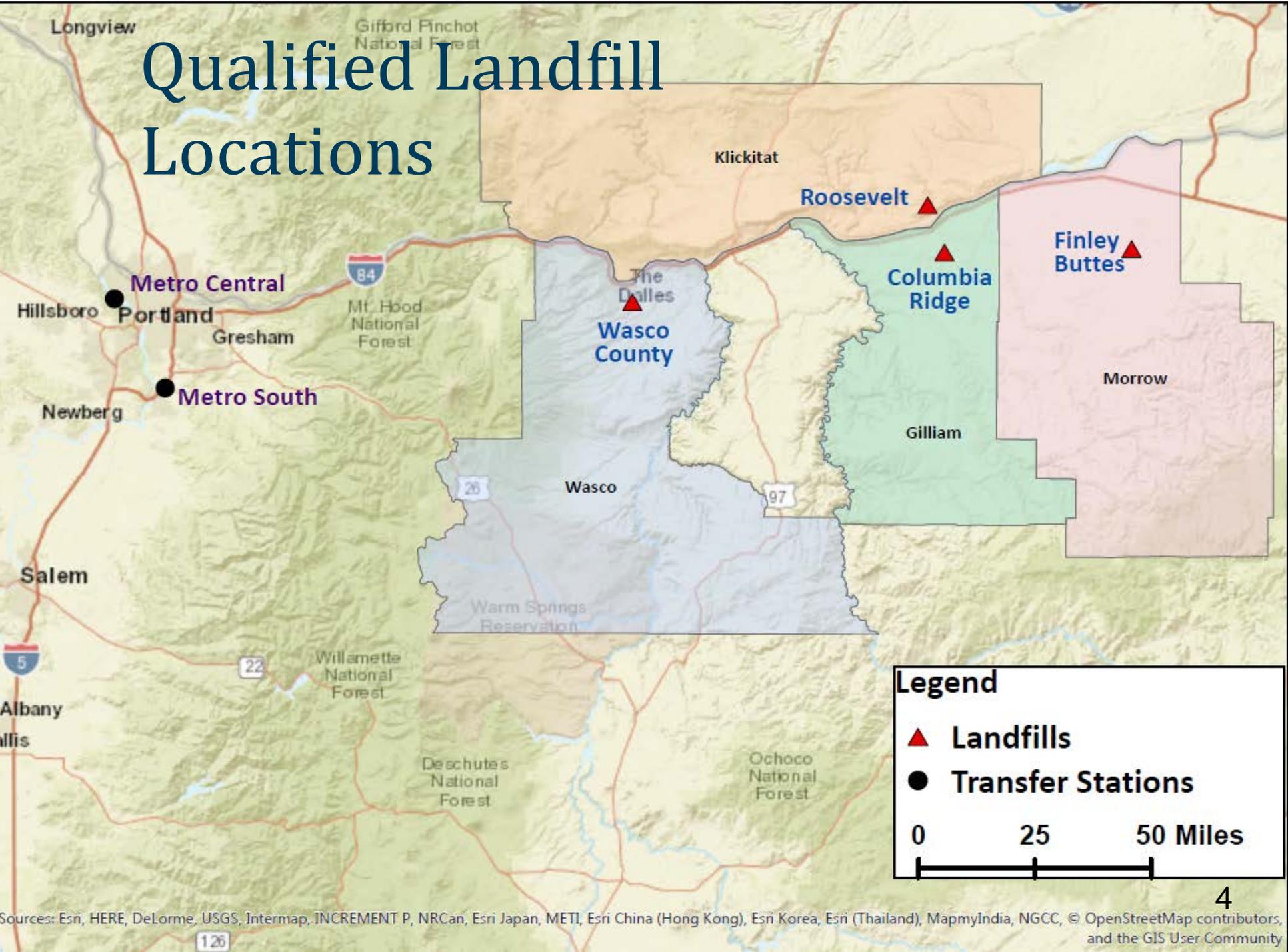
Metro



# Modern Landfills



# Qualified Landfill Locations



**Legend**

- ▲ Landfills
- Transfer Stations

0 25 50 Miles

# Columbia Ridge



# Finley Buttes



# Roosevelt



# Wasco County



# Focus of Today's Discussion

**Disposal RFP**

Transportation RFP

# Public Benefits and Disposal Criteria

Public Benefits of Regional Solid Waste System	2017 Disposal RFP Evaluation Criteria
Protect people's health	Environmental Impacts
Protect the environment	
Keep the commitment to the highest and best use of materials	
Get good value for the public's money	Cost
Be adaptive and responsive in managing materials	Operational Considerations, Experience, Reduce Risk to Metro
Ensure services are available to all types of customers	Community and Diversity

# Key Attributes of Disposal Criteria

Environmental	Operations	Community and Diversity	Cost
Permit compliance	Transport interface	Workforce diversity	Formula based on low cost proposal
Sustainable practices	Contingency plans	Wages and benefits	
Landfill gas management	Hours and days of operation	COBID subcontractors and suppliers	
	Safety	Community relations	
	Emergency procedures		
	Financial strength		

# Handout Points for Disposal Criteria

## Scratch Pad:

### Your Thoughts About Point Allocation

Criteria	Points
Environmental Impacts	
Cost	
Operational Approach, Experience, and Reduction of Risk to Metro	
Community and Diversity	
Total	100

# 2017 Disposal RFP Evaluation Staff Recommendation

Criteria	Points
Environmental Impacts	15
Cost	50
Operational Approach, Experience, and Reduction of Risk to Metro	15
Community and Diversity	20
Total	100

# Questions for Council

- Does Council support the proposed evaluation criteria and point allocation?
- Does Council have any other comments or suggestions about the procurement?

**oregonmetro.gov**



For Reference:

Public Benefits of Regional Solid Waste System	2017 Disposal RFP Evaluation Criteria
Protect people's health	Environmental Impacts
Protect the environment	
Keep the commitment to the highest and best use of materials	
Get good value for the public's money	Cost
Be adaptive and responsive in managing materials	Operational Considerations, Experience, Reduce Risk to Metro
Ensure services are available to all types of customers	Community and Diversity

Environmental	Operations	Community and Diversity	Cost
Permit compliance	Transport interface	Workforce diversity	Formula based on low cost proposal
Sustainable practices	Contingency plans	Wages and benefits	
Landfill gas management	Hours and days of operation	COBID subcontractors and suppliers	
	Safety	Community relations	
	Emergency procedures		
	Financial strength		

Scratch Pad: Your Thoughts About Point Allocation	
Criteria	Points
Environmental Impacts	
Cost	
Operational Approach, Experience, and Reduction of Risk to Metro	
Community and Diversity	
<b>Total</b>	<b>100</b>

## Councilor Worksession Sheet

To capture thoughts and questions on the Disposal RFP Evaluation Criteria Weighting for Public Transfer  
Stations presentation

August 1, 2017

Questions for the Metro Council today:

- Does Council support the proposed evaluation criteria and point allocation?
- Does Council have any other comments or suggestions about the procurement?

### Questions

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Context (Paul)

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Landfills (Will)

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Evaluation Criteria (Dan)