



# 2030 Regional Waste Plan DRAFT Goals and Actions

September 2018

## Introduction

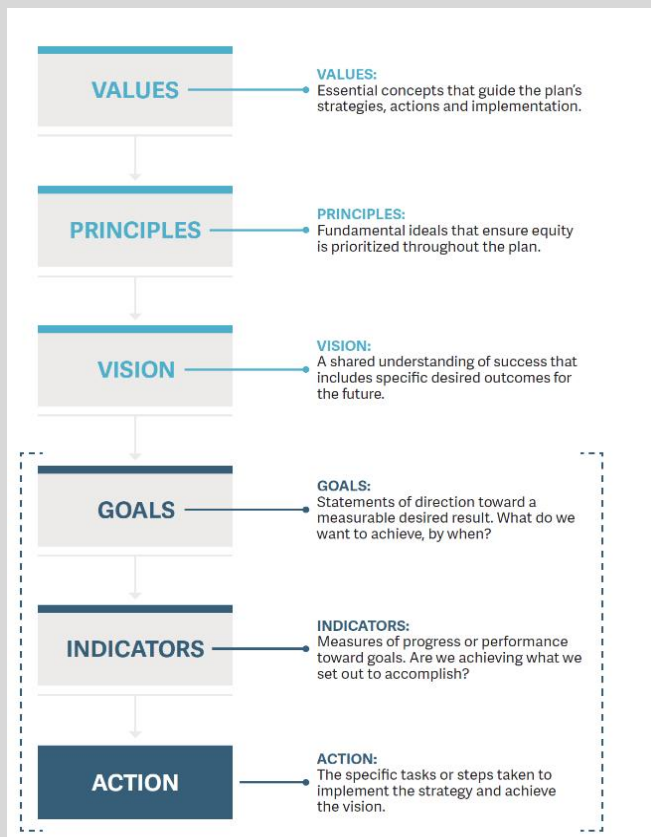
The 2030 Regional Waste Plan will be the greater Portland area's blueprint to guide investments in our garbage and recycling system and reduce the environmental and health impacts of products, from production to disposal. Since spring 2017, Metro has engaged with communities in the greater Portland area to develop this plan, with the work taking place in five major phases.



This process was designed to be iterative, with each phase building on the next. Each phase focuses on meaningful engagement with community, local governments and businesses to shape the future of the garbage and recycling system.

The plan is currently in phase four of development. This document highlights the plan values and principles that were developed in the initial phases of plan development and presents the draft goals, actions and indicators for review and comment.

### 2030 REGIONAL WASTE PLAN

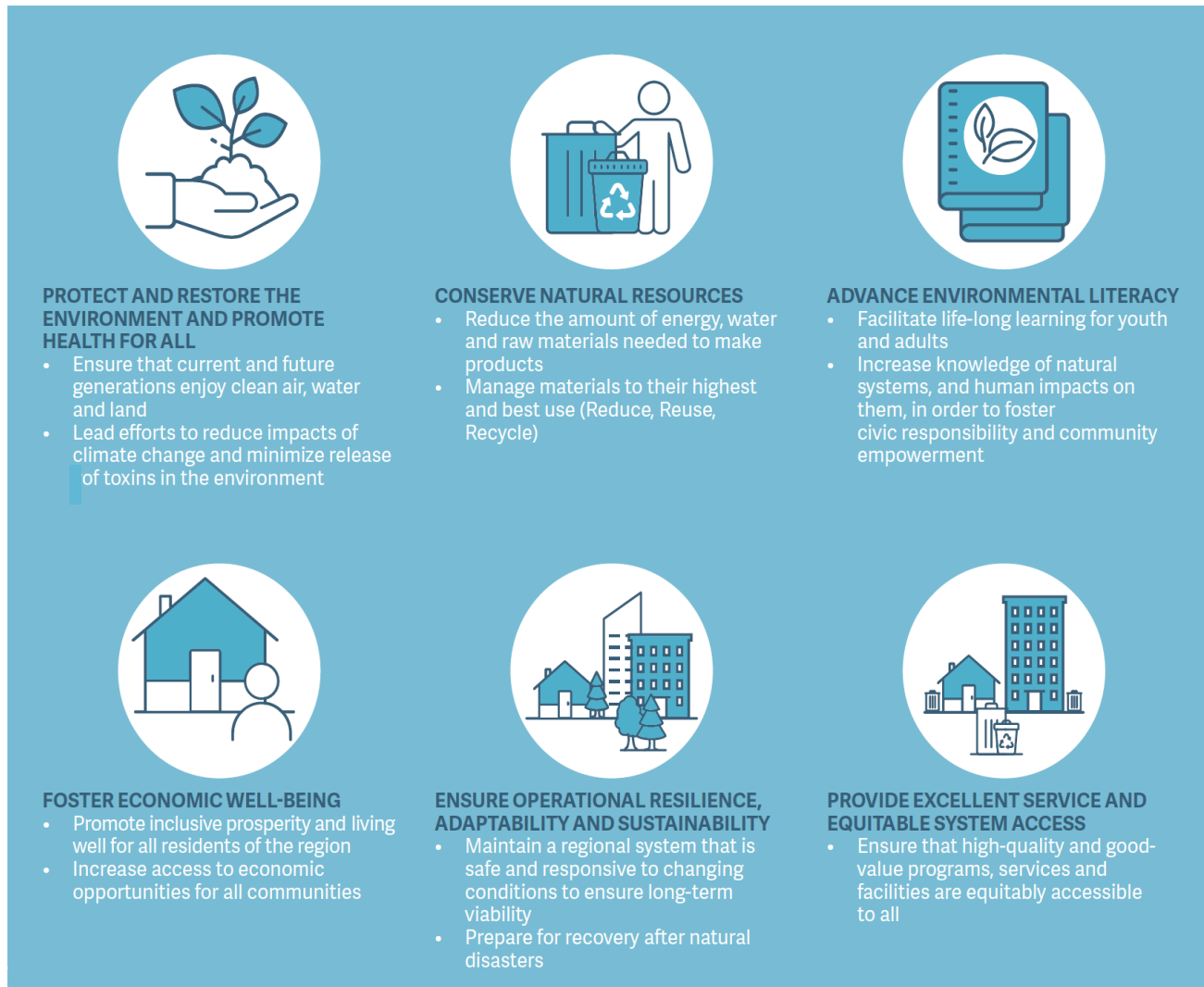


# Values and Principles

Metro Council endorsed values and principles for the 2030 Regional Waste Plan in August 2017. The values and principles serve as the foundation of the plan and will guide implementation of the goals and actions.

## Values

The values lay out the essential concepts that serve as a basis for the plan's vision and goals.



## 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 the 2030 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 do so, the plan will be guided by three essential principles.

COMMUNITY RESTORATION	COMMUNITY PARTNERSHIPS	COMMUNITY INVESTMENT
<p><b>Take action to repair past harm and disproportionate impacts caused by the regional solid waste system.</b></p> <p>In practice, this means:</p> <ul style="list-style-type: none"> <li>▪ Acknowledging historical impacts on communities passed from generation to generation</li> <li>▪ Actively including communities that have been historically marginalized from decision-making processes</li> <li>▪ Equitably distributing costs and benefits, taking into account historical system impacts</li> <li>▪ Valuing indigenous and cultural knowledge about using resources sustainably</li> <li>▪ Committing to ongoing equity competence among providers of garbage and recycling services</li> </ul>	<p><b>Develop authentic partnerships and community trust to advance the plan vision.</b></p> <p>In practice, this means:</p> <ul style="list-style-type: none"> <li>▪ Prioritizing historically marginalized communities within the delivery of programs and services</li> <li>▪ Expanding voice and decision-making opportunities for communities of color</li> <li>▪ Creating ongoing opportunities for leadership development to support resilient community relationships</li> </ul>	<p><b>Emphasize resource allocation to communities of color and historically marginalized communities within the regional solid waste system.</b></p> <p>In practice, this means:</p> <ul style="list-style-type: none"> <li>▪ Making investment decisions in partnership with community</li> <li>▪ Investing in impacted communities and youth through education and financial resources</li> <li>▪ Eliminating barriers to services and employment</li> </ul>



Metro formed the **Equity Work Group** to help ensure the 2030 Plan fully incorporates equity in its planning process and outcomes. The work group is comprised of community representatives who are advocates for historically marginalized communities. After reviewing the plan values, the Equity Work Group developed the principles to provide guidance for the plan's development and implementation, and helped shape the goals and actions.

Andre Bealer, National Association of Minority Contractors  
 Emma Brennan, Oregon Tradeswomen, Inc.  
 Marilou Carrera, referred by Oregon Health Equity Alliance  
 Juan Carlos Gonzalez, referred by Centro Cultural

Pa Vu, referred by Asian Pacific American Network of Oregon  
 Rob Nathan, referred by Coalition of Communities of Color  
 Tommy Jay Larracas, referred by OPAL Environmental Justice of Oregon

# 2030 Vision

The Regional Waste Plan vision, endorsed by Metro Council in January 2018, identifies the desired future for the garbage and recycling system. The vision is comprised of a set of statements that identify outcomes for 2030.

<b>ECONOMIC PROSPERITY</b>	<b>Innovation, investments and partnerships support a thriving recycling, reuse and repair economy that benefits local communities.</b>
<b>GOOD JOBS</b>	<b>All garbage and recycling industry jobs pay living wages and provide opportunities for career advancement. All occupations in the industry reflect the diversity of our local communities.</b>
<b>EDUCATION &amp; INFORMATION</b>	<b>Everyone has the culturally relevant, age appropriate information and educational resources needed to make purchasing and disposal decisions that will protect their health and the environment.</b>
<b>HEALTHY PRODUCTS</b>	<b>Companies and consumers share responsibility for products and packaging to reduce harm to public health, climate, air quality, waterways and wildlife throughout their product life cycles.</b>
<b>REDUCE, REUSE &amp; REPAIR</b>	<b>Reduce, reuse, repair and donation are mainstream practices accessible to all, creating economic opportunity and building community self-reliance.</b>
<b>QUALITY SERVICE</b>	<b>Garbage and recycling services meet the needs of all people and all communities.</b>
<b>GARBAGE &amp; RECYCLING OPERATIONS</b>	<b>From trucks to facilities, our garbage and recycling system is safe for workers and the public, minimizes pollution of air, soil and water, and is financially sustainable.</b>
<b>PREPAREDNESS &amp; RESILIENCE</b>	<b>The region's garbage and recycling system is resilient and prepared to recover quickly from disruptions like natural disasters, while minimizing harmful impacts to the most affected communities.</b>



The development of the 2030 Regional Waste Plan was informed by a series of engagements with people of color, youth, immigrants and refugees. Metro partnered with eight community-based organizations to form a cohort of more than 100 people who participated in multiple discussions over more than a year about the future of garbage and recycling. From tours of local garbage and recycling facilities to gatherings at local community centers, participants shared their values and priorities related to garbage and recycling to help shape the goals and actions of the plan.

A variety of community-based organizations from throughout greater Portland gathered to discuss their vision for the 2030 Regional Waste Plan.

Center for Diversity & the Environment  
 Centro Cultural de Washington County  
 Constructing Hope  
 Immigrant and Refugee Community Organization  
 Momentum Alliance  
 North by Northeast Community Health Center  
 The Rosewood Initiative  
 Trash for Peace

## Draft Goals and Actions

Planning for the garbage and recycling system means more than just deciding what recycling services to provide or deciding where to build facilities. It's about protecting people's health and the environment. It's about ensuring no matter where someone lives in the region, they have the services they need and the knowledge to inform their purchasing choices or how to best get rid of an item when done with it. It is also about identifying actions to take to reduce the negative health and environmental impacts of the materials and products we use every day.

The goals of the plan focus on addressing the impacts of materials from production to disposal and closing the gap between today and the plan's future vision. This involves taking action at every stage of the product life cycle and addressing community needs within the garbage and recycling system. The plan identifies goals and actions in five different areas of work:

- Shared Prosperity
- Product Design & Manufacturing
- Product Consumption & Use
- Product End-Of-Life Management & Disposal
- Disaster Resilience

The goals in each area identify what the region would like to achieve by 2030. Each goal has an associated set of actions to be undertaken by Metro and local governments. The development of the actions were led by a series of work groups made up of representatives from local governments, garbage and recycling facility operators, haulers, topical experts, community organizations, equity work group members and others with a particular interest in the system.

### LEAD AGENCY

To assist with implementation and accountability, a lead agency – either Metro, Cities/Counties or both – is defined for each action. The lead agency is the primary entity responsible for implementing the action and reporting on progress. Successful implementation will often require collaboration and coordination between Metro, local governments, community-based organizations and private sector service providers. Many of the actions will be co-led by Metro and local governments in partnership with community.

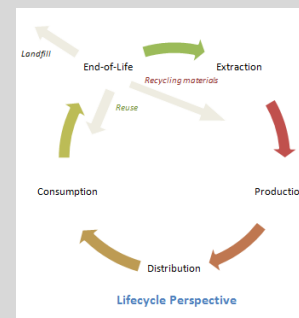
### STATUS

In the tables below, each action is identified as either new or in progress.

### IMPLEMENTATION

Metro is responsible for coordinating implementation of the plan and assessing plan performance. Cities, counties and Metro are responsible for leading or participating in implementation of the actions. Actions provide direction including to develop, implement or evaluate specific programs or initiatives. Actions with direction to implement include the assumption that implementation requires planning, budgeting and evaluating. Several different

### A "LIFE CYCLE" APPROACH:



**Extraction:** Natural resources are extracted from the earth and used to produce goods. Some form of energy is always required to extract natural resources (e.g., mining, drilling, forest harvesting).

**Production:** Raw materials are processed, refined and manufactured into goods, which are assembled and packaged for distribution.

**Distribution:** Products are moved from their manufacturing source to customers.

**Consumption:** Goods and services are used by consumers and may also be repaired, donated and reused.

**End-of-life:** Materials or products are stored, stockpiled, disposed or processed for recycling.

approaches will be used to implement the actions. In the action tables on the following pages, one or more implementation approach is identified for each action that are described below.

<b>Legislative agendas</b>	State-level public policy priorities identified by Metro and/or local government elected bodies.
<b>Partnership agreements</b>	Agreements between Metro and local governments, and Metro or local governments with non-profit and community-based organizations.
<b>Metro and/or local government code and authorizations</b>	Formal actions taken through code amendments, administrative reviews, licenses, franchises and other instruments.
<b>Regional work groups</b>	Regional work groups convened by Metro to assist in developing programs and activities to achieve the goals and actions of the plan.
<b>Grants</b>	Investments in non-profit and for-profit organizations to achieve the goals and actions of the plan.
<b>Existing programs</b>	Actions may be associated with existing program plans and partnerships implemented by Metro, city, county and state agencies.

Metro, in collaboration with local governments, will develop multi-year work plans to prioritize implementation of the actions. These work plans will include estimated resources needed to complete the work that will inform budget needs and decisions from all the agencies.


## DIRECTIVE ACTIONS

The plan includes both directive and non-directive actions. Directive actions are those that are binding on local governments and typically set forth in Metro Code, Chapter 5.10. Any new requirements will be developed in consultation with local governments and go through Metro's legislative approval process.

**Directive actions** = Existing and potential future directive actions are shaded in the tables on the following pages.

## ADVANCING EQUITY

Actions with the greatest opportunity to advance equity, as characterized by the plan principles, are identified with the "E" icon below. The Equity Work Group was primarily responsible for making this designation.

 = greatest potential for advancing racial equity

## SHARED PROSPERITY

**Goal 1: Increase engagement of youth and adults historically underrepresented in garbage and recycling decision-making through civic engagement and leadership opportunities.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 1.1. Add representation of historically marginalized community members, including youth, to advisory committees, such as Metro and local government solid waste advisory committees.	Metro Cities Counties	NEW	Code and authorizations
<b>E</b> 1.2. Evaluate and refine a public sector paid internship program to increase engagement of youth and adults in garbage and recycling careers and decision-making, with an emphasis on communities of color and other marginalized communities.	Metro Cities Counties	In progress	Existing programs
1.3. Partner with organizations to engage youth in leadership opportunities for social, economic and environmental issues related to garbage and recycling.	Metro Cities Counties	In progress	Existing programs

**Goal 2: Increase the percentage of garbage and recycling system revenue that benefits local communities and companies owned by people of color and other underrepresented groups.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 2.1. Develop Metro and local government procurement policies to increase the amount of spending on solid waste-related services that goes to locally-owned companies, with an emphasis on minority-owned and women-owned businesses.	Metro Cities Counties	NEW	Code and authorizations
<b>E</b> 2.2. Implement strategies, in consultation with community organizations that can be adopted by local governments to ensure greater racial equity in the ownership and management of collection service providers.	Cities Counties	NEW	Code and authorizations
<b>E</b> 2.3. Utilize grant programs to invest in businesses and non-profit organizations to strengthen regional efforts to reduce waste, make better use of the waste that is produced, and help	Metro	NEW	Grants



foster economic opportunities for communities of color and others who have historically been left out of the garbage and recycling system.

**Goal 3: Ensure that all jobs in the garbage and recycling industry pay living wages and good benefits.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
E	3.1. Establish a living wage and benefits standard for lowest paid positions in the solid waste industry and update the standard on a regular basis.	Metro Cities Counties	NEW	Code and authorizations
E	3.2. Incorporate “good jobs” provisions regarding wages, benefits, workforce diversity and career pathways into public sector solid waste investments, operations contracts, franchises, licenses and other procurement and regulatory instruments.	Metro Cities Counties	NEW	Code and authorizations
E	3.3. Conduct baseline and regular follow-up studies of wages and benefits of workers in the solid waste sector in the greater Portland area to inform “good jobs” provisions.	Metro	NEW	Regional work groups
E	3.4. Reduce the use of temporary and contract workers in the region’s solid waste industry.	Metro	NEW	Regional work groups; Code and authorizations
	3.5. Evaluate the use of Metro employees to fully operate Metro-owned transfer stations.	Metro	NEW	

**Goal 4: Increase the diversity of the workforce in all occupations where people of color, women and other historically marginalized communities are underrepresented.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
E	4.1. Implement a workforce development and readiness program for garbage and recycling industry jobs.	Metro	NEW	Partnership agreements
E	4.2. Develop an effective career pathways strategy that aims to increase the diversity of workers in all solid waste occupations, including management positions.	Metro	NEW	Partnership agreements



E	4.3. Conduct baseline and regular follow-up studies of workforce diversity, including an assessment of barriers to hiring and retention of people of color, women and other underrepresented workers, in the regional garbage and recycling industry.	Metro	NEW	Regional work groups
E	4.4. Work with private garbage and recycling service providers and community-based organizations to design and implement programs that address safety, bullying and harassment in the workplace throughout the solid waste industry.	Metro	NEW	Partnership agreements
E	4.5. In partnership with community-based organizations, create workforce development programs within the reuse sector that focus on people with barriers to employment.	Metro Cities Counties	NEW	Partnership agreements

## PRODUCT DESIGN & MANUFACTURING

**Goal 5: Reduce the environmental and human health impacts of products and packaging that are made, sold, used or disposed in Oregon.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
E	5.1. Advocate for legislation that minimizes chemicals of concern in products and packaging and requires the disclosure of product chemical data to consumers.	Metro Cities Counties	In progress	Legislative agendas
E	5.2. Assist the Oregon Health Authority in implementing the 2015 Oregon Toxic Free Kids Act that requires manufacturers of children's products sold in Oregon to report products containing high-priority chemicals of concern.	Metro	In progress	Partnership agreements
	5.3. Partner with the State of Oregon to provide incentives to manufacturers for developing sustainable manufacturing techniques, including green chemistry, for products and packaging sold in Oregon.	Metro	NEW	Legislative agendas

5.4.	Advocate for product stewardship legislation and other policy approaches that can achieve the greatest reduction in environmental and human health impacts from products and packaging made, used or disposed in the region.	Metro Cities Counties	In progress	Legislative agendas
5.5.	Advocate for legislation that would require building products sold and used in Oregon to be free of highly toxic materials.	Metro Cities Counties	NEW	Legislative agendas
5.6.	Advocate for standards for high-impact products including phase-outs or bans.	Metro Cities Counties	NEW	Legislative agendas

## PRODUCT CONSUMPTION & USE

**Goal 6: Reduce product environmental impacts and waste through educational and behavioral practices related to prevention and better purchasing choices.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
E	6.1. Provide culturally responsive and developmentally appropriate school-based education programs about the connections between consumer products, people and nature.	Metro	In progress	Existing programs; Partnership agreements
E	6.2. Provide culturally responsive community education and assistance about the connections between consumer products and impacts on people and nature.	Metro Cities Counties	In progress	Existing programs; Partnership agreements
	6.3. Provide and increase accessibility to education and tools to help residents and businesses reduce their use of the single-use products with the greatest environmental impacts.	Metro Cities Counties	In progress	Existing programs; Partnership agreements
E	6.4. Partner with communities of color and others to increase awareness about high-risk chemical products and reduce their use and exposure.	Metro	NEW	Partnership agreements
	6.5. Assist households and businesses in the adoption of practices that prevent the wasting of food and other high impact materials.	Metro Cities Counties	In-progress	Existing programs

6.6.	Support implementation of Oregon State University's SolvePestProblems.org as a primary tool for education and resources on Integrated Pest Management.	Metro	In progress	Existing programs
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### Goal 7: Reduce product environmental impacts and waste through policies that support prevention practices and better purchasing choices.

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
7.1. Implement procurement policies for Metro and local governments that prioritize the purchase of products and services with low environmental and human health impacts.	Metro Cities Counties	In progress	Code and authorizations
7.2. Implement policies that will reduce the use of single-use products such as single-use plastic bags.	Metro Cities Counties	In progress	Code and authorizations
7.3. Advocate for the reclassification of high risk nonagricultural pesticides to restricted use status in Oregon.	Metro	NEW	Legislative agendas
7.4. Implement policies and programs that lead to the construction of less resource-intensive buildings, including improvements to Oregon Reach Code and baseline building codes to address material selection preferences and restrictions, incentives for space-efficient homes, and removal of barriers to adopting lower-impact materials.	Metro Cities Counties	In progress	Existing programs

## PRODUCT END-OF-LIFE MANAGEMENT

### Goal 8: Increase the reuse, repair and donation of materials and consumer products.

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 8.1. Support efforts to ensure that surplus, nutritionally dense edible food is made available to communities experiencing hunger in the region.	Metro Cities Counties	In progress	Partnership agreements; Grants
8.2. Implement strategies to increase the salvage of building materials for reuse without increasing exposure to toxics.	Metro	In progress	Partnership agreements; Grants

8.3. Advocate for research-informed changes to building codes and other regulations to increase use of reused and deconstructed materials.	Metro Cities Counties	In progress	Legislative agendas
8.4. Expand the collection of reusable items at public and private transfer stations, in partnership with reuse and repair organizations.	Metro	In progress	Partnership agreements
8.5. Invest in neighborhood-scale reuse and repair services and infrastructure.	Metro Cities Counties	NEW	Partnership agreements; Grants
8.6. Support implementation of Oregon Department of Environmental Quality's Reuse, Repair and Extended Product Lifespan Strategic Plan.	Metro Cities Counties	In progress	Partnership agreements

**Goal 9: Increase knowledge among community members about garbage, recycling and reuse services.**

<b>ACTIONS TO BE COMPLETED BY 2030</b>	<b>LEAD AGENCY</b>	<b>STATUS</b>	<b>IMPLEMENTATION APPROACH</b>
9.1. Provide culturally responsive education and assistance for garbage, recycling and reuse services to residents and businesses.	Metro Cities Counties	In progress	Regional work groups; Existing programs
9.2. Utilize Metro's Recycling Information Center to serve all residents and businesses in the region as a clearinghouse for prevention, reuse, recycling and disposal information.	Metro	In progress	Existing programs
9.3. Ensure that community education and volunteer development courses, such as Master Recycler, are relevant, accessible and culturally responsive to all communities.	Metro Cities Counties	In progress	Partnership agreements

**Goal 10: Provide regionally consistent services for garbage, recyclables and other priority materials that meet the needs of all users.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
	10.1. Provide comprehensive collection services, and supporting education and assistance, for source-separated recyclables, source-separated food scraps and garbage in compliance with state, regional and local requirements, including the Regional Service Standard, Business Recycling Requirement and Business Food Waste Requirement in Metro Code.	Cities Counties	In progress	Code and authorizations
E	10.2. Implement minimum service levels or performance standards for all collected materials for multifamily and commercial tenants.	Metro Cities Counties	NEW	Code and authorizations
E	10.3. Implement regional standards for collection container colors, signage and other related informational materials for single-family, multifamily and commercial services.	Metro Cities Counties	NEW	Code and authorizations
	10.4. Provide convenient, accessible and equitable collection of hazardous waste from households and Conditionally Exempt Generators, prioritizing communities with greatest need.	Metro	In progress	Existing programs; Partnership agreements
E	10.5. Provide regularly-occurring bulky waste collection service, with particular emphasis on multifamily communities and lower income households.	Cities Counties	NEW	Code and authorizations
E	10.6. Establish standards for collection areas for existing and newly constructed multifamily properties to ensure residents have adequate access to garbage, recyclables and food scraps collection containers.	Metro Cities Counties	NEW	Code and authorizations
E	10.7. Partner with community health organizations to expand options for collection of hypodermic needles and other types of medical waste, prioritizing individuals with the greatest barriers to service.	Metro	NEW	Partnership agreements

10.8. Advocate for statewide legislation, or implement regional policies, to increase the types of products and packaging for which manufacturers and retailers provide environmentally sound, convenient and accessible take-back programs.	Metro Cities Counties	In progress	Legislative agendas
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### Goal 11: Address and resolve community concerns and service issues.

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 11.1. Provide cultural competence training to Metro, local government and collection service providers customer service representatives.	Metro Cities Counties	NEW	Partnership agreements
<b>E</b> 11.2. Improve feedback loops between haulers, local governments and Metro to address collection service issues for households and businesses.	Cities Counties	In progress	Regional work groups
11.3. Provide inclement weather notifications to customers in multiple languages and through a variety of media.	Cities Counties Metro	NEW	Code and authorizations
<b>E</b> 11.4. Provide services to clean up illegal dumps on public property, prioritizing communities with greatest need.	Metro Cities Counties	In progress	Existing programs
11.5. Research the root causes that contribute to illegal dumping and how they can be addressed.	Metro	NEW	Regional work groups
<b>E</b> 11.6. Implement garbage and recycling collection services for people experiencing homelessness.	Metro Cities Counties	NEW	Partnership agreements

**Goal 12: Manage all garbage and recycling operations to reduce their nuisance, safety and environmental impacts on workers and the public.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 12.1. Minimize the health and safety impacts of solid waste operations on employees, customers and neighboring communities, with particular focus on low income communities and communities of color, and identify methods for repairing past harm.	Metro Cities Counties	In progress	Code and authorizations; Regional work groups
<b>E</b> 12.2. Implement consistent and enforceable nuisance and safety standards for all solid waste facilities within the system.	Metro	In progress	Code and authorizations
12.3. Implement environmental and safety standards for all on-road and off-road solid waste fleet vehicles.	Metro Cities Counties	In progress	Partnership agreements; Code and authorizations
12.4. Implement sustainability practices in the operation of public and private solid waste facilities to reduce energy use, utilize renewable energy, reduce equipment emissions, maximize the use of safe alternatives to toxic materials and achieve other environmental objectives.	Metro	In progress	Regional work groups; Code and authorizations
12.5. Regulate collection of solid waste materials by collectors not otherwise regulated by local governments.	Cities Counties	NEW	Code and authorizations
12.6. Regulate facilities accepting garbage, recycling, food scraps, yard debris and other solid waste generated from the region to advance progress towards achieving this plan's goals.	Metro	In progress	Code and authorizations
12.7. Require post-collection material recovery for marketable materials that will advance progress towards achieving this plan's goals and targets.	Metro	In progress	Code and authorizations



**Goal 13: Invest in communities that receive garbage and recyclables from the Metro region, so that solid waste facilities are regarded as assets by those communities.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
<b>E</b> 13.1. Expand the host community enhancement program to include all solid waste-handling facilities that impact neighboring communities, increase funding and prioritize diversity, equity and inclusion elements in grant funding criteria.	Metro	NEW	Code and authorizations
13.2. Implement annual volunteer projects and collection/recycling events in neighborhoods affected by solid waste facilities.	Metro	NEW	Partnership agreements; Grants
<b>E</b> 13.3. Require each solid waste facility to work towards a good neighbor agreement with its host community.	Metro	NEW	Code and authorizations
<b>E</b> 13.4. Evaluate Community Benefit Agreements as a potential tool for garbage and recycling facilities to invest in host communities.	Metro	NEW	Regional work groups

**Goal 14: Adopt rates for all services that are reasonable, responsive to user economic needs, regionally consistent and well understood.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
14.1. Implement transparent and consistent annual rate-setting processes for all collection service providers.	Cities Counties	In progress	Existing programs; Code and authorizations
14.2. Implement transparent and consistent annual rate-setting processes for all facilities.	Metro	In progress	Existing programs; Code and authorizations
14.3. Establish rates across the region that are consistent for like services.	Metro Cities Counties	NEW	Regional work groups; Code and authorizations
<b>E</b> 14.4. Implement a low-income rate assistance program for residential collection services	Cities Counties	NEW	Regional work groups; Code and authorizations

14.5. Evaluate alternative models for collection, processing and transfer services to identify which would deliver the best environmental, financial, efficiency and equity outcomes.	Metro Cities Counties	NEW	Regional work groups
14.6. Implement strong financial performance reporting standards to provide greater certainty on the financial viability of facilities serving the Metro region.	Metro	NEW	Code and authorizations
14.7. Require that local governments annually provide information to residents about the components of their garbage and recycling collection rate.	Metro	NEW	Partnership agreements

**Goal 15: Improve the systems for recovering recyclables, food scraps and yard debris to make them resilient to changing markets and evolving community needs.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION APPROACH
15.1. Implement regionally consistent contamination reduction efforts to improve material quality, including education, collection equipment changes and customer feedback methods.	Metro Cities Counties	In progress	Regional work groups
15.2. Regularly assess the list of curbside recyclables collected in the region relative to end-markets, life cycle environmental benefits, community needs and forecasting of future materials in the waste stream.	Metro Cities Counties	In progress	Regional work groups
<b>E</b> 15.3. Develop public-private partnerships to expand local markets for priority recyclable materials, with an emphasis on minority-owned and other underrepresented business owners.	Metro	NEW	Partnership agreements; Grants
15.4. Fund investments to improve the performance of material recovery facilities through collection rates and/or other mechanisms.	Metro Cities Counties	NEW	Existing programs; Grants

15.5. Facilitate the permitting of composting facilities to process mixed residential yard debris and food scraps, while ensuring minimal impacts on neighboring communities.	Metro Cities Counties	In progress	Regional work groups; Code and authorizations
15.6. Implement stronger linkages between recycling collection programs and material recovery facilities through processing performance standards, supply agreements, regulatory oversight and/or other means.	Metro Cities Counties	NEW	Code and authorizations
15.7. Identify and implement changes to recycling collection programs and material recovery facility operations to meet the specifications of a broad range of markets.	Metro Cities Counties	NEW	Regional work groups; Code and authorizations
15.8. Advocate for statewide policies, or implement regional policies, that create a preference, incentive or requirement for use of recycling end-markets in Oregon and the Northwest.	Metro Cities Counties	In progress	Legislative agendas
15.9. Advocate for expansion of the statewide bottle bill program to include additional containers.	Metro Cities Counties	In progress	Legislative agendas
15.10. Evaluate whether a policy to increase garbage tip fees would further incentivize waste prevention and recovery, without harming ratepayers and providing revenue windfalls to transfer station operators.	Metro	NEW	Regional work groups

**Goal 16: Maintain a system of facilities, from smaller recycling drop-off depots to larger full-service stations, to ensure equitable distribution of, and access to, services.**

<b>ACTIONS TO BE COMPLETED BY 2030</b>	<b>LEAD AGENCY</b>	<b>STATUS</b>	<b>IMPLEMENTATION APPROACH</b>
16.1. Locate garbage transfer stations and allocate material tonnage to them to best benefit the public relative to geographic equity and access to service, and to reduce environmental and human health impacts.	Metro	In progress	Code and authorizations
16.2. Locate recycling and food scraps transfer and recovery facilities to best benefit the public relative to geographic equity and access to service, and to reduce environmental and human health impacts.	Metro	In progress	Code and authorizations

<b>E</b>	16.3. Improve interagency and community collaboration on siting and authorizing proposed solid waste facilities to reduce potential impacts on neighboring communities.	Metro	In progress	Regional work groups
	16.4. Maintain public ownership of facilities to ensure that a range of services are accessible to residents at equitable and affordable rates.	Metro	In progress	Code and authorizations
	16.5. Evaluate the feasibility of establishing a publicly-owned facility in Washington County to accept and transfer garbage, recycling, food scraps and household hazardous waste and other materials.	Metro Cities Counties	NEW	Regional work groups
	16.6. Expand and improve access to services provided at Metro South Transfer Station	Metro	In progress	Existing programs
	16.7. Implement the Metro Transfer System Configuration policy.	Metro	In progress	Code and authorizations

## DISASTER RESILIENCE

**Goal 17: Effectively coordinate public and private partners in planning for the impact of disasters on the solid waste system.**

ACTIONS TO BE COMPLETED BY 2030		LEAD AGENCY	STATUS	IMPLEMENTATION
<b>E</b>	17.1. Develop a regional solid waste emergency management response and recovery framework in partnership with local governments and community organizations that prioritizes those most vulnerable in disaster.	Metro Cities Counties	In progress	Regional work groups
	17.2. Conduct periodic exercises to test and practice the implementation of disaster debris plans.	Metro Cities Counties	NEW	Regional work groups; Partnership agreements
	17.3. Develop a coordinated preparedness and response messaging program that is accessible and culturally responsive.	Metro Cities Counties	NEW	Regional work groups; Partnership agreements

17.4. Develop a database of existing public and private solid waste infrastructure capabilities that can be integrated with other public databases.	Metro	NEW	Partnership agreements
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**Goal 18: Ensure routine garbage and recycling collection, processing, transport, and disposal operations can be restored quickly following a system disruption.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION
18.1. Implement strategies to maximize access to critical solid waste infrastructure during disruptions.	Metro Cities Counties	In progress	Regional work groups; Partnership agreements
18.2. Implement requirements for solid waste system service providers to prepare and maintain emergency operations and continuity of operations plans.	Metro Cities Counties	NEW	Regional work groups; Code and authorizations
18.3. Prioritize the use of the current solid waste infrastructure for the processing of normal garbage and recycling, rather than for disaster debris, following a debris-generating incident.	Metro Cities Counties	In progress	Partnership agreements
18.4. Develop disaster resiliency standards for the design and construction of new facilities or when existing facilities are renovated.	Metro	NEW	Regional work groups; Code and authorizations
18.5. Develop engineering and financing strategies to facilitate the seismic retrofit of existing public and private solid waste infrastructure.	Metro	NEW	Regional work groups
18.6. Conduct periodic assessments of solid waste system facilities for vulnerabilities to different hazards.	Metro	NEW	Regional work groups

**Goal 19: Plan disaster debris response operations to expedite the clearance and removal of debris, making the best use of locally-based services and materials and maximizing recovery.**

ACTIONS TO BE COMPLETED BY 2030	LEAD AGENCY	STATUS	IMPLEMENTATION
19.1. Identify and pre-authorize debris management sites throughout the region.	Metro Cities Counties	In progress	Partnership agreements

E	19.2. Develop incentives for debris management contractors to prioritize the purchase of services and materials from locally owned companies, with an emphasis on minority-owned and women-owned businesses.	Metro	In progress	Partnership agreements
	19.3. Develop agreements and contracts with service providers and partner jurisdictions to ensure rapid mobilization of regional and out-of-region resources during emergency response operations.	Metro Cities Counties	In progress	Partnership agreements
	19.4. Develop strategies for the safe reuse, recycling and disposal of materials following a debris-generating incident.	Metro	In progress	Regional work groups; Partnership agreements
	19.5. Create incentives or requirements for debris management contractors to collect and separate debris materials for reuse and recycling.	Metro	In progress	Partnership agreements

# Measuring Progress

## Overview

Implementation of the plan's goals and actions will take place over twelve years. With an effective measurement strategy, Metro and local governments will be able to demonstrate the positive impacts the plan's activities are having on the region, highlight opportunities for improvement and evaluate which programs and projects are helping the region achieve its desired outcomes. The measurement approach consists of two distinct elements:

1. Progress report on the plan's impacts through the measurement of key indicators
2. Progress report on the status of the implementation of the plan's actions

## Key Indicators

Key indicators are intended to communicate the overall trajectory of progress to a broad audience. They draw from the plan values to demonstrate the overall performance of the plan. A number of the key indicators are new measures that would require investment. As of the date of adoption of this plan, most of the indicators need additional work to develop baseline data and evaluation methodologies, but Metro is confident that work can be completed within the first year or two of the plan.

Key Indicator	Lead Agency	Status
1. Greenhouse gas emissions associated with the products and services consumed in the Metro region ( <i>Environment and Health value</i> )	Metro	Ready
2. Annual tons of waste generated ( <i>Resource Conservation value</i> )	Metro	Ready
3. Number, geographic location and demographics of youth reached through education programs ( <i>Environmental Literacy value</i> )	Metro	Ready
4. Share of multifamily communities with adequate collection services ( <i>Service Excellence and Equity value</i> )	Metro Cities Counties	Investment needed
5. Recycling contamination by sector ( <i>Operational Resilience value</i> )	Metro	Investment needed
6. Median wage in the waste management industry by race/ethnicity/gender ( <i>Economic Well-Being value</i> )	Metro Cities Counties	Investment needed



**Goal Indicators**

The plan will also have goal-level indicators that are intended to measure the progress of specific programs, policies or investments that are linked to the attainment of the 2030 Regional Waste Plan goals. A number of the goal indicators will also inform the key indicators. These goal indicators are in development and will be included in the draft plan.

**Action Implementation**

On an annual basis, Metro will report on the status of each action and whether or not it has been implemented.

## Appendix A

# 2030 Regional Waste Plan

## Technical Work Group Membership

During March 2018 to April 2018, eight work groups were convened to draft actions for achieving the 2030 Regional Waste Plan goals. Below is a list of the members of each work group.

### Quality Service

Peter Brandom	City of Hillsboro
Shannon Martin	City of Gresham
Kelly Stewart	Clackamas County
Andy Kahut	Kahut Waste Services
Juan Carlos Gonzalez	Equity Work Group
Jami LeBaron	ROSE Community Development
Sara Kirby	Metro facilitator
Jennifer Erickson	Metro technical staff

### Garbage and Recycling Operations

Janine Wilson	Clean Air Safe Environment
Kristin Leichner	Pride Disposal
Audrey O'Brien	Oregon Department of Environmental Quality
Carl Peters	Recology
Theresa Koppang	Washington County
Bruce Walker	City of Portland
Hays Witt	Hays Witt Strategies
Rob Nathan	Metro facilitator
Dan Blue	Metro technical

### Education and Information

Laura Kutner	Trash for Peace
Elizabeth Cole	City of Beaverton
Lauren Norris	Master Recyclers
Laurel Bates	Clackamas County
Elaine Blatt	Oregon Department of Environmental Quality
Maureen Quinn	Oregon State University
Nicole Hernandez-Marrs	Metro facilitator
Darwin Eustaquio	Metro technical staff

### Good Jobs

Emma Brennan	Participants Oregon Tradeswomen/Equity Work Group
Therese McLain	Republic Services

Arianne Sperry	City of Portland
Dean Kampfer	Waste Management
Pat Daniels	Constructing Hope
Kim Taylor	Metro facilitator
Molly Chidsey	Metro technical staff

### **Reduce, Reuse, Repair**

Jenna Garmon	Metro facilitator
Scott Klag	Metro technical staff
David Allaway	Oregon Department of Environmental Quality
Yoana Molina	Rosewood Initiative
Dave Lowe	Rebuilding Center
Scott Keller	City of Beaverton
Lauren Gross	Repair PDX
John Klosterman	Oregon Food Bank

### **Economic Prosperity**

Pete Chism-Winfield	City of Portland
Dylan de Thomas	Recycling Partnership
Andre Bealer	National Association of Minority Contractors/Equity Work Group
Terrell Garrett	Greenway Recycling
Tracy Sagal	Metro facilitator
Bryce Jacobson	Metro technical staff

### **Preparedness and Resilience**

Heather Kuoppamaki	Oregon Department of Environmental Quality
Thomas Egleston	Washington County
Kevin Veaudry-Casaus	City of Portland
Jason Hudson	Waste Connections
Eben Polk	Clackamas County
John Warner	Pearl District Neighborhood Emergency Team (NET)
Jim Quinn	Metro facilitator
Daniel Nibouar	Metro technical staff

### **Healthy Products**

Marilou Carrera	Oregon Health Equity Alliance/Equity Work Group
Kyle Diesner	City of Portland
Sharetta Butcher	North by Northeast Health Center
Jen Coleman	Oregon Environmental Council
Ali Briggs-Ungerer	
Minal Mistry	Oregon Department of Environmental Quality
Jon Mayer	Metro facilitator
Carl Grimm	Metro technical staff