

## Multifamily Sector Project Work Plan

Revised 6/21/16

### PROJECT PURPOSE

The purpose of this project is to:

- define what opportunities for improvement exist in the multifamily sector related to policy, infrastructure and education
- create a plan to address sector-specific opportunities
- implement a regional plan to achieve the project goals.

### PROJECT GOALS

1. Ensuring access across the region to garbage and recycling services for multifamily residents,
2. Increasing the amount of recyclable materials recovered by the multifamily sector,
3. Ensure the recyclable materials collected are high quality.

### PROJECT BUDGET

The project budget proposed for FY 2015-2016 is \$60,000. An additional \$60,000 has been proposed in the 2016-2017 budget.

### PROJECT STRUCTURE

The project work will be coordinated through a joint Metro/ local government project team. The project team will coordinate and conduct the project tasks, develop project deliverables and make recommendations to the local government solid waste directors working group (SWD) on policy and infrastructure improvements to the regional multifamily collection system.

Pam Peck, is the project sponsor and will provide guidance on project strategy, monitor project performance, flag issues for SWD review.

### PROJECT EQUITY APPROACH

To be determined. In summer of 2016 the project team will determine how to approach and incorporate equity into project processes, tasks and decision-making.

### PROJECT TEAM

Primary responsibilities:

- Assist with project direction and linking work to program areas
- Complete assignments within the project team
- Provide constructive comments and review of deliverables

#### Project Team Membership

Name	Role	Responsibilities
Sara Kirby	Project manager	Lead and facilitate team including direct and manage work plan, task assignment, budget, meetings, submit requests for additional resources and refer conflicts to SWD team.

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<b>Rosalynn Greene</b>	Project team member	Serve as a lead in project measures, participate in team meetings, share project progress with work teams, complete or delegate project tasks.
<b>Matt Tracy</b>	Project team member	Serve as liaison to LGWRC group, provide historical sector context, participate in team meetings, share project progress with work teams, complete or delegate project tasks.
<b>Elizabeth Cole</b>	Project team member	Serve as the City of Beaverton representative, participate in team meetings, share project progress with work teams, complete or delegate project tasks
<b>Tenille Beseda</b>	Project team member	Serve as Clackamas County representative, participate in team meetings, share project progress with work teams, complete or delegate project tasks
<b>Shaunna Sutcliffe-Shadle</b>	Project team member	Serve as City of Gresham representative, participate in team meetings, share project progress with work teams, complete or delegate project tasks
<b>Amanda Romero</b>	Project team member	Serve as City of Portland representative, participate in team meetings, share project progress with work teams, complete or delegate project tasks
<b>Heather Robinson</b>	Project team member	Serve as Washington County representative, participate in team meetings, share project progress with work teams, complete or delegate project tasks

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### MAJOR PHASES AND TASKS

The project will be divided into three different phases for completion. The phases accomplish the fundamental needs of the project including getting off to a good start with clearly defining project and the role of the project team; establishing sector-specific data and research; creating a regional plan based on sector-specific opportunities; and bringing all the work together into a coordinated regional implementation plan. The three phases are listed below.

- I. Define sector opportunities
- II. Create regional plan to address defined sector opportunities
- III. Implement regional plan

### RELATED TASK

Metro is conducting a multifamily waste characterization study from June through October of 2016. Garbage and recycling composition samples will be collected from 92 randomly selected sites throughout the region. Generation samples will also be collected at composition sample sites.

#### **Study 1: Curbside recycling program performance**

This study looks at the amount of curbside recyclables in garbage containers.

#### **Study 2: Contaminants in recycling**

This study looks at the amount of items not recyclable curbside, known as contaminants, that are in recycling containers.

#### **Study 3: Generation**

This study looks at the amount garbage and recyclable materials generated per unit.

**PHASE 1: DEFINE SECTOR OPPORTUNITIES -- completed by April 2017****Task 1.1 Project Kick-off**

The purpose of this task will be to introduce the project to the team and begin collecting data and information on the multifamily sector:

**Key subtasks**

- Finalize project team charter
- Individual meetings with local government staff
- Review Metro Data Resource Center (DRC) Multifamily Housing Inventory.
- Identify existing data fields in local government multifamily databases the project team will use to understand access to recycling service. Local government databases were determined to be less accurate than requesting multifamily service level data directly from the haulers.
- Review early drafts of scope of work for potential contractor – this subtask was not started until April 2016 due to work on the hauler data request.
- Compile current policy, code, administrative rules, etc related to multifamily recycling that apply to multifamily communities in the region – this subtask was moved to task 1.3.

**Deliverables:**

- Project charter finalized.
- Completion of individual meetings with local governments.
- Existing data sources identified and considered. Requesting multifamily service level data directly from haulers was determined to be the preferred data source.

**Task 1.2 Analyze hauler service level data**

The purpose of this task is to request and assemble multifamily service level data from haulers to determine per unit service volumes and ratio of garbage to recycling service volume by property, jurisdiction and region. Initially this task was envisioned to use existing local government data kept on multifamily properties. The project team determined that local government data would not be as up to date and complete as directly requesting service level information from collection companies.

**Key subtasks**

- Determine and implement a process to request service level information from haulers, submit to LG's and LG's pass along to Metro. Build in quality control reviews.
- Project manager to meet with Data Resource Center to determine information formatting and roles and responsibilities of processing and analyzing the requested data.
- Metro's Data Resource Center compiles, matches to regional multifamily housing inventory, and provides analysis of submitted hauler service level data.
- Project team to review and interpret per unit service volumes and

ratio of garbage to recycling service volume by property, jurisdiction and region data received back from the DRC.

- Project team to create plan to address gaps identified in service level data.
- Update SWD group on DRC findings and use service level data to inform the recommendation to the SWD group

**Deliverables:**

- Hauler service level multifamily data received by Metro DRC (all data not received until early June).
- Per unit service volumes and ratio of garbage to recycling service volume by property, jurisdiction and region (July 2016) Identification of gaps in service level data and next step to gather additional data to fill the gaps.

**Task 1.3 Research on multifamily program “attributes” to create support for change in the multifamily sector.**

The purpose of this task is to direct the work of a contractor to interview existing multifamily programs nationwide to identify successful strategies involving policy, infrastructure/collection system improvements and education to improve access to, and performance of, multifamily collection systems. A compilation of code related to the provision of multifamily garbage and recycling service for jurisdictions within the Metro region is also included in this task.

**Contractor subtasks, determined by the team based on areas where more information is needed to achieve project goals**

- Created a list of prompting attribute questions for interviews.
- Identified jurisdictions outside of the Metro region to interview.
- Compile code related to the provision of multifamily garbage and recycling service for jurisdictions within the Metro region. Code attributes will be summarized in a table and code full text will be included in an appendix.
- Review draft and final reports
- Update to SWD group interview findings and use the finding from the interviews to inform recommendations to the SWD group.

**Deliverables:**

- A summary reference document including a table of attributes for interviewed jurisdictions and a short summary of each interview. Interview notes will be included an appendix. Attribute table and appendix containing the full text of code related to the provision of multifamily garbage and recycling service for jurisdictions within the Metro region.

**Task 1.4 Explore policy options**

The purpose of this task is for the project team to understand all policy, code, ordinance and administrative rules that impact garbage and recycling service provision.

**Key subtasks**

- Review reference document on multifamily related code (deliverable in Task 1.1)
- Look for areas to opportunities to simplify or create consistency in multifamily related code; identify gaps

- Local government project team members will meet with other staff in their jurisdictions to explore tolerances for potential change (i.e. how can we address conflicts between increasing enclosure size and parking requirement)
- Identify Metro and local government stakeholders and decision-making groups (councils, Solid Waste Alternatives Advisory group, etc) related to potential policy change
- Identify stakeholder impacted by potential policy change (property managers, haulers, multifamily residents)

**Deliverables:**

- Memo documenting work that include recommended options to further explore, options that were rejected and why; and stakeholders that were involved/consulted.

**Task 1.5 Craft recommendations**

The purpose of this task is for the project team to reach agreement on recommendation(s) that achieve the project's goals and present them to the local government solid waste directors group. This task is dependent on having all other tasks completed.

**Key subtasks**

- Agreement within the team on one or more recommendations that achieve the projects goals
- Determine format for how recommendations will be presented to the SWD group
- Identify stakeholder impacted by potential policy change (property managers, haulers, multifamily residents)
- Additional work will likely be identified

**Deliverables:**

- Memo or report and presentation to the SWD group on recommendations to achieve the project goals of increasing access to recycling service, increasing recovery and decreasing contamination.
- Decision from the SWD group on next steps. (April 2017)

**PHASE 2: CREATING THE PLAN -- completed by November 2017**

**Task 2.1 Kick-off**

The purpose of this task is to launch the second phase of the project, which may include different team members, finalizing the Phase 2 project plan and identify any outstanding needs before creating the plan.

**Deliverables:**

- Finalized phase two project plan

**Task 2.2 Determine Metro and local government roles necessary to achieve the project goals.**

The purpose of this task is to clearly define the Metro and local government roles needed to implement the recommendation and achieve the project goals.

**Deliverables:**

- Clearly articulated roles and responsibilities to achieve project goals.

**Task 2.3 Policy work.**

The purpose of this task is to work on a draft version of new policy intended to achieve the project goals.

**Deliverables:**

- Draft policy to achieve project goals for stakeholder review.

**Task 2.4 Agreement on implementation approach, roles and responsibilities in the sector.**

The purpose of this task is to formalize the agreed-upon approach to the sector.

**Deliverables:**

- Formalize agreement. Could be in the form of the Regional Solid Waste Management Plan, intergovernmental agreement or a memorandum of understanding to be determined by the SWD group.

**Task 2.5 Create stakeholder engagement plan.**

**Task 2.6 Develop education materials.**

**PHASE 3: IMPLEMENTING THE PLAN**

**Task 3.1 Kick-off implementation phase.**

The purpose of this task is to kick-off plan implementation. Identify implementation project team members, review implementation roles and timelines.

**Task 3.2 Access data.**

The purpose of this task is to review access to recycling service data at agreed-upon timelines.

**Task 3.3 Semi-annual implementation meetings.**

Review access data, implementation roles, review and discuss implementation issues that arise.

**PROJECT TIMELINE**

