



Agenda

Meeting: Regional Waste Advisory Committee
 Date: Thursday, February 15, 2024
 Time: 8:30 a.m. to 10:30 a.m.
 Place: Zoom virtual meeting
 Purpose: *The purpose of the Regional Waste Advisory Committee is to provide input on certain policies, programs, and projects that implement actions in the 2030 Regional Waste Plan, as well as to provide input on certain legislative and administrative actions that the Metro Council or Chief Operating Officer will consider related to the implementation of the 2030 Regional Waste Plan.*

- | | | |
|------------|--|-------------------------|
| 8:30 a.m. | Welcome and Introductions | Marta McGuire
Metro |
| 8:35 a.m. | Investment and Innovation grant program assessment and update
<i>Purpose: Informational</i>
<i>Report back on what feedback from Council.</i> | Suzanne Piluso
Metro |
| 8:40 a.m. | System Facilities Plan – Engagement Update
<i>Purpose: Informational</i>
<i>Review and discuss project feedback. Engagement will inform future facility plan options for consideration.</i> | Marissa Grass
Metro |
| 9:15 a.m. | Budget Development
<i>Purpose: Informational</i>
<i>Discuss WPES FY24-25 budget development.</i> | Marta McGuire
Metro |
| 10:10 a.m. | Consideration of meeting minutes | |
| 10:20 a.m. | Public Comment | |
| 10:30 a.m. | Adjourn | |

Upcoming RWAC Meeting: Thursday, March 21, from 8:30 a.m. to 10:30 a.m.

For agenda and schedule information:

Carly Tabert: carly.tabert@oregonmetro.gov

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Regional Waste Advisory Committee Schedule of Topics

Schedule of Topics | February to March 2024

Date	Topic	Regional Waste Plan	Decision Type
February 2024	• Investment and Innovation Grants	Goals 2, 8, 15	Informational Consult
	• Budget Development		
	• Garbage and Recycling System Facilities Plan	Goals 1-19	Informational
March 2024	• Regional System Fee Program Overview	Goals 7, 12, 15	Informational Consult
	• Waste Fee Policy Task Force	Goals 1-19	
April 2024	• Proposed Budget	Goals 1-19	Informational
	• Rate Transparency	Goal 14	Informational

The schedule is subject to change.

REGIONAL WASTE ADVISORY COMMITTEE

Meeting Worksheet

PRESENTATION DATE: February 15, 2024 **LENGTH:** 30 minutes

PRESENTATION TITLE: System Facilities Plan Engagement Update

DECISION TYPE: Informational

RELATED REGIONAL WASTE PLAN GOALS: Goal 16

PRESENTER(S): Marissa Grass

PURPOSE OF PRESENTATION

- Review and discuss project feedback to inform future facility plan options for Metro Council consideration

ACTION REQUESTED

- This item is informational

BACKGROUND

- Metro is actively engaging partners on a long-range plan for facility investment that meets goals to reduce garbage, improve service quality and access, and keep services affordable.
- The Garbage & Recycling System Facilities Plan will take a holistic view of the system and help clarify Metro's future role in providing facility-based services, including facilities to be built or renovated by Metro or in cooperation with public, private and nonprofit partners.
- During the past year, Metro has engaged policymakers, local governments, community based organizations, solid waste industry, reuse/repair nonprofits and businesses, and community leaders to create the region's first Garbage & Recycling System Facilities Plan.
- Public engagement and outreach activities during scenario development and evaluation continued from March to December 2023 and are documented in Attachment 1. Outreach, consultation and engagement with interested sovereign Tribes in partnership with Metro's Tribal Affairs program are summarized in Attachment 2. Symposium Results are summarized in Attachment 3.
- This presentation will focus on Phase 3:
 - What we did
 - What we heard
 - Metro Council
 - Project stakeholders
 - What's next

QUESTIONS FOR CONSIDERATION

- What from the engagement report stands out to you?
- How can the project team best incorporate this feedback into future facility plan options for Council consideration?

NEXT STEPS

- Describe next steps for the topic including if/when the committee may be engaged next
- If committee guidance is being solicited indicate how and when staff will report back on how their input was linked to outcomes

ATTACHMENTS

Attachment 1: 1-30-2024 Metro Council Worksheet

Attachment 2: Tribal Consultation Summary

Attachment 3: Symposium Workshop Summary Report

Attachment 1

WASTE PREVENTION AND ENVIRONMENTAL SERVICES: GARBAGE & RECYCLING SYSTEM FACILITIES PLAN ENGAGEMENT UPDATE

Date: January 5, 2024
Department: Waste Prevention & Environmental Services
Meeting Date: January 30, 2024

Prepared by: Marissa Grass,
Marissa.grass@oregonmetro.gov
Presenters: Marta McGuire, Director; Luis Sandoval, Principal Solid Waste Planner; Bridger Wineman, engagement consultant
Length: 40 minutes

ISSUE STATEMENT

Metro is actively engaging partners on a long-range plan for facility investment that meets goals to reduce garbage, improve service quality and access, and keep services affordable.

The Garbage & Recycling System Facilities Plan will take a holistic view of the system and help clarify Metro's future role in providing facility-based services, including facilities to be built or renovated by Metro or in cooperation with public, private and nonprofit partners.

This presentation will focus on Phase 3:

- What we did
- What we heard
 - Metro Council
 - Project stakeholders
- What's next

ACTION REQUESTED

Review and discuss project feedback to inform future facility plan options for Metro Council consideration in early 2024.

DISCUSSION QUESTIONS

1. What from the engagement report stands out to you?
2. How can the project team best incorporate this feedback into future facility plan options for your consideration? Specifically, are there any options that are off the table?

Council will be asked to consider setting parameters for project staff to refine the future facility plan options that will be presented for Council's consideration in spring 2024 based on the scenario components chosen least often by project stakeholders:

- Regulating rates that private facilities charge to commercial customers
- Renovating/redeveloping Metro Central and Metro South transfer stations. Metro does not build any new facilities (as in No-Build)
- Large transfer stations (as in full service)

- Mandatory subscription to curbside service
- A scenario that will increase the cost to rate payers by over \$3.75

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

During the past year, Metro has engaged policymakers, local governments, community-based organizations, solid waste industry, reuse/repair nonprofits and businesses, and community leaders to create the region’s first Garbage & Recycling System Facilities Plan.

What We Did

Public engagement and outreach activities during scenario development and evaluation continued from March to December 2023 and are documented in Attachment 1. Outreach, consultation and engagement with interested sovereign Tribes in partnership with Metro’s Tribal Affairs program are also summarized below and in Attachment 2.



Activities included:

- **Reuse/repair planning workshop (March 2023).** Leaders in the reuse and repair space were invited to a Phase 2 roundtable follow-up conversation with a slightly smaller group of reuse leaders. The objective of this session was to discuss ways Metro could help fill facility gaps and support the reuse sector in the future. Input was used to identify a range of solutions to include in the scenarios.
- **Recycling Modernization Act (RMA) and System Facilities Plan at the Local Government Administrators Workgroup (March 2023).** Under the RMA, producers will be required to establish a minimum of 42 collection points in the greater Portland tri-county area at recycling depots and other locations. There is an opportunity to leverage the RMA with goals and aspirations of the System Facilities Plan by expanding and/or building depots or facilities that collect multiple materials in one place, not just those covered by the RMA. In partnership with the WPES RMA team, staff asked local governments about what role they may play in managing future depots. This discussion informed scenario options.
- **Regional education and outreach retreat (March 2023).** Attended by local government staff and regional education and outreach staff, this retreat included a topic on current barriers to accelerating community reuse and repair and ways the System Facilities Plan could address these challenges. This discussion informed scenario options.

- **Industry interviews (May and June 2023).** The project team conducted one-on-one interviews with owners and managers of garbage and recycling businesses in the Metro region. Questions explored the facilities they currently operate and any near-term investments or changes they expect to make, their business' preferred role in the regional system, their perspective on Metro's role and what they think Metro should do more or less of, and their experience and interest in public/private partnerships.
- **Symposium & survey (September 2023).** The Reuse, Recycling, and Garbage System Symposium consisted of a panel discussion followed by an interactive workshop to review four draft scenarios proposed for Metro's Garbage and Recycling System Facilities Plan. Input from workshop participants was collected through two mechanisms; written comments submitted during table discussions and an online survey. A summary of feedback is included in Attachment 3.
- **Waste Prevention and Environmental Services staff (October 2023).** Program and policy staff, as well as front-line staff working at Metro transfer stations, MetroPaint, and the RID Deployment Center were invited to provide input on the scenarios. Engagement opportunities included two Q&A sessions hosted by project staff and an opportunity to take the same survey as symposium participants.
- **Metropolitan Mayors' Consortium update (November 2023).** This meeting was an optional opportunity for Mayors to get more information and provide feedback on the System Facilities Plan scenarios, planned in conjunction with the Metropolitan Mayors Consortium.
- **Local government policy table (October and November 2023).** Discussion of the scenarios is also occurring at the Regional Waste Plan policy and budget development table. The purpose of this forum is to discuss policy and system finance topics that are under consideration by Metro Council and will be discussed by the Regional Waste Advisory Committee (RWAC) or the Metropolitan Planning Advisory Group (MPAC) with local government representatives.
- **Workshop with Confederated Tribes of Siletz Indians Portland Area Office and Siletz tribal members in greater Portland (January 2024).** This was a virtual workshop organized in collaboration with staff from the Confederated Tribes of Siletz Indians (CTSI) Portland Office. CTSI members who live in the greater Portland area heard an overview of the System Facilities Plan scenarios from project staff. Among other things, participants discussed their interest in understanding the potential impacts of different types of facilities on the environment and human health, particularly for communities of color and low income communities; and expressed a desire for Metro to do more to address plastic pollution, create stronger incentives for recycling and work closely with the state on implementation of the Recycling Modernization Act. Workshop participants were asked to take the same survey as symposium participants. As of the date of this staff report, the survey is still open. Project staff will share the results with Metro Council at the work session on January 30.

Ongoing

- **Community Advisory Group.** Metro convened community members who represent diverse viewpoints and experiences to advise on the System Facilities Plan as it is being developed. The group is helping to advance racial equity in the development of the plan, identify service gaps, and advise on benefits and impacts of future facilities and services. The advisory group met six times in Phase 3, including a facility tour.
- **Metro advisory committees.** Updates and engagement at meetings of the Regional Waste Advisory Committee, Committee on Racial Equity and the Metropolitan Policy Advisory Committee.
- **Tribal Government consultation and engagement.** Project staff and Metro's Tribal Affairs program invited consultation and engagement with multiple Tribes starting in Fall 2022. Metro staff have continued to explore interest in the project with Tribes and provided project updates and presentations as requested. Staff will continue to invite engagement in the plan development, scenario(s) selection and future implementation with interested Tribes.

Metro Council

- **International panel at Metro Council work session (September 2023).** Metro Council had an opportunity to hear directly from international panel members and ask questions. This recording is available to folks who did not attend the symposium.
- **Garbage and Recycling System Facilities Plan proposed scenarios (November 2023).** Informational session to review alternative facility investment scenarios with Metro Councilors, answer questions and seek early input on preferred scenario elements.

What we learned

High-level take-aways

Scenario process from Metro Council: Council asked for detail surrounding the different policy levers council could use to meet system facility gaps, including:

- Tonnage management policies,
- Balance between Transfer Station Fees and the Regional System Fee, and
- Level of investment.

Council discussion also touched on the values that influence system priorities. In addition to waste reduction, service quality and access, and affordability which Council prioritized at the outset of this project, we heard that safety and support for existing businesses and community-based organizations within the system are important.

With these values in mind, **councilors indicated an early preference for the Distributed and No-Build scenarios.** However, all councilors indicated that additional information and discussion is needed to build a preferred scenario.

Scenarios preference from stakeholders: Stakeholder survey respondents preferred the Distributed Scenario – which includes mid-sized transfer stations – by a wide margin, followed by the No-Build Scenario.

- Stakeholders like the **Distributed Scenario** because of the improved access provided through mid-sized transfer stations and reuse and recycling centers.
- The **No-Build Scenario** was appreciated by some for regulated fees at private transfer stations and investment in reuse/repair organizations.
- Among Metro staff surveyed, the Distributed and Full-Service Scenarios are similarly supported. The **Full-Service Scenario** benefits include the reuse mall and reuse hub.
- Most also said they would like to make changes to their preferred scenario as initially presented.

Scenario components: Most stakeholders we heard from indicated **support for reuse and repair facilities** (reuse warehouse and reuse mall) and including reuse at Metro transfer stations as a one-stop-shop.

Access: Symposium participants were supportive of closing gaps in access through **new transfer stations** in Washington County and in East Multnomah County, as in the Full-Service Scenario. Participants also liked the improved access provided by mid-sized transfer stations and reuse and recycling centers presented in the Distributed Scenario.

Cost to curbside rates: There is **low support for large cost increases** to curbside rates, with most supporting only an increase in the average single family garbage bill of about \$3 or \$4 per month, but not the \$11.70 estimated monthly cost increase for the No-Build Scenario.

Community representatives

The Community Advisory Group and other community members engaged are largely supportive of Metro developing new mid-sized transfer stations as well as investing in reuse facilities such as the reuse hub and reuse mall.

Other key themes include the importance of addressing access issues, by closing geographic gaps in facility locations for residential self-haul customers and additional materials and services through curbside collection. Comments indicated it's also important to address resilience and safety of existing Metro transfer stations. Members of this group commented that new transfer station facilities, as described in the Full-Service and Distributed scenarios, will provide more and better services, and there's a role for Metro in owning these facilities so that they are subject to Metro's green building policies and labor agreements. Comments also indicated support for maintaining tonnage allocations for Metro transfer stations.

Reuse and repair organizations

Stakeholders from reuse and repair organizations and businesses also indicated strong support for incorporating reuse and repair into Metro facilities and emphasized the need

for transportation access to facilities. They largely support investment in their organizations. Concerns from reuse organizations in developing new facilities for reuse and repair are about increased dumping of non-useable materials, and about how financing, procurement processes and contracts would meet their needs.

Private Industry

Some transfer station and material recovery facility operators said they prefer to focus on commercial rather than residential self-haul customers, while some said they are open to accepting additional materials streams where markets and volumes can be counted on. They suggested Metro continue to focus on providing self-haul and household hazardous waste services. Members of this group indicated concern about increased disposal fees. Some said they would like to retain tonnage allocations or gain more tonnage to make future investments. Transfer station operators do not want Metro to regulate disposal fees charged by private facilities. Some are interested in public financing options to expand, and there's interest in opening new private facilities including to handle garbage from the general public.

Local Governments

Local government administrators indicated they would like to partner with Metro on new recycling depots through the Recycling Modernization Act that would accept multiple materials. Survey respondents from local governments indicated:

- Strong support for public facilities that include reuse and recycling centers.
- Moderate support for Metro developing new mid-sized transfer stations, reuse malls or reuse hubs.
- Low support for mandatory expansion of curbside programs.

Metro Staff

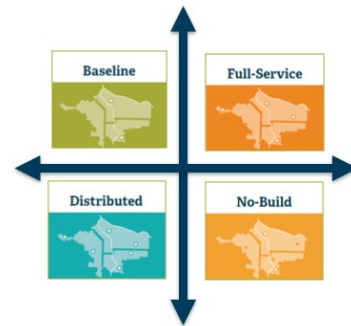
Front-line workers at Metro South and Metro Central transfer stations, household hazardous waste facilities, MetroPaint and RID Patrol see the benefits of and barriers that exist at facilities daily. In the survey, staff indicated strong support for public facilities that include reuse and recycling centers, as well as for the reuse warehouse hub and reuse mall. They indicated low support for mandatory subscription to curbside service.

What's next

We have extended the plan completion schedule through the end of 2024, to ensure there is enough time to work collaboratively with project stakeholders to build a strategy and plan that has broad, regional support.



The discussion guide, shared with Metro Council on November 9, 2023, presents scenarios to consider the broad range of options and policy levers that council could use to meet the values and outcomes of the System Facilities Plan and fill facility gaps in the region. The scenarios illustrate “four corners” or opposite policy choices to help illustrate the differences between each option.



Council will be asked to consider elements of the four scenarios that have received the strongest support from various audiences. The main goal will be to use the input from stakeholders and council guidance so far to narrow down the facility investment options for council to consider and choose from. These preferred scenario elements, or choices, together will lead to a preferred scenario for the future system.

This process is proposed to have two steps.

Direction on Preferred Scenario Elements | January 30

Key Question	<p>Are there any options that should be off the table? Specifically, Council will be asked to provide guidance to project staff around the five scenario elements that received the lowest support:</p> <ul style="list-style-type: none"> • Regulating rates that private facilities charge to commercial customers • Renovating/redeveloping Metro Central and Metro South transfer stations. Metro does not build any new facilities (as in No-Build) • Large transfer stations (as in full service) • Mandatory subscription to curbside service • Scenario elements that will increase ratepayer costs by an amount between the cost impact of implementing the Distributed scenario (\$3 per month) and the Full-Service scenario (\$4.10 per month).
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On November 9, the Council asked for more information about how different policy levers are interrelated. In other words, how one policy choice might impact others. This will be a part of developing preferred scenario elements for council review and discussion. A key part of this work is weighing the tradeoffs of different policy choices.

Over the next few months, staff will use the input received from different audiences and Council’s direction at the January 30 work session to develop and bring a list of options for preferred scenario elements to Metro Council for review and discussion in April. Council will be asked to vote on the elements and actions they want to be further detailed and included in the draft plan.

Direction on Preferred Scenario | April 9

Key Question	What options should be included in the preferred scenario in terms of
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	<ul style="list-style-type: none"> • Public self-haul facilities? • Commercial facilities? • Reuse facilities and programs?
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Project staff will develop two options for addressing facility gaps in the region under each of the three areas above. The scenario elements will detail:

- Two sets of facility investment and/or other policy options for filling facility gaps and meeting the project’s values and outcomes based on project stakeholder feedback and council guidance provided to date.
- The estimated level of investment required for implementation.
- The impacts of different policy options and changes in policy levers needed to support each decision, compared to the baseline (status quo) scenario.
- Anticipated level of support by different audiences.

At the April 9 meeting, council will be asked to review the options under the three areas and vote on a preferred set of scenario elements to bring back to council and project stakeholders for review.

BACKGROUND

The Garbage and Recycling System Facilities Plan will look at the region’s current public, private and non-profit garbage, recycling and reuse infrastructure, identify service gaps, and present potential approaches and a plan for future system investments. Specifically, the plan will include:

- An overview of the facility-based garbage, recycling and reuse services necessary for achieving the goals of the 2030 Regional Waste Plan.
- The current and anticipated gaps in those services.
- Alternative scenarios for the public, private and non-profit sectors to fill the gaps or mitigate the need to fill them over the next 20 years.
- An implementation plan and financing options for Metro’s role in advancing the plan and building new facilities.

The scenarios may include construction of new facilities, incorporation of new services in existing facilities and non-facility-based alternatives. The plan will include consideration of costs and ratepayer impacts and will elevate the needs of communities of color and other groups historically underserved or impacted by the solid waste system.

The information from this project will help guide Metro’s future investment in facilities and infrastructure and help to close the gap between those with access to services and those without. The plan will be completed in five phases from February 2022 to December 2024.

ATTACHMENTS

- Attachment 1: Phase 3 Engagement Summary
- Attachment 2: Tribal consultation summary
- Attachment 3: Symposium Workshop Summary Report

ATTACHMENT 2

Metro Council Work Session – January 30, 2024

Garbage and Recycling System Facilities Plan

Tribal consultation summary

In September 2022 Metro invited consultation with seven Tribes who have engaged with Metro's Tribal Affairs program and have distinct historical and contemporary interests and connections to what is now known as the greater Portland area.

Initial discussions of the GRSFP occurred in several ongoing regular coordination meetings with interested Tribes during the late Fall in 2022 and early into 2023. To aid in Tribes' respective consideration of consulting and engaging with Metro on the GRSFP, Metro staff proactively identified and shared potential areas for coordination with Tribes that included topics such as: climate change adaptation and mitigation priorities, natural resource protection and conservation priorities, and historic and cultural resources protection priorities and notification processes for any activities including ground disturbance. Metro staff also proposed discussion regarding interested Tribes' consultation preferences for future phases of the GRSFP such as when the plan and potential selected scenario(s) is being implemented by Metro staff and partners.

Input to date from responding Tribes highlighted the importance of protecting the environment and natural resources in the potential siting, construction, modification and operation of any existing or new garbage or recycling facilities in greater Portland in the selection of any scenario. Input also highlighted the importance of protecting archeological, cultural or historic resources in these same activities in any scenarios, especially as undeveloped land available for construction of new transfer stations could be in areas where there is a high probability of the presence of significant cultural or historic resources.

Staff representing one Tribe's cultural resources program also expressed a desire for Metro to strategically consider and plan for changes in demand for access to recycling and garbage that will occur over time with growing populations with the scenarios currently under consideration by Council. More specifically, they requested that Metro consider how the potentially selected scenario(s) could meet increasing demands for services over time. The concern is that limited planning for service demand over time could lead to the need to construct another transfer station in the future to meet regional needs. Input shared that long term demand forecasting is important to consider now as each instance of construction of a new transfer station facility or modification of an existing facility to a larger capacity has the potential to impact natural, archeological, cultural and historic resources important to the Tribe.

Metro's Tribal consultation and engagement invitations also led to a request from one Tribe for future project notification processes for new construction of any facilities or citing of new facilities

in the greater Portland area to be addressed to the Tribe's natural and cultural resources program offices.

Metro's consultation invitation also led to a request by the Portland Area Office of the Confederated Tribes of Siletz Indians for a community member conversation on the Garbage and Recycling System Facilities Plan with Siletz tribal members who reside in the greater Portland area. A summary of this engagement is provided on page 3 of the staff report.

The project team and Tribal Affairs program have continued to provide updates on the GRSFP project and supported discussions about the project as requested by interested Tribes. Additional discussion and meetings are anticipated as Metro works to further understand tribal interests in this project and tribal priorities that should inform the selection and implementation of a potential scenario(s) as well as Metro's garbage and recycling work more broadly.

Metro Garbage & Recycling System Facilities Plan Phase 3 Workshop Summary Report

Executive summary

Purpose

Metro is engaging with stakeholders from local government, industry, and reuse and repair organizations as well as other community members with diverse identities and lived experience to guide the development of the Garbage and Recycling System Facilities Plan. The purpose of the plan is to identify facility investments that reduce waste, increase access, and keep ratepayer costs affordable. The plan will consider investment in current facilities – including Metro’s two transfer stations – and new facilities like reuse and recycling centers.

This report summarizes findings from a stakeholder engagement workshop and survey in Phase 3 of the project. The workshop was part of the Reuse, Recycling, and Garbage System Symposium, hosted by Metro’s Waste Prevention and Environmental Services Division at the Oregon Convention Center on September 27, 2023. Additional survey input will be reported as engagement continues during Phase 3.

Phase 3 Workshop

The Reuse, Recycling, and Garbage System Symposium consisted of a panel discussion followed by an interactive workshop to review four draft scenarios proposed for Metro’s Garbage and Recycling System Facilities Plan. The scenarios were assessed using evaluation criteria developed in phase 2 of the project and presented to workshop participants, following the [Workshop Discussion Guide](#). The scenarios represent different ways of responding to the gaps identified through engagement and technical analysis.

The input shared by workshop participants will help inform Metro Council’s decision on a preferred scenario. The preferred scenario or combination of scenario components will move forward into phase 4 of the System Facilities Plan for more analysis, including developing a detailed funding and implementation strategy.

In this report

Executive Summary

- Key findings
- Input mechanisms
- Who we heard from





Workshop findings

- Preferred scenarios
- Most important information in selecting a preferred scenario
- Preferred scenario components
- Scenario evaluation and feedback
- Increase to monthly collection bills

Appendices

- Small Group Comments
- Survey Report

Draft Scenarios Considered

Baseline	Full-Service	Distributed	No-Build
			
Metro does not build new facilities or address facility gaps, but maintains current facilities	Metro builds four large transfer stations and two new reuse facilities	Metro builds a network of distributed mid-sized facilities across the three counties	Metro increases requirements, invests in private facilities and renovates existing facilities

Key findings

- Workshop participants indicated the most support for components included in the Distributed (public facilities that include reuse and recycling centers) and No-build (fee to invest in reuse organization) scenarios.
- Participants also showed substantial support for new reuse and repair facilities, and a role for Metro in providing space and investment to support organizations offering reuse and repair.
 - Across groups, there was support for including reuse and recycling services at public facilities.
 - As a group, private industry participants were also supportive of Metro investing in private facilities.
- Many comments indicated an important role for Metro in providing education and outreach, and that this work is needed to support changes to the reuse, recycling and garbage system.
- Metro's use of regulatory tools is not favored by most participants, especially the mandatory subscription to curbside service. Regulating rates private facilities charge was only moderately supported.
- Metro building new full-service transfer stations was not well supported by many participants, but there is more support for mid-sized facilities.
- Concern about costs: Participants did not support large new costs for customers, and some asked for more information about how cost estimates were developed or questioned their accuracy.

Input mechanisms

Input from workshop participants was collected through two mechanisms; written comments submitted during table discussions and an online survey.

- Written comments were requested from workshop participants regarding the description and presentation of evaluation results for each scenario. Participants discussed each scenario in a table group with the assistance of a facilitator and posted their comments at their table. Written comments are not associated with a participant role.
- Workshop participants were asked to complete an online survey at the end of the workshop and the survey link was provided via email after the event. A total of 50 workshop participants

provided input through the survey. The survey responses are associated with a respondent roles.

Who we heard from

Approximately 80 participants attended the workshop and were supported by approximately 36 staff members from Metro and the consultant team.

Among the 50 participants who completed the survey, the largest share (30) identified their role as members of private industry, followed by community and local government (both at 16 people), and reuse/repair organizations (14), as shown in Figure 1. Among private industry participants, specific roles were identified, as shown in Figure 2. Survey respondents were able to indicate multiple roles.

Figure 1: Workshop survey participant roles by type (n=47)

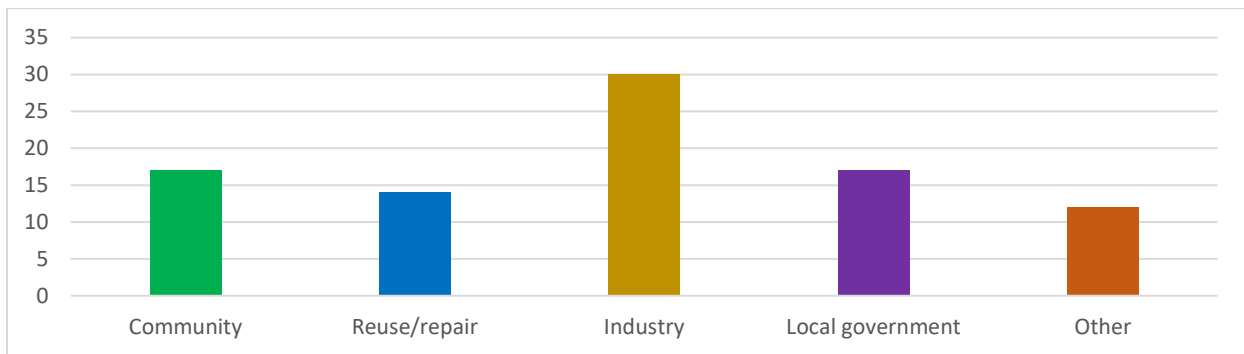
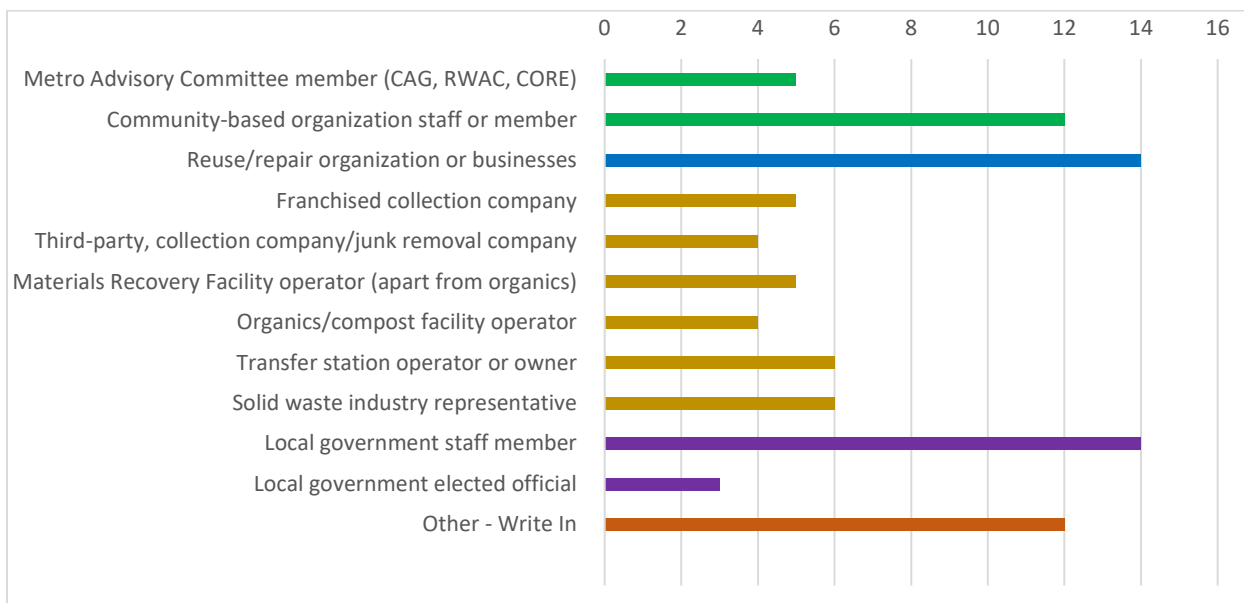


Figure 2: Workshop survey participant roles, detailed



Workshop findings

Preferred scenarios

Survey respondents were asked to identify their preferred scenario from those presented at the workshop. As shown in Figure 3, 62 percent of respondents identified the Distributed Scenario as their preference, followed by the No-build Scenario (22 percent), Full-service (10 percent), and Baseline (6 percent). Over 80 percent of survey respondents said they would make changes to their preferred scenario.

Notable differences among subgroups of survey respondents (Figure 4) include:

- Local government and reuse/repair respondents indicated a preference for the Distributed scenario by a much larger margin compared to private industry participants
- No private industry or reuse/repair respondents identified Full-service as their preferred scenario
- The Full-service scenario was identified as preferred by a larger share of community respondents than the No-build scenario

Figure 3: Preferred scenarios (n=49)

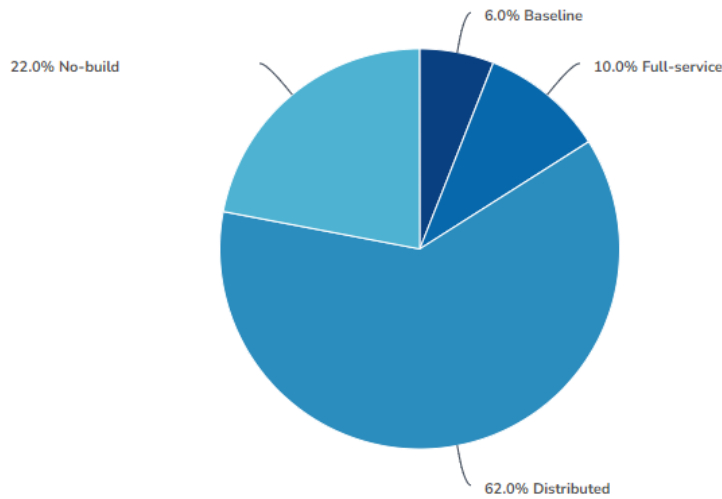
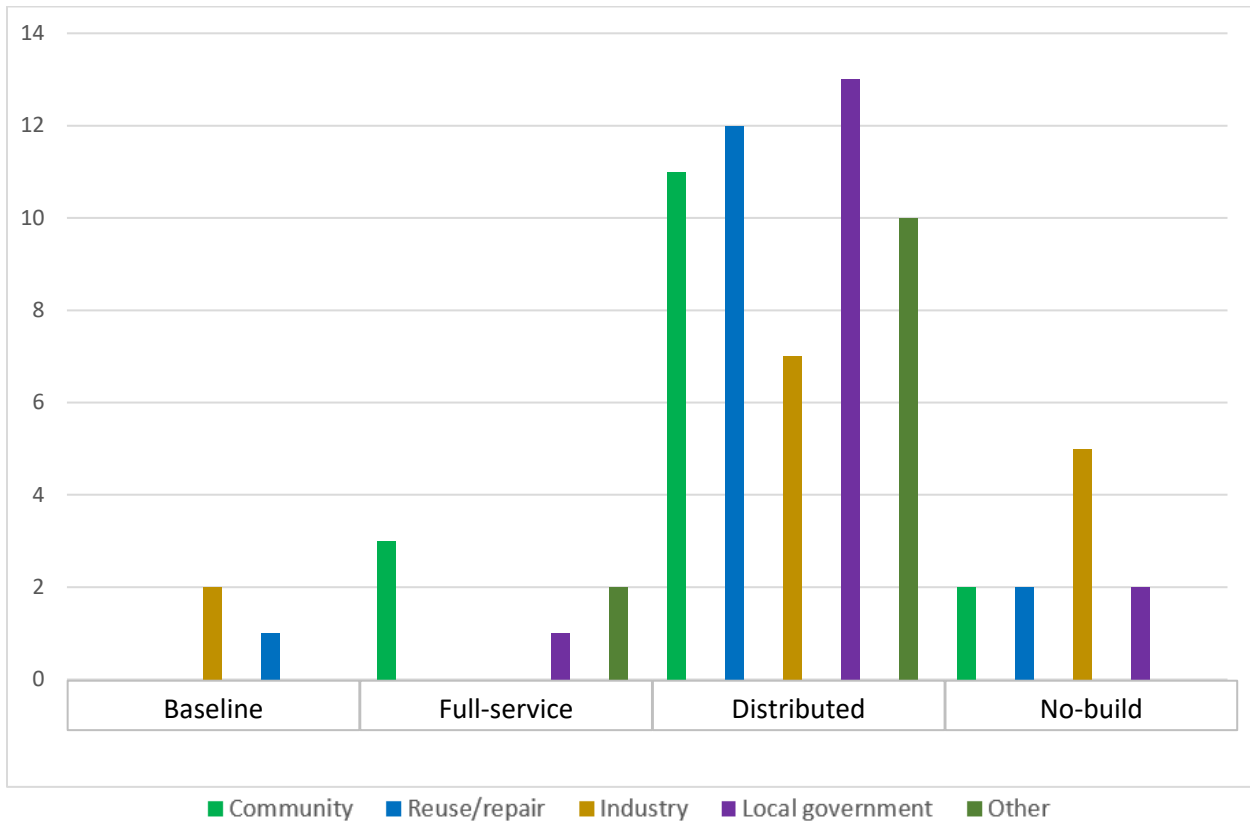


Figure 4: Preferred scenarios by stakeholder role (n=50)



Most important information in selecting a preferred scenario

Survey respondents were asked what information was most important to them in selecting a preferred scenario. Figures 5, 6 and 7 show the ranking of most important information for the respondents that identified, Full-service, Distributed, and No-build scenarios respectively. For all three of the scenarios apart from the Baseline, respondents indicated services available to the general public was the most important information in selection their preferred alternative.

The **Full-service scenario** (Figure 5) was selected by the smallest number of respondents with just four people who indicated it was their preference. For those respondents, “how the scenario meets policy priorities for waste reduction, access, and affordability” ranked second after “services available to the general public.”

For respondents who indicated the **Distributed scenario** (Figure 6) as their preference, “how the scenario meets policy priorities for waste reduction, access, and affordability” similarly ranked second most important, with “services available to commercial haulers” ranked as the least important.

For respondents who indicated the **No-build scenario** (Figure 7) was their preference, “improvement to private facilities” was the second most important information, with “services available to commercial haulers” and “how this scenario performed in the evaluation” ranking lowest.

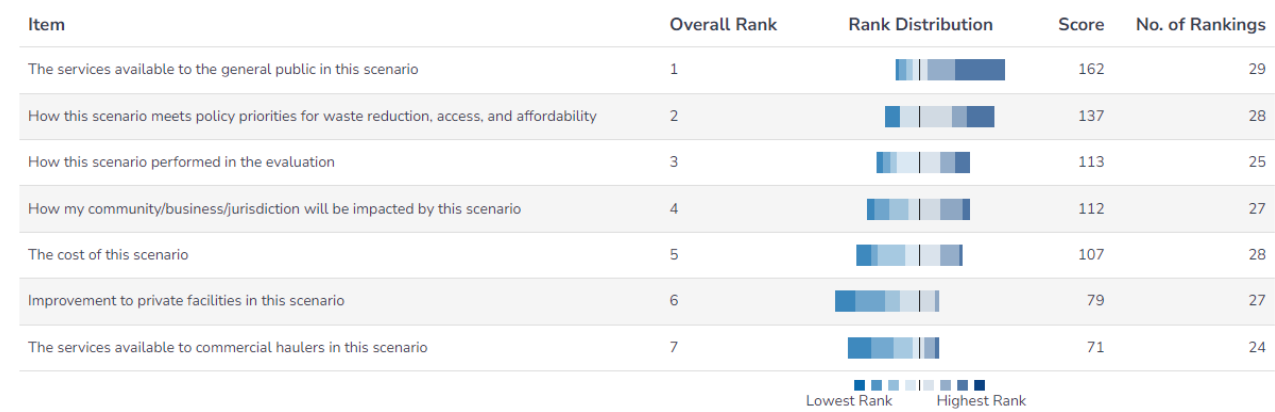
Full-Service

Figure 5: Important information in choosing a preferred scenario, Full-Service



Distributed

Figure 6: Important information in choosing a preferred scenario, Distributed



No-Build

Figure 7: Important information in choosing a preferred scenario, No-Build



Preferred scenario components (Build your own scenario results)

Workshop participants were asked through the survey to indicate which scenario components they would include in their own scenario. The views of industry participants varied most from all workshop participants among the respondent roles. Additional results from survey input are shown in figures 8 and 9.

The components **most often selected** across groups include:

- **Public facilities that include reuse and recycling centers** was among the most favored scenario components across all participant roles.
 - Over half of participants across *all roles* included this component in their preferred scenario.
 - This component scored lower among local government participants.
- Over half of participants favored a **dedicated fee to invest in reuse organizations**.
 - Such a fee was most favored by reuse and repair participants.
 - Local government participants showed lower support for a dedicated fee to invest in reuse organizations, and private industry participants favored such a fee the least out of respondent groups.
- The **regional reuse mall** and **regional reuse warehouse hub** components scored similarly and were included in just less than half of respondents' preferred scenarios.
 - These new reuse facilities were most supported by reuse/repair participants, followed by community participants.
 - They were least often favored by local government and private industry participants.

The scenario components **least often selected** include:

- **Mandatory subscription to garbage curbside service** was supported least of all the scenario components offered. It was included most often by private industry participants, 25 percent of whom included it in their preferred scenario.
- **Large transfer stations** were most supported by local government participants with just under 30 percent of this group including it in their preferred scenario.
- More than half of private industry participants included **redevelop Metro Central and Metro South transfer stations** (with Metro not building other facilities) in their preferred scenario, however this component was not included by more than half of any other group apart from Metro staff.

Scenario components among **neither the most nor least selected** include:

- Over half of community respondents included **commercial facilities that include mid-sized transfer stations** in their preferred scenario, but that was not true for any other group apart from Metro staff.
 - Mid-sized transfer stations were included by more respondents across all groups compared to the large transfer stations component

- Among the components with the largest difference in survey results between respondent groups, a **program to invest in expanding/adding services at private facilities** was tied with public facilities that include reuse and recycling centers as the most popular component among private industry participants, but the least popular for community and reuse/repair participants.
- **Required expansion of curbside programs** was not included by more the half of any of the respondent groups but was more often selected by community and reuse/repair participants.
- **Regulate rates that private facilities charge commercial customers** was the least popular of any of the scenario components for private industry respondents with just 8 percent including it in their preferred scenario. However, about 40 percent of local government and community participants selected this component.

Figure 8: Components of preferred scenarios - All survey participants (n=48)

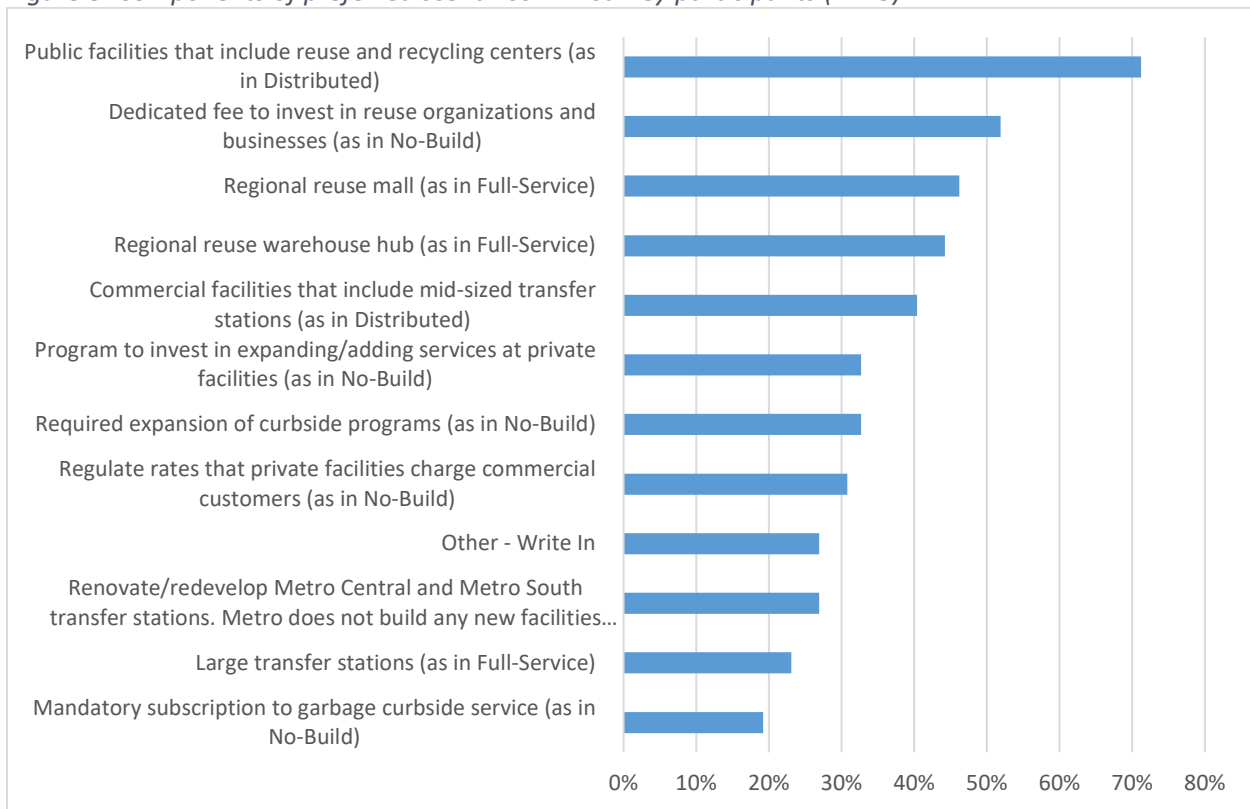
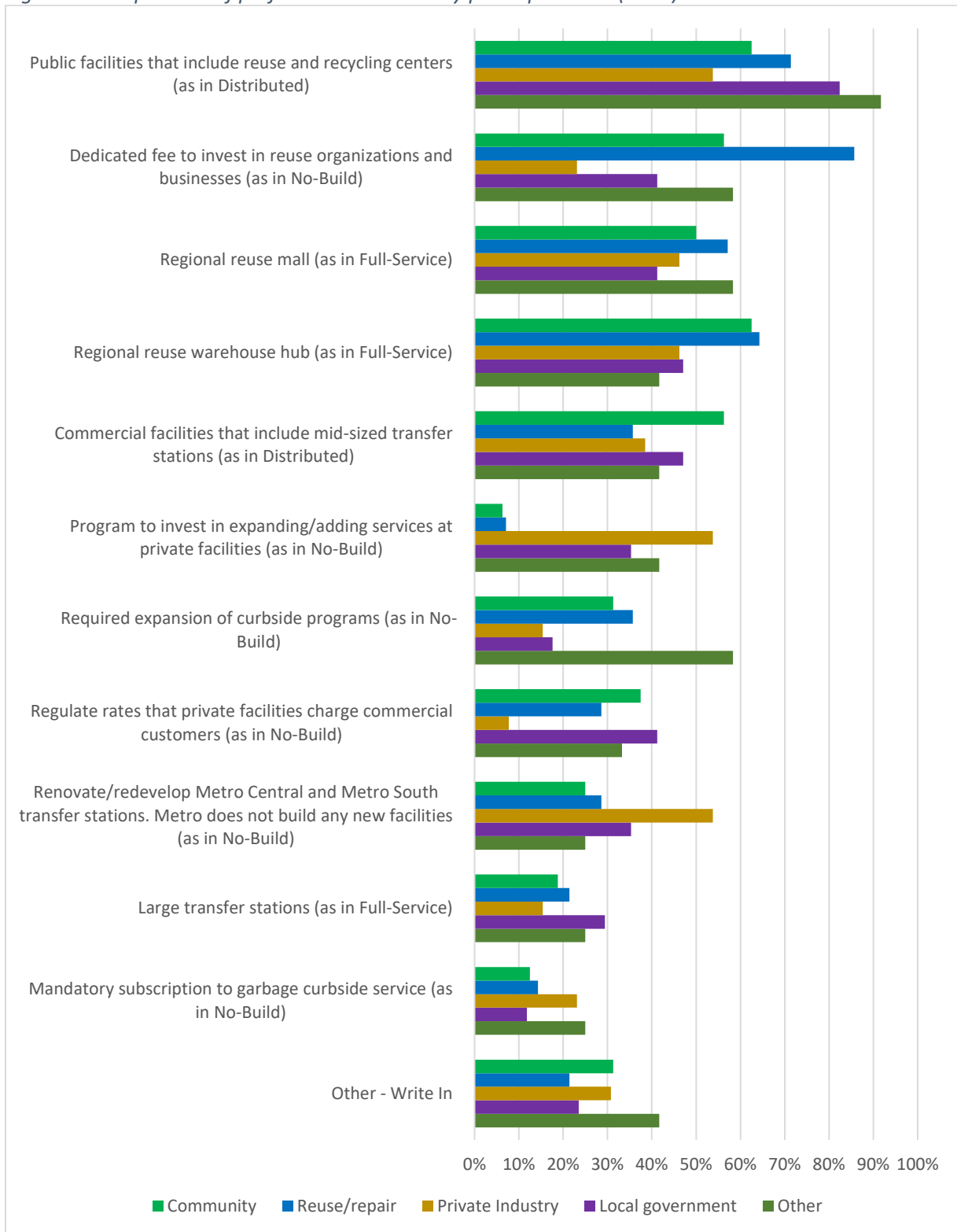


Figure 9: Components of preferred scenarios – By participant role (n=48)



Scenario evaluation and feedback through small group discussions

Workshop participants were invited to discuss each of the draft scenarios in small groups and then provide written comments. The comments follow a “Rose, Bud, Thorn” framework, with discussion prompts of:

- Rose: What aspects of each scenario do you like most and why?
- Bud: What changes would you make to improve each scenario?
- Thorn: What aspects of each scenario do you like least and why?

Comments from small groups discussions were compiled and analyzed for themes. The most prominent themes by scenario and comment type, as well as the counts for all comment types, are summarized below. The comment counts are useful for understanding and comparing the relative prominence of each theme. The exercise was not designed to assess a representative sample, and individual comments were assigned multiple themes. The full list of comments is provided in *Appendix A: Small Group Comments*.

Full-Service Scenario

Roses - Full-Service Scenario

Comment themes	Counts
<p>Reuse/Repair: Many comments were supportive of the reuse mall concept and the community benefits it would provide including community education. Commentors also said that the reuse hub concept would provide needed capacity and support, and opportunity for collaboration among reuse organizations.</p> <p>Access: Many comments were also supportive of increased access provided by the Full-Service scenario in providing new facilities in both Washington County and East Multnomah County. Many commentors appreciated the idea of a “one-stop-shop” where people could access multiple services.</p> <p>Capacity: Comments were supportive of increased space leading to operational efficiency, labor efficiency, material consolidation, and community-facing benefits.</p>	<ul style="list-style-type: none"> • Reuse/repair (33) • Access (23) • Capacity (12) • Other comment themes <ul style="list-style-type: none"> ○ Washington County (5) ○ Environment (4) ○ Multnomah County – East (4) ○ Jobs (3) ○ Cost (3) ○ Project process (3) ○ Self-haul (2) ○ Metro’s role (1) ○ Organics (1) ○ HHW (1) ○ Clackamas County (1)

Buds - Full-Service Scenario

Comment themes	Counts
<p>Project process: Questions and suggestions about the specifics of this scenario such as how it relates to the Recycling Modernization Act (RMA) and land use considerations and</p>	<ul style="list-style-type: none"> • Project process (19) • Reuse/repair (16) • Access (15)

challenges in facility siting. Some comments requested more detail about how the scenario would work, how reuse/repair partners would be selected and how existing businesses would be incorporated.

Reuse/repair: Comments about the opportunity to divert more items to reuse and about including existing reuse organizations. Many also called for multiple reuse malls in a “hub and spoke” model. Other comments included suggestions to include reuse organizations in program design and facility operations, and that maximum value in reuse items is encouraged by including items specifically designed for reuse, items that are “higher-end” or refurbished. A comment suggested adding another reuse hub to the scenario.

Access: Some commentors suggested providing options for garbage disposal at reuse hubs, and/or providing additional transportation options to enhance the convenience of facilities for customers, especially those without access to a vehicle.

Cost: Commentors offered ideas around funding the facilities expansion in the Full-Service scenario, which included funding from producers, from government grants at different levels, and from consumers of products for reuse (ensuring reuse companies are able to recoup their costs as well).

Metro’s role: Comments said there would be a need for additional education under the scenario. Another commenter said there should be an opportunity, along with the RMA provisions for haulers and other businesses to expand their current facilities and programs to better meet demand.

Capacity: There was a request to not impact wet waste tonnage allocations because they felt there is existing capacity in the system.

- **Cost (12)**
- **Metro's role (10)**
- **Capacity (8)**
- Other
 - Environment (5)
 - EJ (5)
 - Washington County (4)
 - Organics (4)
 - Self-haul (3)
 - Multnomah County – East (1)
 - HHW (1)
 - Resilience (1)
 - Multnomah County – Central (1)

Thorns – Full-Service Scenario

Comment themes	Counts
Access: Comments said the scenario fails to improve access for people lacking cars/transportation, despite higher cost.	<ul style="list-style-type: none"> • Access (16) • Capacity (14) • Cost (13) • Reuse/Repair (11) • Metro's role (9) • Other: <ul style="list-style-type: none"> ○ Project process (8) ○ Environment (7) ○ Jobs (5)
Capacity: Comments about the difficulty of finding/building large buildings or questioning the need for more facilities given current capacity.	
Cost: Some thought the scenario would be too costly, particularly for those less able to afford, and that costs should	

be shifted to producers. There was also a comment that existing transfer stations would be challenging to rebuild.

Reuse/Repair: Comments shared concerns about two reuse hubs being enough or accessible to the whole region, and the costs to build and staff the facilities.

Metro's role: There were also comments that the role for Metro would be too large.

- EJ (2)
- Washington County (2)
- HHW (2)
- Multnomah County – East (1)
- Clackamas County (1)

Distributed Scenario

Roses - Distributed Scenario

Comment themes	Counts
<p>Access: Workshop attendees most often noted appreciation for improved access provided by this scenario. Comments included that access would improve for Washington County as well as in East Multnomah County.</p> <p>Reuse/repair: Many comments in support of distributed reuse/repair hubs to reduce waste and encourage reuse of items. Commentors also said the distributed scenario scored well for reuse/repair, cost, and self-haul services.</p>	<ul style="list-style-type: none"> ● Access (18) ● Reuse/repair (11) ● Other: <ul style="list-style-type: none"> ○ Cost (5) ○ WashCo (5) ○ Self-haul (4) ○ Capacity (2) ○ Jobs (2) ○ EJ (2) ○ Project process (2) ○ HHW(2) ○ Environment (1) ○ Resilience (1) ○ Metro's role (1) ○ Multnomah County - East (1)

Buds - Distributed Scenario

Comment themes	Counts
<p>Reuse/repair: Comments in support of the reuse/repair hub model included specific suggestions like, make sure there are hubs on each side of the river, providing educational components like classroom space to teach about fast fashion and other waste reduction topics, and urging the current reuse organizations be involved/funded.</p> <p>Access: Some commentors suggested expanded curbside collection for better accessibility for people without vehicle access, and for more drop-off locations for convenience.</p>	<ul style="list-style-type: none"> ● Reuse/repair (22) ● Access (13) ● Metro's Role (11) ● Project process (10) ● Other: <ul style="list-style-type: none"> ○ Capacity (8) ○ EJ (6) ○ Environment (6) ○ Self-haul (4)

Metro’s Role: Comments about the roles of Metro and others, including advocating for the inclusion of non-profits, for-profits, and small business partners. Commentors also recommended robust outreach and education campaign for the distributed scenario, support for washing facilities for reuse.

Project process: Many comments noted a lack of clear details for this scenario since the facilities would be provided by private and non-profit organizations.

- Multnomah County - Central (3)
- Cost (2)
- Multnomah County – East (2)
- Washington County (1)
- Jobs (1)
- Resilience (1)
- Organics (1)

Thorns - Distributed Scenario

Comment themes	Counts
<p>Capacity: Concern that the distributed model would not have ‘economies of scale’, small hubs may not have the space required for repair services, that hubs would lack sufficient staffing for proper customer education, or that there isn’t enough need for so many facilities especially when accounting for the presence of services like Ridwell.</p> <p>Access: Concerns that this model doesn’t address the needs of people without access to transportation, or that facilities will not be conveniently located for some.</p>	<ul style="list-style-type: none"> ● Capacity (15) ● Access (9) ● Other <ul style="list-style-type: none"> ○ Cost (7) ○ Project process (7) ○ Reuse/repair (6) ○ HHW (3) ○ Environment (2) ○ Jobs (2) ○ EJ (2) ○ Washington County (1) ○ Clackamas County (1) ○ Metro's role (1) ○ Organics (1)

No-Build Scenario

Roses - No-Build Scenario

Comment themes	Counts
<p>Metro’s Role: Comments in favor of regulated fees of public and private transfer stations.</p> <p>Reuse/repair: Comments in favor of investing in current reuse organizations and the convenience for customers who would benefit from dropping off items at existing facilities.</p>	<ul style="list-style-type: none"> ● Metro's role (6) ● Reuse/repair (5) ● Other <ul style="list-style-type: none"> ○ Project process (4) ○ Self-haul (3) ○ Access (3) ○ Capacity (3) ○ Cost (2) ○ HHW (2) ○ Washington County (2) ○ Organics (1)

Buds - No-Build Scenario

Comment themes	Counts
<p>Cost: Many comments about the need for a reuse fee being a contract and not a grant or loan. Some noted concerns that this would increase consumer costs or that curbside service should be optional for customers who don't need additional services. Some commentors said investments in private facilities should not prioritize companies who own landfills.</p> <p>Reuse/repair: Some thought the scenario would support increased reuse through added convenience from investment in reuse opportunities, like haulers that specialize in reuse and more community collections events.</p>	<ul style="list-style-type: none">• Cost (13)• Reuse/repair (9)• Other<ul style="list-style-type: none">○ Project process (6)○ Access (6)○ Metro's role (3)○ WashCo (3)○ EJ (3)○ Environment (2)○ Bulky Waste (2)○ HHW (1)○ Organics (1)○ Jobs (1)○ Multnomah County - East (1)○ Multnomah County - Central (1)

Thorns - No-Build Scenario

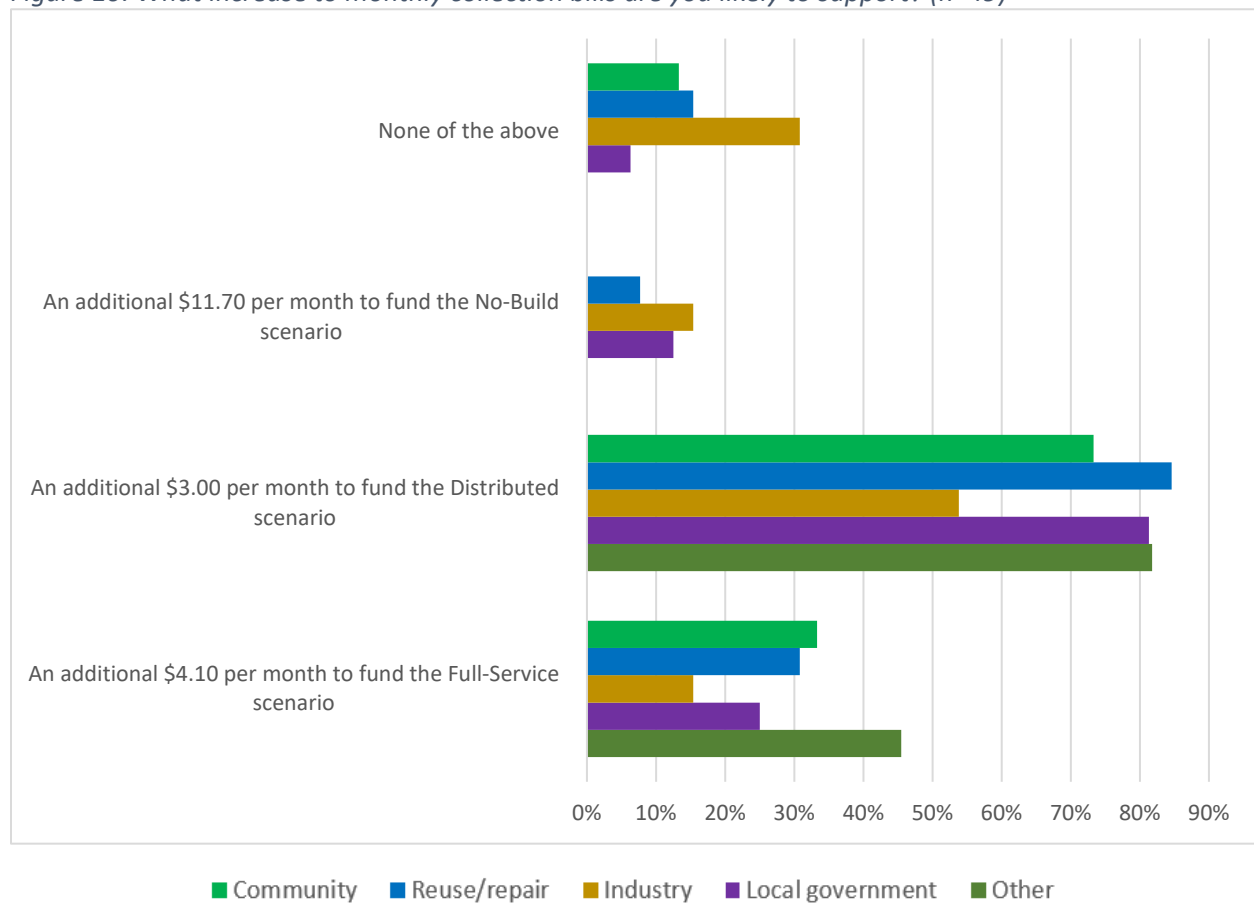
Comment themes	Counts
<p>Cost: Many commentors said large costs would burden customers. Some commentors noted the high cost to renovate existing transfer stations.</p> <p>Project process: Some commentors dislike the idea of requiring residents to subscribe to new services and had questions about the cost analysis.</p> <p>Capacity: Some commentors said renovating the Metro South Transfer Station would be very difficult and an additional facility would be needed during the renovations. Comments also suggested the scenario lacks space for reuse/repair and that Metro setting rates could result in existing private transfer stations closing.</p> <p>Metro's role: Some thought the scenario was too burdensome to business and local government, that local government deserves more consultation, and that the buildout of this scenario is not well understood.</p>	<ul style="list-style-type: none">• Cost (17)• Project process (10)• Capacity (8)• Metro's role (8)• Other comments:<ul style="list-style-type: none">○ Access (5)○ Reuse/repair (4)○ Environment (2)○ HHW (2)○ Clackamas County (2)○ WashCo (1)○ Jobs (1)○ Self-haul (1)

Increase to monthly collection bills to pay for future facility investments

When asked what increase to monthly single-family collection bills they are likely to support to pay for future facility investments, most survey respondents across audience roles indicated support for an increase of \$3.00 (Figure 10). Notable observations from responses to the question include:

- An increase of \$3.00 was supported by over 80 percent of reuse/repair and local government respondents.
- There was little support, across all groups, for the highest cost of \$11.70, as in the No-Build scenario.
- Industry respondents had the most divergent responses from all survey participants, with about 30 percent of respondents indicating they supported none of the price options provided. Most members of this group responded that they supported no increase in monthly single family collection bills.

Figure 10: What increase to monthly collection bills are you likely to support? (n=49)



Appendices

Appendix A: Small Group Comments

Appendix B: Survey Report