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**EBEN POLK**  
 RESOURCE CONSERVATION AND SOLID WASTE SUPERVISOR

**DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT**  
**DEVELOPMENT SERVICES BUILDING**  
 150 BEAVERCREEK ROAD | OREGON CITY, OR 97045

November 5, 2015

Board of Commissioners  
Clackamas County

Members of the Board:

Approval of Intergovernmental Agreement with Metro to Implement the FY 15-16 (Year 26)  
Annual Waste Reduction and Recycle at Work Program

<b>Purpose/Outcomes</b>	This IGA provides funding to implement the County's solid waste management plan, developed collaboratively each year with Metro.
<b>Dollar Amount and Fiscal Impact</b>	The IGA value is \$303,762. The funds, dispersed by Metro, partially offset the costs of implementing a state-required Solid Waste Management Plan.
<b>Funding Source</b>	Metro-Regional System Fee and County Solid Waste Collection Franchise Fees
<b>Safety Impact</b>	None. Generally, collection of waste, recycling, and waste prevention provide indirect public safety and public health benefits.
<b>Duration</b>	July 1, 2015-June 30, 2016.
<b>Previous Board Action/Review</b>	In years 1991-2014 BCC approved the County's Solid Waste Management Plan and supplemental funding from Metro.
<b>Contact Person</b>	Eben Polk – Resource Conservation & Solid Waste 503-742-4470

**BACKGROUND:**

Annually Metro and local governments within the tri-county area collaborate to update and refine a plan for waste reduction and recycling. These annual plans are designed to meet the goals and objectives of our Regional Solid Waste Management Plan (RSWMP) which itself implements state policies for the provision of opportunities to recycle, and waste reduction. In its role as the lead agency for RSWMP implementation, Metro has approved the County's Waste Reduction Plan for FY15-16. This is a continuing program—the prior IGA was approved on October 16, 2014. The plans have two main components: the 'Annual Plan', which maintains county-wide waste reduction programs and opportunities for citizens to participate, and the 'Recycle at Work' program.

In support of these annual plans, Metro redistributes funds earned from disposal of garbage at Metro's owned and franchised facilities. The regional funding calculation is based on population (for the Annual Plan funds) and the number of employees (for Recycle at Work funds) in each jurisdiction. Cities within the County are eligible recipients. In addition to carrying out responsibilities for the unincorporated county, County staff, through a series of agreements, performs the annual responsibilities of the RSWMP as outlined in the Waste Reduction Plan for the Cities of Barlow, Canby, Damascus, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville, in exchange for the funds allocated for those jurisdictions by Metro.

These local agreements ensure that programs and customer service as experienced by residents and businesses are consistent, efficient, and cost-effective, as well as communication with private collectors

who provide service across jurisdictions. Wherever people live or work in the County, the information they receive through Citizen News, cable, cities, events and other outreach sources is consistent.

The annual report offers details of the work accomplished using the funds distributed via this IGA. Highlights from the past year include:

- Continued outreach to residents and businesses at events and through Citizen News.
- Enhancing the collection of recyclables at 86 schools, providing 41 presentations and school-wide assemblies reaching thousands of K-12 students, and delivering resources to many more schools.
- Providing containers for recycling at 64 events including youth sporting events, community concerts, the County Fair and the Pick-a-Thon.
- Providing personal consultations to 780 small and large businesses along with more than 2,000 resources such as containers and boxes to handle materials.
- Increasing 'in-depth' evaluations at businesses by 50% compared to the previous fiscal year, helping businesses save money and identify new opportunities to reduce waste.
- Developing a new certification and recognition program for businesses meeting the growing interest in support for a more diverse set of sustainable practices.

These efforts closely align with the crucial services provided by our solid waste collection franchisees. Convenient access to recycling opportunities for all County citizens allows the materials collected to be returned to the stream of commerce, providing significant economic and environmental benefits. In 2013, the most recent year with recovery numbers available, our region reached a 64.2% recovery rate, up from the 2012 rate of 62.2%.

This year the County's funding allocation increased by about \$11,000 to \$303,762. The IGA allocates \$185,100 to 'Annual Plan' work to maintain county-wide waste reduction programs and pursue additional means to increase the opportunities for citizens to participate. An additional, \$118,662 is allocated to partially fund the Recycle at Work Program.

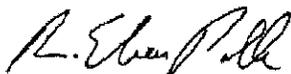
A signed Intergovernmental Agreement (IGA) with Metro is required in order to receive funds. The IGA Attachments A, B and C describe, respectively, the Scope of Work for Annual Waste Reduction Plan, the Scope of Work for the Recycle at Work program, and the detailed implementation plan. Also attached for reference are our agreements with Cities and the year-end FY 14-15 (Year 25) Annual Waste Reduction and Recycle at Work Reports.

This IGA with Metro has been reviewed and approved by County Counsel.

### **RECOMMENDATION**

Staff respectfully recommends the Board of County Commissioners approve the FY 15-16 Plan and sign the Intergovernmental Agreement with Metro (No. 933605) to fund the programs.

Sincerely,



Eben Polk, Supervisor  
DTD-Resource Conservation & Solid Waste

For information on this issue or copies of attachments please contact Eben Polk at (503) 742-4470



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Portland, OR 97232-2736  
(503) 797-1700

## Intergovernmental Agreement

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Metro Contract No. 933605

THIS AGREEMENT, entered into and under the provisions of ORS Chapter 190, is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 NE Grand Avenue, Portland, OR 97232-2736, and CLACKAMAS COUNTY, hereinafter referred to as "County", whose address is 2051 Kaen Road, Oregon City, OR 97045.

In exchange for the promises and other valuable consideration set forth below, the parties agree as follows:

1. Purpose. The purpose of this Agreement is to establish the responsibilities of the parties in implementing the Fiscal Year 2015-16 Metro and Local Government Annual Waste Reduction Plan and the Recycle at Work Program.
2. Term. This Agreement shall be effective July 1, 2015, and shall remain in effect through June 30, 2016 unless earlier terminated in conformance with this Agreement. Costs for this project may be incurred from date of last contract signature.
3. Services Provided and Deliverables. County and Metro shall perform the services described in the attached Scope of Work, which is made part of this Agreement by reference, and otherwise fully comply with the provisions in the attached Scope of Work (Attachments A, B and C).
4. Payment for Services. Metro shall pay County for Annual Waste Reduction services performed and materials delivered in the maximum sum of ONE HUNDRED EIGHTY-FIVE THOUSAND, ONE HUNDRED AND NO/100THS DOLLARS (\$185,100.00) and for Recycle at Work services performed and materials delivered in the maximum sum of ONE HUNDRED EIGHTEEN THOUSAND, SIX HUNDRED SIXTY-TWO AND NO/100THS DOLLARS (\$118,662.00) in the manner and at the time designated in the Scope of Work.
5. Insurance. County agrees to maintain insurance levels, or self-insurance in accordance with ORS 30.282, for the duration of this Agreement to levels necessary to protect against public body liability as specified in ORS 30.272. County also agrees to maintain for the duration of this Agreement, Workers'



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Compensation Insurance coverage for all its employees as a self-insured employer, as provided by ORS Chapter 656, or disability coverage under its Disability, Retirement and Death Benefits Plan.

6. Indemnification. Subject to the provisions of the Oregon Constitution and Oregon Tort Claims Act, County shall indemnify, defend, and hold Metro and Metro's agents, employees, and elected officials harmless from any and all claims, demands, damages, actions, losses, and expenses, including attorney fees, arising out of or in any way connected with, County's performance under this Agreement. Subject to the provisions of the Oregon Constitution and Oregon Tort Claims Act, Metro shall indemnify, defend, and hold County and County's agents, employees, and elected officials harmless from any and all claims, demands, damages, actions, losses, and expenses, including attorney fees, arising out of or in any way connected with, Metro's performance under this Agreement.

7. Termination. This Agreement may be terminated by either party without cause upon giving 90 days written notice of intent to terminate. This Agreement may be terminated with less than 90 days notice if a party is in default of the terms of this Agreement. In the case of a default, the party alleging the default shall give the other party at least 30 days written notice of the alleged default, with opportunity to cure within the 30-day period. Termination shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.

8. State Law Constraints. Both parties shall comply with the public contracting provisions of ORS Chapter 279A, B & C and to the extent those provisions apply, they are incorporated into this Agreement by reference. Specifically, it is a condition of this Contract that all employers working under this Agreement are subject employers that will comply with ORS 656.017.

9. Notices. Legal notice provided under this Agreement shall be delivered personally or by certified mail to the following individuals:

**For County:**  
Rick Winterhalter  
Clackamas County  
150 Beaver Creek Road  
Oregon City, OR 97045

**For Metro:**  
Office of Metro Attorney  
Metro  
600 NE Grand Avenue  
Portland, OR 97232-2736



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# Intergovernmental Agreement

Informal coordination of this Agreement will be conducted by the following designated Project Managers:

**For County:**  
Rick Winterhalter  
Clackamas County  
150 Beavercreek Road  
Oregon City, OR 97045

**For Metro:**  
Jennifer Erickson  
Metro  
600 NE Grand Ave.  
Portland, OR 97232

County may change the above-designated Project Manager by written notice to Metro. Metro may change the above-designated Project Manager by written notice to County.

10. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any condition, be assigned or transferred by either party without prior written approval by the other party.

11. Integration. This writing contains the entire Agreement between the parties, and may only be amended by written instrument, signed by both parties.

12. Severability. If any portion of this Agreement is found to be illegal or unenforceable, this Agreement nevertheless shall remain in full force and effect and the offending provision shall be stricken.

This Agreement is dated as of the last signature date below.

CLACKAMAS COUNTY

METRO

By: \_\_\_\_\_

By: \_\_\_\_\_

\_\_\_\_\_  
Print name and title

\_\_\_\_\_  
Print name and title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



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# Intergovernmental Agreement

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## Attachment A

### SCOPE OF WORK: Annual Waste Reduction Plan

- I. Task: Funding for Fiscal Year 2015-16 of the Metro and Local Government Annual Waste Reduction Plan.
  - a) Term: July 1, 2015 to June 30, 2016
  - b) County's responsibilities. County shall:
    1. Provide to Metro a copy of County's Resolution or Ordinance approving this Intergovernmental Agreement including all of its attachments.
    2. Provide to Metro a copy of the Letters of Understanding authorizing County to act on Cities' behalf in developing and implementing a joint annual waste reduction program.
    3. Ensure that by June 30, 2016, the activities specified in Attachment A and Attachment C have been completed.
    4. On or before August 1, 2016, submit the following:
      - A) A completed reporting worksheet.
      - B) Demonstrated compliance with OAR 340-090-0040 and the Regional Solid Waste Management Plan.
  - c) Metro Responsibilities. Metro shall:
    1. Provide technical assistance to County as necessary to develop, execute, monitor, and evaluate the project.
    2. Provide assistance to County on promotional and educational activities.
    3. Monitor the general project progress and review as necessary, County's accounting records relating to project expenditures.
  - d) Budget and Terms of Payment:
    1. Upon completion of section (b)(1) and (b)(2) of this Scope of Work, Metro shall pay County \$185,100.00 in one lump sum. County's billing invoices shall include the Metro contract number, County name, remittance address, invoice date, invoice number, and invoice amount. County's billing invoices shall be sent to [metroaccountspayable@oregonmetro.gov](mailto:metroaccountspayable@oregonmetro.gov). The Metro contract number shall be referenced in the email subject line. County's billing invoices for goods and services through June 30 shall be submitted to Metro by July 15. Payment shall be made by Metro on a Net 30 day basis upon approval of County invoice.



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## Intergovernmental Agreement

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2. County shall provide services described in Attachment C in exchange for the following funding allocations:

	<u>Funding allocation</u>
Barlow	\$64
Canby	\$7,543
Damascus	\$5,006
Estacada	\$1,383
Gladstone	\$5,416
Happy Valley	\$7,767
Johnson City	\$266
Lake Oswego	\$17,482
Milwaukie	\$9,655
Molalla	\$4,156
Oregon City	\$15,906
Rivergrove	\$229
Sandy	\$4,792
West Linn	\$12,033
Wilsonville	\$10,356
<u>Unincorporated Clackamas County</u>	<u>\$83,046</u>
 TOTAL	 \$185,100

3. County and Metro recognize that the Metro and Local Government Annual Waste Reduction Plan is a multi-year program and that future rounds of funding will depend in part on County's performance in implementing program activities during the term of this contract.

# Intergovernmental Agreement

## Scope of Work – Exhibit A

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### Attachment B

#### SCOPE OF WORK: Recycle at Work Program

- I. Task: Funding the Recycle at Work Program.
  - a) Term: July 1, 2015 to June 30, 2016
  - b) County's responsibilities. County shall:
    1. Hire and train individuals as staff or external contractors whose primary responsibilities and duties are to provide waste evaluations (outlined in number 2 below), technical assistance and business recycling requirement compliance services to businesses.
    2. Provide technical assistance to businesses by conducting a baseline evaluation of the 14 key practices, getting written agreement to work with staff on recommended practices and conduct a follow-up evaluation within 6 months of conducting the baseline evaluation.
    3. Share responsibility with Metro for the development of work plan and completion of tasks to fulfill the purposes of Business Recovery Work Group (BRWG).
    4. Develop an Outreach Plan that identifies the County's strategy for targeting and recruiting businesses for Recycle at Work assistance. The plan must also include the following three strategies: 1.) a focus on assisting the County's government facilities and ensuring that each facility is in compliance with Business Recycling Requirements; 2.) a focus on new businesses and medium-sized businesses (20-250 employees); and 3.) how the County plans to move more light-touch businesses to in-depth businesses as defined by the new targets and measurements. In addition, the plan should take into account the County's participation in regional annual outreach campaigns. Other elements of the Outreach Plan should include businesses or institutions that are targeted and desired outcomes as well as any underserved or underrepresented businesses targeted.
    5. On or before August 1, 2016, submit a completed Outreach Plan reporting worksheet.
    6. Make available to businesses resources identified by the BRWG and appropriate for the County.
    7. Collect data for each business that summarizes key contact information and the actions taken with the 14 key practices and business recycling requirement compliance. Enter all data in the Recycle at Work Information System developed by Metro and the BRWG. Data for the Account, Task/Activity and Evaluation objects should be entered within two weeks of contact with the business. Data quality is the responsibility of the County, including but not limited to, clean up of duplicate accounts, correct completion of evaluations and logged hours as outlined in the RAWIS user manual, as well as annual state employment clean-up and preparation for upload.
    8. Prepare an annual progress report on the accomplishments of the Recycle at Work Program that will include the following:

# Intergovernmental Agreement

## Scope of Work – Exhibit A

### Successes and Challenges

Provide narrative on successes and challenges achieving these outcomes.

### Administrative Information—Expenditures and Staffing

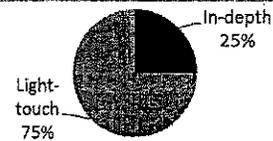
Provide overall Recycle at Work expenditures to date and Metro Recycle at Work funds spent for the current program year (July 1 through June 30). List staff working on Recycle at Work, FTE, and source of funding for staff (Metro or local government).

### Activity Measures

#### **Numbers of Businesses Assisted**

Provide the number and percentage of in-depth and light-touch businesses assisted in the current program year (July 1 through June 30).

	Count	Percentage
In-depth Businesses	businesses	%
Light-touch Businesses	businesses	%
Total	businesses	100%



*Note: when comparing number of in-depth businesses assisted, differences in jurisdictions such as staffing levels, average business size, industry sectors, geographic distribution, employee and manager receptiveness to changing practices, and other factors should be considered.*

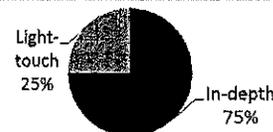
Provide the numbers of in-depth businesses assisted in each of the size and sector categories for the current program year (July 1 through June 30).

	Light-Touch Sector	In-Depth Sector
Fewer than 20 employees	businesses	businesses
20 to 99 employees	businesses	businesses
100 to 250 employees	businesses	businesses
More than 250 employees	businesses	businesses

#### **Time Spent Assisting Businesses**

Provide the percentage of time spent assisting in-depth businesses compared to the time spent assisting light-touch businesses in the current program year (July 1 through June 30). This includes only time logged to business accounts, not task accounts.

	Hours	Percentage
In-depth Businesses	hours	%
Light-touch Businesses	hours	%
Total	hours	100%

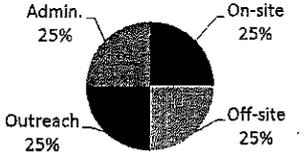


## Intergovernmental Agreement

### Scope of Work – Exhibit A

Provide the percentage of time spent on each of the four major task types in the current program year (July 1 through June 30).

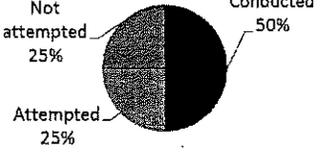
	Hours	Percentage
On-site Assistance	hours	%
Off-site Assistance	hours	%
Outreach and Marketing	hours	%
Program Administration	hours	%
Total	hours	100%



#### Initial Follow-up Evaluation Status of In-Depth Businesses

Provide the share of in-depth businesses assisted in each of the following categories:

Businesses that became in-depth more than 6 months ago and...	Count	Percentage
Received a follow-up evaluation conducted by a RAW specialist	businesses	%
Refused <u>attempts</u> to conduct a follow-up evaluation	businesses	%
Did not receive a follow-up evaluation or attempts by RAW specialists	businesses	%
Total number that became in-depth more than 6 months ago	businesses	100%



#### Number of resources delivered (by type)

Provide the number of resources delivered by type during the current program year (July 1 through June 30).

#### Compliance Actions Taken

Provide the number of businesses that received code enforcement actions for non-compliance with the Business Recycling Requirements during the current program year (July 1 through June 30).



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# Intergovernmental Agreement

## Scope of Work – Exhibit A

### Outcome Measures

Current Outcome Calculation Period (\*Business count = the denominator in each calculation)

	Movement-to-Change			Implementation		
	Business Count	Target Rate	Actual Rate	Business Count	Target Rate	Actual Rate
<b>Waste Prevention</b>						
Business uses paper on both sides.		%	%		%	%
Business uses centralized printers.		%	%		%	%
Business uses electronic solutions to prevent accidental printing.		%	%		%	%
Business uses electronic solutions to reduce paper use.		%	%		%	%
Food-service business donates edible food.		%	%		%	%
<b>Recycling</b>						
Business recycles paper and containers.		%	%		%	%
Business composts food scraps and landscaping trimmings.		%	%		%	%
<b>Green Purchasing</b>						
Business's copier/printer paper contains at least 30% post-consumer recycled content.		%	%		%	%
Business (or its janitorial service) uses third-party certified green cleaners.		%	%		%	%
Business has an institutionalized approach for purchasing recycled-content products that is supported by management or the appropriate person.		%	%		%	%
Business has an institutionalized approach for using certified green cleaners that is supported by management or the appropriate person.		%	%		%	%
<b>Disposal of Toxics</b>						
Business has a plan, policy, or current practices supported by management or the appropriate person to properly dispose of hazardous waste.		%	%		%	%
Business has a plan, policy, or current practices supported by management or the appropriate person to properly reuse, recycle, or dispose of computers, monitors, and televisions.		%	%		%	%
Business has a plan, policy, or current practices supported by management or the appropriate person to properly recycle or dispose of fluorescent lamps.		%	%		%	%



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# Intergovernmental Agreement

## Scope of Work – Exhibit A

Program-to-Date (\* Business count = the denominator in each calculation)

	Movement-to-Change			Implementation		
	Business Count*	Target Rate	Actual Rate	Business Count*	Target Rate	Actual Rate
<b>Waste Prevention</b>						
Business uses paper on both sides.		%	%		%	%
Business uses centralized printers.		%	%		%	%
Business uses electronic solutions to prevent accidental printing.		%	%		%	%
Business uses electronic solutions to reduce paper use.		%	%		%	%
Food-service business donates edible food.		%	%		%	%
<b>Recycling</b>						
Business recycles paper and containers.		%	%		%	%
Business composts food scraps and landscaping trimmings.		%	%		%	%
<b>Green Purchasing</b>						
Business's copier/printer paper contains at least 30% post-consumer recycled content.		%	%		%	%
Business (or its janitorial service) uses third-party certified green cleaners.		%	%		%	%
Business has an institutionalized approach for purchasing recycled-content products that is supported by management or the appropriate person.		%	%		%	%
Business has an institutionalized approach for using certified green cleaners that is supported by management or the appropriate person.		%	%		%	%
<b>Disposal of Toxics</b>						
Business has a plan, policy, or current practices supported by management or the appropriate person to properly dispose of hazardous waste.		%	%		%	%
Business has a plan, policy, or current practices supported by management or the appropriate person to properly reuse, recycle, or dispose of computers, monitors, and televisions.		%	%		%	%
Business has a plan, policy, or current practices supported by management or the appropriate person to properly recycle or dispose of fluorescent lamps.		%	%		%	%

## Intergovernmental Agreement

### Scope of Work – Exhibit A

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9. Establish a compliance program for Business Recycling Requirements consistent with Section 2.6 of the administrative procedures for Metro Code Chapter 5.10 and provide written description to Metro.
  10. All Recycle at Work funded staff are required to participate in quarterly Specialist Roundtables and any training identified by BRWG.
  11. Track the use of any tools that have been developed by Metro with the guidance of BRWG.
- c) Metro Responsibilities. Metro shall:
1. Provide resources and staff time to County to develop, execute, monitor, and evaluate the Recycle at Work program.
  2. Provide assistance to County on promotional and educational activities associated with the annual outreach project.
  3. Monitor the general program progress and review as necessary, County's accounting records relating to RAW program expenditures.
  4. Convene and facilitate the BRWG.
  5. Share responsibility with the County for the development of work plan and completion of tasks to fulfill the purposes of BRWG.
  6. Notify the County of outreach campaigns and any other business recruitment scheduled for the term of the IGA. BRWG members will review and advise on all outreach campaigns and recruitment to the business sector. In conjunction with the BRWG, develop and provide to the County an overview of the outreach that will occur. This overview will include draft guidelines and protocols for the County to respond to requests by businesses and to provide assistance. The overview should also include a timeline for the campaigns and recruitment and a process for notifying the County of press releases.
  7. Monitor, in conjunction with the BRWG, the list of 14 key practices that shall be addressed by the County in its on-site visits to businesses and is incorporated into the Recycle at Work information system.
  8. Develop and maintain, in conjunction with the BRWG and specialists, the resources, such as desk-side paper collection containers that shall be provided to businesses.
  9. In conjunction with BRWG, provide regionally-identified training for specialists.
  10. Provide the County with guidelines and protocols on the Recycle at Work information system, on-going support and updates.
  11. Provide the County with standardized reporting forms for annual progress reports. The report forms will be used to record quantitative data generated from the information system and qualitative information.
  12. Coordinate and convene quarterly roundtables for specialists as determined by the BRWG.
  13. Review and revise as needed the program goals and budget in conjunction with the BRWG.
  14. Conduct an evaluation of the Recycle at Work Program as needed, which may include on-site visits to regional businesses by Metro staff or independent third-party contractors.



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# Intergovernmental Agreement

## Scope of Work – Exhibit A

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d) Budget and Terms of Payment:

1. Upon completion of section (b)(4) of this Scope of Work, Metro shall pay County \$118,662.00 in one lump sum. County’s billing invoices shall include the Metro contract number, County name, remittance address, invoice date, invoice number, and invoice amount. County’s billing invoices shall be sent to [metroaccountspayable@oregonmetro.gov](mailto:metroaccountspayable@oregonmetro.gov). The Metro contract number shall be referenced in the email subject line. County’s billing invoices for goods and services through June 30 shall be submitted to Metro by July 15. Payment shall be made by Metro on a Net 30 day basis upon approval of County invoice.
2. County shall provide services described in section (b) in exchange for the following funding allocations:

Funding allocation

Barlow	\$23
Canby	\$4,576
Damascus	*
Estacada	*
Gladstone	\$2,185
Happy Valley	\$2,313
Johnson City	\$7
Lake Oswego	\$15,682
Milwaukie	\$10,327
Molalla	\$1,814
Oregon City	\$11,408
Rivergrove	\$7
Sandy	\$2,718
West Linn	\$3,674
Wilsonville	\$14,965
<u>Unincorporated Clackamas Co.</u>	<u>\$48,963</u>

TOTAL \$118,662

\*Funding withheld due to non-compliance with the Business Recycling Requirement



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# Intergovernmental Agreement Scope of Work – Exhibit A

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## Attachment C

### FISCAL YEAR 2015-16 LOCAL GOVERNMENT ANNUAL WASTE REDUCTION WORK PLAN

Jurisdiction: Clackamas County Contact: Eben Polk

#### 1. Program Overview Narrative

Metro Instructions: Provide a narrative overview of programs, services and focus areas for FY 2015-16 and describe your jurisdiction's waste prevention and recycling activities separately. Include participation with regional planning efforts and demonstration of compliance with state law. In addition, the following elements are required as part of the Annual Plan and may be addressed in the narrative portion of your plan or in the tasks table:

- a) Demonstrate compliance with the Regional Service Standard by completing the **Regional Service Standard: Level and Frequency of Service** table for your jurisdiction. Cooperatives should report on behalf of member jurisdictions.
- b) Implement waste prevention activities for each area of the residential and commercial sector (single-family, multi-family, business, construction & demolition, commercial organics, toxicity reduction).
- c) Identify and undertake a specific curbside recycling outreach activity for an existing local government program.
- d) Participate in at least one regional waste reduction planning group.
- e) Maintain or increase curbside recovery levels (total tons and per capita tons recovered and disposed).
- f) Recycle at Work program goals (including compliance with the Business Recycling Requirement). See Section II. A., Elements 1.-11., for the items that must be addressed in the narrative. Please include this narrative section with the Recycle at Work table at the end of this document.

Clackamas County provides waste prevention, recycling and reuse education for the unincorporated areas of the County, and by agreement for the cities of: Barlow, Canby, Damascus, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn and Wilsonville. The same services are provided informally to residents and businesses in Rivergrove and Johnson City.



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## Intergovernmental Agreement Scope of Work – Exhibit A

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Clackamas County's program serves approximately 390,000 residents, as detailed in the table below (Source: Portland State University 2014 Oregon Population Report).

Jurisdiction	Population
Barlow	135
Canby	16,010
Damascus	10,625
Estacada	2,935
Happy Valley	16,480
Johnson City	565
Lake Oswego	37,105
Milwaukie	20,485
Molalla	8,820
Oregon City	33,760
Rivergrove	485
Sandy	10,170
West Linn	25,540
Wilsonville	21,980
Unincorporated Clackamas County	186,430
<b>TOTAL</b>	<b>391,525</b>

Entering FY 15-16, Clackamas County's Resource Conservation & Solid Waste (RC&SW) program has 8.3 FTE and 11 staff.<sup>1</sup> The RC&SW name replaces 'Office of Sustainability' and remains part of the Department of Transportation and Development (DTD). In FY 14-15, DTD has undergone a strategic planning process called Performance Clackamas, which has focused attention on the value and results each program creates for customers. RC&SW will be tracking and reporting a number of strategic results pursuant to that plan, some of which overlap with the activities in this plan.

The RC&SW program, in addition to overseeing activities that promote recycling, waste reduction and reuse, and fulfill obligations under the Regional Solid Waste Management Plan and Opportunity to Recycle Act, administers the County's integrated solid waste collection system in the unincorporated areas of the County and for the Cities of Barlow and Happy Valley. This includes regulatory oversight and solid waste collection planning for the nine franchised garbage and recycling collection companies operating twenty-two (22) franchises, including one County-owned transfer station. The RC&SW program oversees the County's solid waste code, licenses independent recyclers, conducts annual reviews of solid waste fees, participates in regional solid waste planning activities, and represents the County in matters involving materials management policy and facilities, with DEQ and Metro. It also funds solid waste-related code enforcement, staffed by the Public Safety & Compliance program in DTD.

<sup>1</sup> The Clackamas County Refuse & Recycling Association contracts with one RC&SW staff member for 0.6 FTE of additional schools outreach.



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Staff specialists in waste prevention and recycling education and technical assistance implement the Annual Waste Reduction Plan, reaching residents in single- and multi-family housing, businesses, government agencies, schools and other organizations. Other staff members focus on franchise administration, solid waste planning, program management, administrative assistance, and other activities directed by DTD or the County, such as intermittent efforts in sustainable county operations.

Staff responsibilities are generally partitioned as follows:

- 1 Analyst: Residential and community outreach, customer service (1 FTE)
- 1 Analyst: School education (0.25 FTE County-funded + 0.6 FTE Hauler-funded)
- 1 Event Recycling Assistant (0.3 FTE)
- 1 Analyst: Multifamily assistance (0.4 FTE) and Recycle at Work (0.4 FTE)
- 2 Part-time Analysts: Recycle at Work (0.96 FTE)
- 1 Temporary Analyst: Commercial food scrap collection program development (0.75 FTE)
- 1 Sr. Analyst: Recycle at Work (0.8 FTE), disaster debris planning and other (0.2 FTE)
- 1 Sr. Analyst: Solid waste planning and franchise administration (1 FTE)
- 1 Administrative Assistant: Fee collection, customer service, program support (1 FTE)
- 1 Supervisor

### Customer Service

Residents, employees, and the public have access to customer service and resources through a dedicated phone line (503-557-6363), email ([wasteinfo@clackamas.us](mailto:wasteinfo@clackamas.us)), and website ([www.clackamas.us/recycling](http://www.clackamas.us/recycling)). This information is included in phone directories, on educational materials, newsletters and other publications, in chamber directories and on our webpage. In the coming fiscal year a former customer service tracking database will be revived to track the number and purpose of calls and emails we receive. Web pages are provided for residential, business, and multifamily audiences, with local information and resources, as well as links to relevant regional and state resources. These pages will be audited and revised. The program will also explore expanded use of social media and mobile technology to promote waste prevention and to direct residents to regional and local resources.

### Customer Diversity

Geographically and culturally, Clackamas County is a microcosm of Oregon: rural, suburban, and urban communities, farmland, and significant public and privately owned forestland. Demographically, Clackamas County has a slightly higher percentage of residents over age 65 (16%) compared to the rest of the Metro region. Cultural and ethnic diversity in the county is growing gradually. This plan includes continued steps to promote access to services and reach under-served residents and businesses in multiple languages and culturally appropriate ways. Most frequently-provided printed materials are available in Spanish. One part time staff person is fluent in Spanish language and Latino culture.

### Service Standard

The County and the cities all comply with the Regional Service Standard.

### Program Requirements



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Clackamas County's programs comply with the requirements of the Regional Solid Waste Management Plan and state program elements for waste prevention and recycling programs contained in OAR 340-090-0030-45 and ORS 459A.

### Programmatic Highlights by Customer Segment

#### Businesses

See Recycle at Work narrative on page beginning on page 11.

#### Residents

The RC&SW program publishes pages focused on waste reduction and recycling in the quarterly county newsletter, Citizen News. In FY15-16, ten (10) pages are planned to be published in three of the issues. It is delivered to all residential and business mail recipients in the county, approximately 175,000 addresses. In FY 15-16, other complimentary publications will be explored, including a paper and electronic 'insert' in garbage customer bills.

Bi-lingual recycling flyers (Spanish / English) are made available to collection companies to distribute to customers where collectors identify improper recycling.

We host an education and outreach tent at the six-day Clackamas County Fair in August. Our focus this year will be on food waste reduction, reusing materials rather than buying new and continuing to educate about curbside and non-curbside recycling. We will partner with Metro to bring the Healthy Home display and with the Clackamas River Water Providers to bring their water conservation information.

Throughout the year, we will provide similar education and customized displays at other community events, such as the Spring Garden Fair, farmers markets and wellness fairs and at presentations, upon request. Some events will be supported by Master Recyclers. Popular topics include Recycling Yes and No's, green cleaners, backyard composting and natural gardening.

Work with Master Recyclers, and event-based outreach, will take greater advantage of the increased resources and messaging for food waste prevention.

With the completion and forthcoming release of the residential waste composition study, and detailed data, staff will explore options to incorporate the findings and results into residential education efforts, focusing on increasing material quality.

After a fiscal year in which the position that conducts multifamily outreach was generally vacant, we anticipate reinvigorating outreach and education.

#### Construction & Demolition

In addition to the ongoing outreach and materials we provide to promote deconstruction, waste reduction and reuse of construction materials, we intend to hold at least one workshop that will



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reconnect with partners in the region, learn the processes currently used by local jurisdictions for building removal and encouraging the use of salvaged building supplies, and to discuss and draft proposed code changes in advance of a 2016 code update.

### Toxics Reduction

In addition to ongoing, standard outreach for toxics reduction, we will explore options for increased promotion of finished compost products to support and enhance reduced use of toxics.

### Other

Clackamas County will continue its robust engagement with schools for waste reduction and recycling, offering services including but not limited to waste reduction packets, presentations, technical assistance, mini-grants, and Oregon Green Schools certification among others.

Event recycling technical assistance will also continue, following on the heels of a year which refocused the program and saw research into best practices among other local governments.

Other waste prevention and recycling outreach activities are detailed in the Maintenance and Expansion of Existing Program tables. The Recycle at Work narrative is included in the Recycle at Work section.



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### 2. Budget Information

#### Metro Instructions

- a) Provide overall solid waste and recycling budget.
- b) Provide overall Recycle at Work budget and percentage of budget supported by Metro Recycle at Work funds. List staff working on Recycle at Work, FTE, and source of funding for staff (Metro or local government).
  - Budget and funding sources
  - Staff (name, title, FTE, funding source, changes over previous FY)

Staff Name	Title	RAW FTE	Percent Funding by Source	Changes from last FY
Eben Polk	Sustainability Supervisor	0.1	100% County	-
Shannon Martin	Sr. Sustainability Analyst	0.8	56% Metro, 44% County	Decrease 0.1
Kelly Stewart	Sustainability Analyst	0.4	100% County	New Staff, Same FTE
Julane Potter	Analyst (Part Time Exempt)	0.48	100% Recycle at Work	-
Lisa Clifton	Analyst (Part Time Exempt)	0.48	100% Recycle at Work	New Staff, Same FTE
Laurel Bates	Analyst (Part Time Exempt)	0.25	100% County	-
Julie Gilbertson	Sustainability Analyst	0.10	100% County	New Staff, Same FTE
<b>Total</b>		<b>2.61</b>		



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### 3. Annual Work Plan Task Tables

Metro Instructions: Complete the **Recycle at Work** outreach plan and narrative. Complete the **Maintenance & Expansion of Existing Programs** tables, separately listing specific waste prevention and recycling activities planned for completion during this fiscal year. Add rows as needed. Complete the **Regional Service Standard** table for your jurisdiction or cooperative members.

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### Recycle at Work

Metro Instructions: Complete the following table and narrative section listing specific efforts planned for completion during this fiscal year. The Recycle at Work Plan must include all elements described in Section II. A. (see pages 1-3 of this document). Element 4 from Section II. A. should be addressed in the table below, and all others in a narrative to accompany this table.

**Status Key:**  
(O) Ongoing  
(R) Revised  
(N) New  
(C) Complete

<b>Annual Outreach Plan</b>	
<b>Target audience, goals, and outreach strategy</b>	<b>Status</b>
<b>Government Facilities (required)</b>	
Goal: Clackamas County, our cities and local school districts will be strong leaders in actively modeling sustainable business operations around our 14 key practices.	
<b>Clackamas County Facilities</b>	
Strategies: 1. Ensure BRR compliance, updating signage at waste stations and recycling centers, as needed. 2. Explore touring county buildings with Facilities staff to review and discuss recycling access options, including for new construction and renovation.	R
Indicators of success: • New posters are posted and employees are updated on recycling. • Confirm all county departments and buildings are in compliance with BRR.	
Strategy: 3. Continue educating County employees about recycling, toxics reduction, and waste prevention through the Wellness, Safety and Sustainability Fair, communication, and intranet content.	O
Indicator of success: • Reach 300 county employees at our Wellness Fair table.	
<b>Other Government Facilities</b>	
Strategy: 4. Staff will conduct a city "tour" to introduce our new Leaders in Sustainability (LIS) program and offer in-depth evaluations to move	N

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them towards certification.	
<p>Indicators of success:</p> <ul style="list-style-type: none"> <li>• 2 cities request in-depth evaluations and apply to become LIS certified.</li> <li>• City staff has a better understanding of the services we provide businesses in their community and support promoting our services.</li> </ul>	
<b>New and Medium-Sized Businesses (required)</b>	
<p>Goal: Establish and grow our working relationships with new and medium-sized businesses by offering in-depth evaluations focused on the 14 key practices.</p>	
<p>Strategy:</p> <p>5. Increase partnerships with property managers of multi-tenant buildings and business parks to provide information to all new tenants.</p>	O
<p>Indicator of success:</p> <ul style="list-style-type: none"> <li>• 3 new property management companies become partners with RAW and they agree to include our information in tenant welcome packets.</li> </ul>	
<p>Strategy:</p> <p>6. Discuss providing information to new businesses with haulers. A new business account flyer will provide businesses with recycling and waste prevention information and direction on how to contact us for in-depth evaluations.</p>	N
<p>Indicator of success:</p> <ul style="list-style-type: none"> <li>• New business customers receive materials from hauling companies and 10 new businesses request technical assistance.</li> </ul>	
<p>Strategy:</p> <p>7. Work with our permitting department to inform RAW staff when a new business has received final occupancy so we can follow up with business at store opening.</p>	N
<p>Indicator of success:</p> <ul style="list-style-type: none"> <li>• Permitting department agrees to notify staff of new businesses in Unincorporated Clackamas which has no business license list.</li> </ul>	
<p>Strategy:</p> <p>8. Continue Chamber e-blasts and attending meetings when feasible.</p>	O
<p>Indicator of success:</p> <ul style="list-style-type: none"> <li>• 5 new businesses contact us to become LIS certified.</li> </ul>	

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<b>Moving More Businesses to In-Depth Status (required)</b>	
Goal: Engage businesses with in-depth assistance using our new Leaders in Sustainability program offerings	
Strategy: 9. Conduct direct outreach to property managers offering LIS certification and support tenant outreach campaigns to encourage requests for an evaluation.	O
Indicators of success: <ul style="list-style-type: none"> <li>10 tenants request an evaluation to become LIS certified.</li> <li>3 property managers agree to partner with us and promote our services.</li> </ul>	
Strategy: 10. Continue our success in working with retirement facilities and showcase our work to other facilities we have not worked with.	O
Indicator of success: <ul style="list-style-type: none"> <li>1 new retirement facility requests assistance or compost service</li> </ul>	
Strategy: 11. Continue to work with BRWG on Multi-jurisdictional outreach opportunities. Staff will support the Albertson/Safeway project and partner with the Oregon Food Bank to increase food donation.	O
Indicators of success: <ul style="list-style-type: none"> <li>BRWG supports a new regional project that supports waste reduction and recycling goals.</li> <li>Regional grocery group kicks off a regional recycling/composting program for Albertsons/Safeway.</li> </ul>	
Strategy: 12. Create new outreach materials to conduct direct in person outreach to businesses promoting LIS certification and offering an in-depth evaluation.	N
Indicator of success: <ul style="list-style-type: none"> <li>Our new LIS outreach materials help Specialists more effectively generate leads and develop new relationships.</li> </ul>	
Strategy: 13. Conduct direct outreach to previous BRAG members letting them know their certification has expired and encourage an in-depth evaluation to support recertification through LIS.	N
Indicator of success: <ul style="list-style-type: none"> <li>BRAG members apply for LIS certification.</li> </ul>	
Strategy: 14. Drive traffic to our new webpage that showcases our services around in-depth assessments and LIS certification.	N
Indicator of success: <ul style="list-style-type: none"> <li>Website completion and Green Business Directory is populated with certified businesses.</li> </ul>	

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<b>Target Businesses that are Underserved or Underrepresented</b>	
Goal: Deliver services equitably and reduce barriers to participation faced by underserved and underrepresented businesses.	
Strategy: 15. Evaluate RAWIS data and compare our time in each jurisdiction to our allocated funding to ensure all communities are served.	N
Indicator of success: <ul style="list-style-type: none"> <li>All jurisdictions receive a proportional level of assistance in their community from RAW Specialists.</li> </ul>	
Strategy: 16. Evaluate resources that need to be translated and in what languages.	O
Indicator of success: <ul style="list-style-type: none"> <li>Recycling information is translated into three languages and offered in person and website.</li> </ul>	
Strategy: 17. Assess geographic locations to provide direct outreach to Spanish speaking workers. Hire a part-time staff person who speaks fluent Spanish to conduct this work	N
Indicators of success: <ul style="list-style-type: none"> <li>2 businesses request employee training in Spanish.</li> <li>County hires a part-time employee who speaks Spanish.</li> </ul>	
<b>Target Business Sectors, Institutions or Materials (such as organics)</b>	
Goal: Increase in-depth evaluations and meet movement to change goals within our priority sectors. Increase commercial food scrap program participation.	
Strategies:  <b>18. Institutions</b> Staff will reach out to our Community Colleges, Universities and Trade Schools to engage them in LIS certification and encourage student green teams to take on projects that can help their school become certified.	N
<b>19. Hospitality</b> Conduct direct outreach to the hospitality sector (hotels, restaurants, retirement facilities, resorts) and encourage an in-depth evaluation, apply for LIS and engage food waste prevention discussions where possible. Staff will support Metro's outreach campaign to restaurants.	N
<b>20. Organics</b> In cities that already offer commercial food scrap collection, continue to reach out to restaurants offering food scrap collection service and offer any food waste reduction resources developed out of the Metro outreach	O

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campaign.	
<p><b>21. Grocery</b> Staff will reach out to all new Haggen stores to encourage in-depth evaluations, compost set up and employee training. We will continue our partnership with the regional grocery group and the Oregon Food Bank. Supporting food donation with Safeway will be tracked and offer assistance where needed.</p>	N
<p><b>22. Office</b> Staff may choose a specific key practice or material to help develop relationships. Geographic outreach will help us reach offices that are in each jurisdiction.</p>	O
Staff will continue to offer fluorescent light boxes to businesses and encourage lamp recycling.	O
<p>Indicators of success:</p> <ul style="list-style-type: none"> <li>We see an increase in businesses assisted in priority sectors.</li> <li>Participation in food scrap collection increases in cities with the service.</li> </ul>	

### Recycle at Work Narrative:

(Address elements A.1.-3., and A.5.-11. from Section II. on pages 1-3.)

Recycle at Work is implemented through Clackamas County's Resource Conservation & Solid Waste program within the Department of Transportation and Development. The program, supported in part through regional RAW funding, provides technical assistance to businesses on waste prevention, recycling and toxics reduction. The program is budgeted to be staffed at 2.61 FTE. Staff's primary responsibilities and duties are to provide technical assistance by conducting baseline and follow-up on-site evaluations, food scrap collection set up, and Business Recycling Requirement compliance services to businesses. Additional food scrap program outreach and development is supported by a grant funding a temporary .75 FTE. Staff will continue providing onsite technical assistance to evaluate the 14 key practices. The new Leaders in Sustainability (LIS) certification program also promotes water conservation, energy efficiency, and pollution prevention.

The majority of assistance and outreach conducted by RAW staff is focused on the 14 key practices, converting box deliveries to in-depth evaluations and ensuring businesses meet the Business Recycling Requirement.

The RAW program will support regional outreach campaigns and utilize the tools and resources developed by the regional work group BRWG. Staff will attend specialist roundtables and participate in any training activities developed.



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Baseline and follow-up evaluations will continue to be the basis for measuring behavior and business practice changes. Follow-up evaluations will be attempted after all completed baseline evaluations. The County has also implemented an internal performance measurement program called Performance Clackamas. Completed follow ups and the number of businesses agreeing to implement a key practice has become an internal performance measure supporting Metro's performance goals. RAWIS data will be utilized to track performance results.

All information collected and assistance will be captured in the RAWIS database. Staff will continue to receive training to follow the RAWIS Manual to ensure data quality.

### **Business Recycling Requirement**

Business Recycling Requirement (BRR) compliance is mandated on a jurisdictional basis but RAW supports business compliance in unincorporated Clackamas and participating incorporated cities by providing technical assistance. For unincorporated Clackamas County, the county code Title 10, 10.03.145 Business Recycling Requirement allows for enforcement actions as a Priority 1 Violation.

Business Recycling Requirements compliance will be maintained with the following:

- I. Identifying businesses that are not in compliance, through:
  - a. Field inspections by RAW staff.
  - b. Complaints from the business community.
  
- II. All business that are not recycling according to the BRR, and do not accept assistance during the initial contact, may become cases in RAWIS.
  - a. Businesses will be notified of the BRR code and offered assistance.
  - b. Businesses that do not respond, accept assistance, and/or make progress will be under consideration for code enforcement as per County Code Title 10.

### **Leaders in Sustainability (LiS)**

Businesses are increasingly interested in a broader conversation about and assistance with best practices in sustainability. A multi-faceted program is increasingly important to attracting interest, generating leads, remaining relevant to businesses, and advancing waste prevention goals. The Clackamas County RAW program has rebranded its historic certification and recognition effort (Business Recycling Awards Group) to encourage businesses to contact us for an in-depth evaluation and become part of a network of businesses adopting sustainable practices. The program was designed to align with our regional RAW goals and the 14 key practices. Sector specific applications identify which of the 14 key practices are mandatory for certification. LiS applications also include a Goals section that asks businesses to agree on a new goal and action to implement, supporting movement-to-change. The LiS program can be modified to incorporate new program goals implemented by Metro or BRWG. Staff intend to use outreach for this new program to increase evaluations and behavior change.

### **Commercial Food Scrap Collection**

The Resource Conservation & Solid Waste program supports food scrap collection in Lake Oswego, Canby and West Linn. Staff is developing relationships with local sustainability network organizations to encourage grass-roots promotion. The County will provide them tools and resources needed to engage conversations with restaurants in their community. Staff will



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begin partnering with Master Recyclers to support direct outreach to restaurants, a new strategy. Master Recycler volunteers will remind restaurants that food scrap collection is available and connect them to the County.

Not described in the table above, staff hired with Metro organics outreach grant funding will continue efforts to expand commercial food scraps collection (We Compost program) into urban areas of unincorporated Clackamas County and the City of Milwaukie. The current phased strategy will help build route density and efficiencies. Monthly updates on our progress will continue. Initially funded at \$50,000 before a cut to \$25,000, Clackamas County is requesting that the second, initially planned \$25,000, be funded to continue the phased outreach beyond September 2015.

Cross training will continue, so all RAW staff can offer and support restaurants in compost and food waste assistance, and additionally to support food donation in partnership with the Oregon Food Bank when opportunities arise in the field.

The Outreach Plan listed in the table above will be implemented concurrently with the elements of this narrative.



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### Maintenance & Expansion of Existing Programs

**Status Key:**

- (O) Ongoing—minor administrative updates and changes only.
- (R) Revised—major program policy or implementation adjustments (provide details).
- (N) New—brand new program, or substantially revised or reconstituted (provide details).

<b>Single-family Residential</b> (Include home composting programs)	
<b>Waste Prevention</b>	<b>Status</b>
Description of Activity: <b>Preventing Wasted Food</b> - Raise awareness around the issue of food waste. <i>*Also applies to Multi-family activity</i>	
Goal: Residents gain awareness of wasted food and learn behaviors and actions that can result in less wasted food.	
Strategy: 1. Review the piloted EPA "Food Too Good to Waste," Eat Smart, Waste Less (LGWRC), Climate Action Now Portland campaigns and incorporate updated messaging and program materials into a single family outreach strategy on wasted food within the county.	N
Indicators of Success: <ul style="list-style-type: none"> <li>• Aligned messaging with regional partners</li> <li>• One feature article about preventing wasted food will be in Citizen News.</li> <li>• One display kit will be created and resources will be available for use at County-sponsored events and by Master Recyclers.</li> </ul>	
Strategy: 2. Offer one continuing education training on the topic of wasted food for Master Recyclers in the county.	N
Indicator of Success: <ul style="list-style-type: none"> <li>• 20 Master Recyclers will attend a training to learn about preventing wasted food and the regional campaign.</li> </ul>	
Strategy: 3. Explore partnering with existing programs and messaging from Oregon State University Extension Service to incorporate wasted food messaging into existing food preservation workshop.	N
Indicators of Success: <ul style="list-style-type: none"> <li>• At least two links to Food Preservation resources will be provided on our website and provided in relevant flyers.</li> <li>• RC&amp;SW staff and/or Master Recyclers will participate in at least one OSU Food Preservation Workshop.</li> </ul>	

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Description of Activity: <b>Reduce &amp; Reuse</b> – Promote opportunities and resources to reduce waste and encourage reuse.	
Goal: Residents engage in actions that generate less waste and use existing resources.	
4. Strategy: <ul style="list-style-type: none"> <li>Continue to list local and regional reuse-centered businesses in a ReUse flyer or other relevant format. Emphasize donation and purchasing used materials that results in waste reduction, reuse and helping people in need. Continue to make available at community events and upon request.</li> </ul>	○
Indicator of Success: <ul style="list-style-type: none"> <li>100 ReUse flyer will be distributed at various community events.</li> </ul>	
5. Strategy: <ul style="list-style-type: none"> <li>Continue to promote alternatives to buying new and local reuse businesses such as thrift stores, consignment shops and used building materials stores. Provide resources on the benefits of renting, borrowing or sharing items used infrequently.</li> </ul>	○
Indicator of Success: <ul style="list-style-type: none"> <li>A feature article about alternatives to buying new and reuse businesses will be in at least one issue of Citizen News or other outreach channels.</li> </ul>	
Description of Activity: <b>Master Recycler Program</b> - Support the regional Master Recycler Program.	
Goal: Citizens engage in actions that result in less waste and greater awareness of waste systems in the metro and tri-county region.	
6. Strategy : <ul style="list-style-type: none"> <li>Host and support one course in Clackamas County each fiscal year. (April &amp; May)</li> </ul>	○
Indicators of Success: <ul style="list-style-type: none"> <li>Enhanced support is provided for Master Recyclers to conduct outreach and fulfill payback hours at a minimum of 4 events open to the public. (County staff organize and back-fill volunteers).</li> <li>At least 3 kits made available for use by Master Recyclers when tabling at additional events in the community.</li> <li>At least 4 staff presentations were given during the course.</li> </ul>	

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Recycling	Status
<p><b>Required:</b> Curbside recycling outreach activity for an existing program.</p> <p>Description of Activity: <b>Curbside Recycling</b> – Outreach to residents around recycling at home.</p>	
<p>Goal: Residents engage in actions that result in more recycling and a better understanding of which materials are recyclable and where to recycle them.</p>	
<p>Strategy:</p> <p>7. Review the Residential Waste Composition study (LGWRC) and relevant data to Clackamas County. Incorporate study results in new and on-going messaging to single family residents within the county.</p>	N
<p>Indicators of Success:</p> <ul style="list-style-type: none"> <li>• Feature at least one article in Citizen News and provide content for city newsletters or solid waste bill inserts about emerging recycling topics, such as contamination in recycling or recyclables in the garbage.</li> <li>• RC&amp;SW staff will participate in at least one meeting to explore the results and potential strategies with franchised collection companies.</li> </ul>	
<p>Strategy:</p> <p>8. At community events, tangibly model correct recycling with Recycling YES/NO display boards. Continue to provide English and Spanish Recycling Guide flyer at events and upon request.</p>	O
<p>Indicator of Success:</p> <ul style="list-style-type: none"> <li>• 500 Recycling Guide flyers will be distributed at community events and upon request.</li> </ul>	
<p>Description of Activity: <b>Alternative Recycling Options</b> – Promote recycling at depots and other non-curbside locations.</p>	
<p>Goal: Residents engage in actions that result in further recycling efforts and a better understanding of which materials are recyclable and where items can be recycled.</p>	
<p>Strategy:</p> <p>9. Continue to maintain the county area Recycling Depot list. Feature recycling locations, yard debris and wood recycling, Paintcare, Call2Recycle and Oregon E-Cycles drop-off sites.</p>	O
<p>Indicator of Success:</p> <ul style="list-style-type: none"> <li>• Recycling Depot list will be featured in at least one issue of Citizen News. <i>*Also applies to Toxics Reduction section.</i></li> </ul>	
<p>Strategy:</p> <p>10. Have an ad or article in one issue of Citizen News that encourages redemption of deposit containers and indicates why it's a preferable method of recycling.</p>	O
<p>Indicators of Success:</p> <ul style="list-style-type: none"> <li>• Feature one ad on redemption of deposit containers in Citizen News.</li> <li>• Event recycling program will continue to promote Bottle Drop locations and returning deposit containers for fundraising.</li> </ul>	



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Description of Activity: <b>Home Composting*</b> (Backyard Composting)	
Goal: Residents engage in actions that result in managing organic waste at home, gain a better understanding of how and what to compost.	
Strategies: 11. Continue to encourage residents to compost fruit/vegetable scraps and yard debris at home. Provide publications and display materials at community events and upon request. 12. Continue to provide composting resources on our website, DIY instructions and provide links to external resources (OSU Extension and Metro).	
Indicators of Success: • One article on composting options and resources will be in Citizen News or other outreach channel. • Composting kit and publications will be provided at local farmers markets, County Fair and other community events.	

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<b>Multi-family Residential</b>	
<b>Waste Prevention</b>	<b>Status</b>
Description of Activity: Promote waste prevention to property managers and residents at multifamily communities.	
Goal: Residents engage in actions that result in less waste.	
Strategy: 1. Educate property managers through direct outreach, events and our website about waste prevention. Distribute information on junk mail and food waste reduction. 2. Work with Metro and other jurisdictions to find effective strategies to promote food waste reduction within multifamily communities.	R  N
Indicator of Success: <ul style="list-style-type: none"> <li>• 50 communities receive waste prevention information.</li> </ul>	
Strategy: 3. Offer presentations and displays regarding waste prevention, recycling and other waste reduction messages upon request.	R
Indicator of Success: <ul style="list-style-type: none"> <li>• 10 multifamily communities receive presentations or tabling.</li> </ul>	
<b>Reuse</b>	
Description of Activity: Promote reuse to property managers and residents at multifamily communities.	
Goal: Residents reuse, swap or donate usable household items.	
Strategy: 4. Distribute materials that promote reuse such as Reduce, Reuse, Recycle Guide, Reuse flyer, Community Warehouse door hanger and/or Metro magnet.	O
Indicator of Success: <ul style="list-style-type: none"> <li>• 25 communities receive information about reuse.</li> </ul>	
Strategies: 5. Survey property managers informally about existing reuse programs and feasibility of an event or space for unwanted, reusable items. 6. Continue identifying opportunities to coordinate with a social service reuse organization such as Community Warehouse or similar non-profit to collect reusable items either on on-going basis or after an on-site collection event.	N  R
Indicators of Success: <ul style="list-style-type: none"> <li>• Survey results from property managers showing interest/accessibility to store items for reuse.</li> <li>• One community implements a reuse activity – event or ongoing storage.</li> </ul>	

## Intergovernmental Agreement

### Scope of Work – Exhibit A

Description of Activity: Promote technical assistance program to property managers.	R
Goal: Property managers are aware of our program and request tools to educate tenants.	
Strategy: 7. Develop and distribute an electronic property manager's newsletter that will be delivered once a year that contains information about waste reduction and recycling topics to keep property managers current and informed about our services. Include reminders about available resources.	N
Indicator of Success: <ul style="list-style-type: none"> <li>• Newsletter is distributed to roughly 230 property managers for whom we have email addresses.</li> </ul>	
Strategy: 8. Maintain updated information on the website: <a href="http://www.clackamas.us/recycling">www.clackamas.us/recycling</a> and <a href="http://www.clackamas.us/recycling/multifamily">www.clackamas.us/recycling/multifamily</a> 9. Highlight program assistance in one issue of Trash Talk.	R
Indicators of Success: <ul style="list-style-type: none"> <li>• PMs request materials and assistance.</li> <li>• 25 communities receive technical assistance.</li> </ul>	O



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Recycling	Status
Description of Activity: Provide technical assistance to communities.	
Goals: Residents recycle often and right.	
Strategy: 10. Offer assistance to an estimated 50 communities that have not received assistance in the past 4 years. Contact will occur by phone, email or site visit. 11. Provide on-site assistance as requested.	R  O
Indicator of Success: <ul style="list-style-type: none"> <li>• 25 communities receive resources, information and assistance.</li> </ul>	
Strategy: 12. Distribute reusable recycling bags for the collection and transport of recyclable materials to common recycling areas. Property managers must complete a required question on the order form identifying distribution plan to receive the bags.	O
Indicator of Success: <ul style="list-style-type: none"> <li>• 200 bags are distributed to property managers.</li> </ul>	
Strategy: 13. Expand our resources available in other languages. Prioritize materials and translate into languages most needed in Clackamas County. From the County's recycling web pages link to Metro's Language hub resources.	N
Indicators of Success: <ul style="list-style-type: none"> <li>• Recycling Guide is translated into one other language</li> <li>• The County's multifamily webpage links to Metro's Language Hub.</li> </ul>	

## Intergovernmental Agreement Scope of Work – Exhibit A

<b>Construction &amp; Demolition</b>	
<b>Waste Prevention</b>	<b>Status</b>
Description of Activity: Provide information about businesses accepting C&D materials to be reused or repurposed.	
Goal: Encourage residents, businesses and organizations to engage in actions that result in greater supply and use of reusable C&D materials.	
Strategy: 1. Continue to promote local businesses that accept and/or sell salvaged construction and demolition materials, building materials.	O
Indicators of Success: <ul style="list-style-type: none"> <li>• Feature one ad about local reuse stores and/or one ad about Metro Paint in Citizen News.</li> <li>• Supply 50 each of Metro Healthy Home Improvement cards, Metro Paint, Canby Habitat ReStore and Rebuilding Center brochures in the DTD lobby, and at relevant events.</li> </ul>	
Description of Activity: Engage the appropriate regional stakeholders in open discussions on the subject of deconstruction and salvaged building materials.	
Goal: Create consistent regional/state policy/procedures to encourage deconstruction and utilization of salvaged building materials amongst the building trades.	
Strategies: 2. Arrange a debriefing with City of Portland, Metro and deconstruction stakeholders and the County's Building Official to review the City of Portland's recent policy work to encourage deconstruction as the preferred method of building removal.	N
3. Hold one or more workshops to learn the processes currently used by local jurisdictions for building removal and encouraging the use of salvaged building supplies.	N
4. Hold a workshop to discuss and draft proposed code changes.	N
Indicator of Success: <ul style="list-style-type: none"> <li>• By the end of FY16 create draft language to submit to the Oregon Building Codes Division for inclusion in the State's 2017 Residential Construction interim code update.</li> </ul>	



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Recycling	Status
Description of Activity: Distribute Metro Salvage and Recycling Toolkit to appropriate high traffic areas.	
Goal: Provide residents, businesses and organizations with a tool allowing them to quickly locate a site that will recycle or reuse their C&D materials.	
Strategy: 5. Distribute toolkits at DTD lobby counter, local libraries, jurisdictions and relevant community events.	○
Indicators of Success: <ul style="list-style-type: none"><li>• Supply 400 toolkits and carpenter's pencils in DTD lobby resource area. Regularly stock.</li><li>• Supply local libraries and local jurisdictions within Clackamas County with 150 Toolkits, restock at request.</li></ul>	

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## Scope of Work – Exhibit A

<b>Toxicity Reduction</b>	
<b>Waste Prevention</b>	<b>Status</b>
Description of Activity: <b>Safe Alternatives</b> - Promote alternatives to toxics.	
Goals: Residents, businesses and organizations engage in actions that result in using less toxics.	
Strategy: 1. Continue outreach to residents about using less toxics at home, including green cleaners and alternatives to herbicides and pesticides.	O
Indicators of Success: <ul style="list-style-type: none"> <li>• Alternatives to toxics and Green Cleaners will be featured in at least one issue of Citizen News or solid waste bill.</li> <li>• Feature Green Cleaners display at 3 community events.</li> <li>• Distribute 300 Green Cleaner booklets at community events.</li> </ul>	
Strategy: 2. Explore promoting the use of compost as an alternative to herbicides and chemical fertilizers.	N
Indicator of Success: <ul style="list-style-type: none"> <li>• Distribute 300 Healthy &amp; Safe Metro coupon books and Toxic Trash flyers at community events. <i>*Also applies to Recycling section.</i></li> </ul>	
<b>Recycling</b>	
	<b>Status</b>
Description of Activity: Promote Metro Hazardous Waste Facilities as the safe method for disposing of household hazardous waste.	
Goals: Residents engage in actions that result in a better understanding of which materials are potentially toxic and their safe disposal options.	
Strategy: 3. Continue to encourage safe disposal of unwanted medication and medical sharps. Provide brochures at community events, links on our website and information upon request.	O
Indicators of Success: <ul style="list-style-type: none"> <li>• Distribute 50 brochures - Clackamas River Water Providers "How to properly dispose of unwanted medication" at community events.</li> <li>• Distribute 50 brochures - Metro "Safe disposal of medical syringes" at community events.</li> </ul>	
Strategy: 4. Feature the Oregon E-Cycles in Citizen News. Continue to provide links on our website and flyers for community events.	O
Indicator of Success: <ul style="list-style-type: none"> <li>• There will be at least one article or ad in Citizen News</li> </ul>	

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## Scope of Work – Exhibit A

Other	
Required Elements <i>(may be addressed here or in narrative portion of the plan)</i>	Status
<p>1. <i>Demonstrate compliance with the Regional Service Standard (including individual jurisdictions within cooperatives) by completing RSS: Frequency of Service Table.</i></p> <p>Unincorporated Clackamas County and the cities of Barlow, Canby, Damascus, Estacada, Gladstone, Happy Valley, Johnson City, Lake Oswego, Milwaukie, Molalla, Oregon City, Rivergrove, Sandy, West Linn and Wilsonville are all in compliance with the Regional Service Standard.</p>	
<p>2. <i>Maintain or increase curbside recovery levels (total tons and per capita tons recovered and disposed).</i></p> <p>Anecdotal information on recovery from local collection is available through the inspection of containers and recycling practices during technical assistance to businesses, and during regular communication with franchised collectors. We will review quarterly recycling and solid waste tonnage data from our franchises. We will continue to provide outreach, education and troubleshooting as described in the strategies and narratives outlined in the residential and business programs above.</p>	
<p>3. <i>Participate in at least one regional waste reduction planning group. (please provide details)</i></p> <p>Clackamas County staff actively participates in several regional work groups including the Solid Waste Directors, Business Recycling Workgroup and Local Government Recycling Workgroups, County staff also participates in other regional/state initiatives such as Disaster Debris Management, Organics and ReTrac.</p>	

# Intergovernmental Agreement

## Scope of Work – Exhibit A

Waste Prevention	Status
Description of Activity: <b>Language Accessibility</b> - Translate messaging and publications	
Goal: Reach underserved communities with recycling and waste reduction information.	
Strategy: 4. Revisit existing printed and online materials and prioritize them for language translation. (This activity aligns with other efforts in the Department of Transportation and Development to meet Title VI requirements for accessibility.)	R
Indicators of Success: <ul style="list-style-type: none"> <li>• Create at least 3 non-English links to Metro's translated language hub web pages.</li> <li>• At least one outreach publication is translated into three languages and offered in person and website.</li> </ul>	
Description of Activity: <b>Oregon Green Schools</b> - Support the OGS program within schools.	
Goal: Provide information about how to reduce solid waste generated by schools and build momentum and excitement around issues of sustainability in schools.	
Strategies: 5. Reach out to known contacts within schools, school and district-level administrators, school boards and others to invite participation in the Oregon Green Schools program. 6. Support schools through the process of becoming OGS certified 7. Conduct waste audits in schools and assist with waste reduction goals within schools 8. Celebrate green school certification within schools at assemblies.	O
Indicators of Success: <ul style="list-style-type: none"> <li>• Minimum of 25% OGS certification of Clackamas County schools.</li> <li>• Student participation in audits</li> </ul>	
Description of Activity: <b>School Waste Reduction Packet</b> - Prepare and distribute annual waste reduction packet to all schools in Clackamas County.	
Goal: Provide information about how to reduce solid waste generated by schools.	
Strategies: 9. Identify waste reduction opportunities for schools. 10. Continue to refine list of best contact at each school to receive the annual packet.	O
Indicator of Success: <ul style="list-style-type: none"> <li>• All schools in the County will receive the annual waste reduction packet. The number of contacts (calls and emails) we receive for waste reduction assistance in schools will be tracked.</li> </ul>	



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Description of Activity: <b>School Presentations</b> - Deliver classroom waste reduction presentations as requested.		
Goal: Provide information about how to reduce amount of solid waste generated by schools and students, engage and educate students.		
Strategy: 11. Present different actions for students to take to practice waste reduction in their daily lives.		R
Indicator of success: <ul style="list-style-type: none"> <li>Students commit to one waste reduction action by the end of each presentation.</li> </ul>		
Description of Activity: <b>Schools Mini-Grants</b> - Provide waste reduction mini-grants to schools after successful completion of an application.		
Goal: Support waste reduction in schools throughout Clackamas County.		
Strategy: 12. Review grant applications to make sure they support projects that are likely to reduce waste in schools.		O
Indicator of Success: <ul style="list-style-type: none"> <li>Proven cost savings or waste reduction in schools after project implementation.</li> </ul>		
<b>Recycling</b>		<b>Status</b>
Description of Activity: <b>School Assistance</b> - Provide recycling and composting (where available) technical assistance to schools throughout Clackamas County		
Goal: Increase recycling and /or composting awareness and capability among students, school staff and faculty.		
Strategies: 13. Reach out to schools to make them aware of the recycling assistance available. Methods for reaching schools include the quarterly "Trash Talk" publication, cold calls and e-newsletters. 14. Provide recycling containers and signage on request 15. Provide annual yes/no recycling information to schools		O
Indicator of success: <ul style="list-style-type: none"> <li>Track requests for recycling and composting technical assistance</li> <li>Provide technical assistance to a minimum of 50 schools</li> </ul>		

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Description of Activity: <b>School Recycling Audits</b> - Conduct an audit of material found in recycling bins with interested schools	
Goal: Reduce contamination in recycling, identify waste reduction opportunities	
Strategies: 16. Spot-check, document and correct recycling for contamination through education 17. Identify opportunities for waste reduction (example: make sure paper is used on both sides before being placed in recycling bin).	○
Indicator of success: Improvement over time, as seen by spot checks and follow-up audits. This is a baseline year, as we have not tracked this in the past. We will generate interest through the Oregon Green Schools certification process and we will offer this service when we are providing technical assistance to schools.	
Description of Activity: <b>Event Recycling</b>	
Goals: Provide event recycling at community events in Clackamas County.	
Strategy: 18. Continue to provide event recycling containers and resources for collecting cans and plastic bottles.	○
Indicator of Success: • At least 50 events will be served with event recycling containers and materials.	

### Regional Service Standard: Level and Frequency of Service

Check here if there have been **NO CHANGES** to any elements in your jurisdiction (and in jurisdictions that are members of your cooperative)