

# REGIONAL WASTE ADVISORY COMMITTEE

## Meeting Worksheet

**PRESENTATION DATE:** June 17, 2021

**TOPIC:** MetroPaint Strategic Priorities and Progress Update

**PREPARED BY:** Lake Thelen

**PRESENTERS:** Lake Thelen, Andrew Staab, Jon Mayer (tentative)

**RELATED REGIONAL WASTE PLAN GOALS:** 3, 4, 5, 9, 10, 12, and 15

### PURPOSE OF PRESENTATION

- Build a shared understanding of MetroPaint program and strategic priorities
- Convey staffing needs, including the conversion of 12 contracted positions to Metro staff
- Discuss cost impacts, timing and budget considerations, and RWAC recommendation for advancing program priorities through a WPES budget amendment in FY 21-22

### BACKGROUND

The MetroPaint program provides equitable workforce opportunities and manages materials to their highest use by producing high-quality recycled paint for sale and donation in the community. Over the last 21 years, the program has processed over 6 million liquid gallons of discarded latex paint (from 14.4 million gallon cans) and packaged 3.1 million gallons for retail. MetroPaint is operated by 25 staff members with a mix of contracted, variable hour, and regular status FTE.

The program provides numerous environmental, economic, and workforce equity benefits to Metro and to the region, which include:

- Keeps 400,000 gallons of waste out of the landfill annually
- Limits extraction of raw materials, GHG emissions, and air, water, and soil pollution associated with producing new paint
- Provides high quality, low-cost paint to community members, small businesses, and non-profits
- Provides living wage jobs (\$24.56/hr) for residents facing systemic barriers to employment
- Supports graffiti abatement, community cleanup, and affordable housing through paint donations
- Maintains public-private partnerships with Miller Paint (primary local distributor) and Oregon Paint Care
- Creates career pathways and workforce transition opportunities

In early 2020, the program was moved into the Community Services and Education (CSE) Division of WPES and directed to invest in and expand the many community benefits associated with MetroPaint while centering workforce equity. The team engaged in a strategic planning process to develop a 5-year work plan guided by the 2030 Regional Waste Plan (Goals 3, 4, 5, 9, 10, 12, and 15; see Attachments) that addresses program needs, invests in staff well-being, and expands community resources.

Based on the program strategic priorities and workforce equity needs, WPES is requesting Metro council approval for the following staffing changes in FY 21-22:

- Transition 12 FTE contracted paint technicians to regular status Metro positions
- Transition 1.0 FTE variable hour public outreach specialist to a regular status Metro position
- Add 1.0 FTE for manager position to address reporting structure needs

The twelve full-time, contracted positions perform a range of essential duties side-by-side with Metro staff members but are denied the full benefits and protections of regular status employees. This disparity profoundly impacts retention, recycling operations, use of management time, and morale and well-being. The variable hour public outreach position (currently at 0.6 due to COVID-19 budget impacts) is the only FTE dedicated to paint sales and donation, which significantly limits marketing, revenue generation, and community outreach capacity, including graffiti abatement and affordable housing donations. The 1.0 manager position is currently being filled by a work out of class supervisor; for years the facility was supervised by one staff member with 24 direct reports. The facility manager and variable hour outreach position were originally proposed in the FY 20-21 budget, but were cut as a result of the pandemic.

Transitioning to regular status Metro positions and adding management capacity:

- Provides living wage, benefited positions in the solid waste field which primarily benefit people of color (Goal 3.1 of the Regional Waste Plan)
- Eliminates disparities between Metro staff and contracted labor performing equivalent duties
- Positively impacts staff retention, morale, program operations, use of management time, community partnerships and donation, and revenue

The FY 21-22 cost impact is approximately \$447,000 and does not necessitate a rate increase.

**Staffing Change FY 22 Cost Impact**

<b>Current staffing:</b>	Personnel expense	\$2,037,377
<b>Proposed changes:</b>	Personnel expense	\$2,484,628
	Cost impact	\$447,251

Staff are requesting Council guidance on the following options:

- **Summer budget amendment.** Staff would bring forward a summer budget amendment that would allow for staff to begin the process immediately of transitioning to Metro positions. Contracted staff have been actively engaged as stakeholders in the strategic planning process since June 2020 and a decision on a shorter timeline would be responsive to staff needs, increase capacity to meet revenue targets and advance workforce equity goals.
- **Fall budget amendment.** Staff would bring forward an amendment in November for Council consideration. This would delay converting contracted staff to a later date that would occur after peak season for paint sales between May and September 2021. This may result in lower production and revenue due to staffing gaps and lack of capacity, as permanent staff has resulted in greater retention and more effective recycling operations.
- **Maintain current staffing and program plan.** This would maintain the existing budget expenditures. This conserves department funds but may require a significant reduction in

program capacity and partnerships since reporting structure, public outreach and marketing FTE, and workforce equity issues remain unaddressed.

#### **PROGRESS TO DATE**

<b>Date</b>	<b>Key actions</b>	<b>Deliverables</b>
June 2020 to January 2021	<ul style="list-style-type: none"><li>• Host staff engagement sessions</li><li>• Draft/refine priorities and activities</li><li>• WPES internal review</li></ul>	<ul style="list-style-type: none"><li>• 5-year strategic plan</li></ul>
February to April 2021	<ul style="list-style-type: none"><li>• Lean analysis and facility process mapping</li><li>• WPES Finance analysis</li></ul>	<ul style="list-style-type: none"><li>• Staffing plan and budget projections</li></ul>
May 2021	<ul style="list-style-type: none"><li>• Engage WPES directors</li><li>• Engage WPES Finance</li><li>• Engage Metro COO</li></ul>	<ul style="list-style-type: none"><li>• Approval to bring staffing recommendation before Council</li></ul>
June 2021	<ul style="list-style-type: none"><li>• Engage Metro Councilors through SW Liaisons and 1:1s</li><li>• Engage RWAC</li></ul>	<ul style="list-style-type: none"><li>• Build program awareness and support</li></ul>

#### **QUESTIONS FOR CONSIDERATION**

- Does RWAC support the staffing amendment as proposed?
- What additional considerations or information should staff include?

#### **NEXT STEPS**

- Follow up with Council SW Liaisons as needed (week of June 14, 2021)
- Bring forward WPES budget amendment (timing based on Metro Council guidance)

#### **ATTACHMENTS**

- 2030 Regional Waste Plan and MetroPaint policy connections table