

4. Project Descriptions
Solid Waste Roadmap to 2020

1. Improve self-haul recovery: Metro South Station

CHALLENGE: Too little space for the large number of customers. Recovery suffers.

- Assess feasibility of and alternatives to receiving self-haul elsewhere
- Relocate services, as needed
- Use freed-up space at South for better material recovery and to offer new services, such as food waste transfer

2. Get the organics out

CHALLENGE: Food waste recovery infrastructure is not yet well developed.

- Support the development of a robust food waste reduction / digestion / composting system
- Target edible food salvage first; then
- Create transfer and/or processing capacity where needed

3. Reduce manufactured waste through product stewardship, policies, and education

CHALLENGE: Once food wastes are removed from msw, primarily manufactured waste remains.

- Toxics, packaging, plastics are among the high-priority manufactured wastes to target
- Generally requires broadly collaborative initiatives, w/ few effective unilateral opportunities
- Can reduce government's role in and cost of end-of-life material management (see #7)

4. Insulate Metro rate from tonnage diversions

CHALLENGE: Metro's rate serves as a regional benchmark; yet it is dependent on where waste is delivered; hence, ratepayers cannot realize all the cost savings associated with optimized waste flows.

- Illustrate the impact on Metro's rate of altering waste flows (e.g., reducing Metro's market share)
- Identify and evaluate alternative ways to insulate Metro pricing and operating revenue
- Adopt pricing policies that allow ratepayers to benefit from the most efficient waste flows

5. Determine system flows that maximize ratepayer benefit

CHALLENGE: Current waste flows may not maximize regional benefits at the lowest ratepayer cost.

- Determine least-cost waste flows (include cost of externalities, as feasible)
- Look at costs *and* benefits (goal: highest "bang for the buck")
- How should Metro influence waste flows to maximize ratepayer benefit at the least cost?

4. Project Descriptions

Solid Waste Roadmap to 2020

6. Build analytical capacity

CHALLENGE: Metro has not recently modernized its least-cost solid waste planning capabilities.

- Modernize (refresh, re-code) system modeling capability
- Enhance least-cost modeling with other measures, such as GHG emissions, diversion performance, and other desired evaluation criteria
- Utilize output as a primary input to support other Roadmap projects and for ongoing planning (see #5 and #8)

7. Align fiscal policies with system objectives and desired outcomes

CHALLENGE: Metro's dependence on disposal charges for solid waste and General Fund revenue may not be a stable source of revenue in the long-run, especially if waste reduction efforts are successful.

- Identify, quantify, and plan for long-run potential spending cuts *
- Identify, quantify, and pursue potential new sources of revenue
- Illustrate the consequences of not doing bullets one and two, above

(* The producer responsibility approach—e.g., PaintCare—can reduce government spending and shift end-of-life material management costs upstream)

8. Assess adequacy of transfer services

CHALLENGE: As the diversity of transfer services grows, access for all may not be adequate.

- Identify desired suite of services (e.g., wet waste transfer, dry waste MRFing, self-haul MRFing, organics reload, HazWaste, etc.)
- (Re-)assess the adequacy of access to specific services across the region
- Identify service alternatives that could provide suitable access for underserved parts of the region, customer types, waste streams, etc. (required curbside service? bulky waste pick ups?)

9. Add / subtract services

CHALLENGE: Service gaps possibly identified in #8 above.

- Respond to findings in service adequacy analysis: assess cost/benefit of service changes
- Establish new service levels that pass cost/benefit test
- Consider pilot programs prior to full implementation

10. Monitor new, developing technologies & practices

CHALLENGE: New approaches are evolving to manage wastes more sustainably. In the event that one or more would benefit the Metro region, Metro should be in an informed position to lead the charge.

- Scan publications, participate in conferences, invite select speakers to present at Metro
- Evaluate proven approaches and technologies that could benefit our communities
- Identify market development opportunities to support the system long-term

4. Project Descriptions

Solid Waste Roadmap to 2020

11. Project Metro disposal tonnage

CHALLENGE: Before proceeding with disposal service procurement, Metro must have a good idea of how much waste it will have to dispose of.

- Develop preferred approach for a long-run forecast
- Consider new waste management approaches (#10) and resultant disposal needs
- Use best tonnage projection(s) to inform disposal contract procurement (see #12)

12. Procure new contracts: Research – RFP – Negotiate

CHALLENGE: By 2020, Metro's transfer, transport and disposal contracts will have expired.

- Decide whether to bid three separate contracts, two, one, or some other combination.
- Any new transport contract will probably need to be 5 to 7 years in order to fully amortize invested capital
- With multiple options, any disposal agreement likely can be for 5 years or fewer, to preserve flexibility

13. Mobilize

CHALLENGE: Providing adequate time for a new transport operator to obtain equipment is likely to be the most critical factor that constrains the overall disposal services procurement timeline.

- Major contract procurement should be completed before 2019
- Transporter likely will need to procure new equipment: 12-18 month lead time
- Transport to begin January 1, 2020