



## Intergovernmental Agreement

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Metro Contract No.

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 City of Portland's Bureau of Planning and Sustainability, hereinafter referred to as "City", whose address is 1900 SW 4<sup>th</sup> Avenue, Portland, Oregon 97201.

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 FY 2018-19 Metro and Local Government Annual Waste Reduction Plan, Recycle at Work, and Business Food Waste Program.
2. Term. This Agreement shall be effective July 1, 2018, and shall remain in effect through June 30, 2019 unless earlier terminated in conformance with this Agreement, or extended by written amendment signed by both parties. Costs for this project may be incurred beginning July 1, 2018.
3. Services Provided and Deliverables. City 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, C, and D).
4. Payment for Services. Metro shall pay City for Annual Waste Reduction services performed and materials delivered in the maximum sum of THREE HUNDRED TWENTY-FIVE THOUSAND, FOUR HUNDRED FIVE AND 20/100THS DOLLARS (\$325,405.20) and for Recycle at Work services performed and materials delivered in the maximum sum of FOUR HUNDRED FIVE THOUSAND, ONE HUNDRED SIXTY-THREE AND 89/100THS DOLLARS (\$405,163.89) and Business Food Waste Program services performed and materials delivered in the maximum sum of NINETY-SEVEN THOUSAND, NINE HUNDRED FIFTY-FOUR AND NO/100THS DOLLARS (\$97,954.00) in the manner and at the time designated in the Scope of Work.



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5. Insurance. City is self-insured for liability and worker's compensation insurance coverage. A certificate of self-insurance is available for Metro upon request.

6. Indemnification. Subject to the limits of the Oregon Constitution and Oregon Tort Claims Act, City shall hold harmless Metro, its officers and employees from any claims or damages or property or injury to persons or for any penalties or fines, which may be occasioned in whole or in part by City's actions under this Agreement. Subject to the limits of the Oregon Constitution and Oregon Tort Claims Act, Metro shall hold harmless City, its officers and employees from any claims or damages or property or injury to persons or for any penalties or fines, which may be occasioned in whole or in part by Metro's actions 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 City:**

Bruce Walker  
City of Portland  
1900 SW 4<sup>th</sup> Avenue, Ste. 7100  
Portland, OR 97201

**For Metro:**

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



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

**For City:**

Bruce Walker  
City of Portland  
1900 SW 4<sup>th</sup> Avenue, Ste. 7100  
Portland, OR 97201  
(503) 823-7772

**For Metro:**

Jennifer Erickson  
Metro  
600 NE Grand Ave.  
Portland, OR 97232  
(503) 797-1647

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

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.

CITY OF PORTLAND

METRO

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

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

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

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



# Intergovernmental Agreement

## Scope of Work – Exhibit A

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### Attachment A

#### **SCOPE OF WORK: Annual Waste Reduction Plan**

- a) Term: July 1, 2018 to June 30, 2019.
- b) City's responsibilities. City shall:
  - 1. Provide to Metro a copy of City's Resolution, Ordinance, or signature of authorized representative approving this Intergovernmental Agreement including all of its attachments.
  - 2. Ensure that by June 30, 2019, the activities specified in Attachments A and D have been completed.
  - 3. On or before August 1, 2019, submit the following:
    - A) A completed reporting template.
    - B) Demonstrated compliance with OAR 340-090-0030 to 340-090-0042 and the Regional Waste Plan.
- c) Metro Responsibilities. Metro shall:
  - 1. Provide technical assistance to City as necessary to develop, execute, monitor, and evaluate the project.
  - 2. Provide assistance to City on promotional and educational activities.
  - 3. Monitor the general project progress and review as necessary City's accounting records relating to project expenditures.
  - 4. Provide City with any necessary reporting templates.
- d) Budget and Terms of Payment:
  - 1. Upon completion of section (b)(1) of this Scope of Work, Metro shall pay City \$325,405.20 in one lump sum. City's billing invoices shall include the Metro contract number, City name, remittance address, invoice date, invoice number, and invoice amount. City's billing invoices shall be sent to Metro Accounts Payable, 600 NE Grand Avenue, Portland, OR 97232-2736 or [metroaccountspayable@oregonmetro.gov](mailto:metroaccountspayable@oregonmetro.gov). The Metro contract number shall be referenced in the email subject line. City'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 City's invoice.
  - 3. City 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 City's performance in implementing program activities during the term of this contract.

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## Scope of Work – Exhibit A

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### Attachment B

#### SCOPE OF WORK: Recycle at Work

- a) Term: July 1, 2018 to June 30, 2019.
- b) City's responsibilities. City shall:
  - 1. Hire and train individuals as staff or contractors who work in the City's offices or external contractors whose primary responsibilities and duties are to provide waste prevention and recycling technical assistance and Business Recycling Requirement compliance services to businesses.
  - 2. Implement the Recycle at Work Annual Outreach Plan in Attachment D that identifies the City's strategy for targeting and recruiting businesses for waste prevention and recycling assistance and compliance with business recycling requirements.
  - 3. Collect data for each business assisted that summarizes contact information and type of assistance provided.
  - 4. On or before August 1, 2019, submit an annual progress report on the accomplishments of the business assistance program, including:
    - A) A completed end-of-year report in a form provided by Metro and that includes:
      - i) A narrative on the successes and challenges of the business assistance program;
      - ii) Overall expenditures and Metro grant funds spent on the business assistance program during the fiscal year (July 1, 2018 through June 30, 2019);
      - iii) A list of staff who worked on business assistance during the fiscal year (July 1, 2018 through June 30, 2019), their level of full-time equivalent (FTE) work time spent on business assistance, and their source of funding (Metro or local government)
    - B) Data collected for each business assisted through the program including contact information and type of assistance provided
  - 5. Make resources available to businesses as appropriate for the City.
  - 6. Establish a compliance program for the Business Recycling Requirement consistent with Section 2.6 of the administrative procedures for Metro Code Chapter 5.10 and provide written description to Metro.
- c) Metro Responsibilities. Metro shall:
  - 1. Provide resources and staff time to City to develop, execute, monitor, and evaluate the Recycle at Work program.
  - 2. Monitor the general program progress and review as necessary, City's accounting records relating to Recycle at Work program expenditures.
  - 3. Notify the City of Metro business assistance or pilots and any other business recruitment

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### Scope of Work – Exhibit A

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scheduled for the term of the IGA.

4. Provide the City with standardized reporting forms for annual progress reports.
5. Review and revise the program goals and budget as needed in conjunction with the Solid Waste Directors.
6. Conduct an evaluation of the program as needed, which may include on-site visits to businesses by Metro staff or independent third-party contractors.

d) Budget and Terms of Payment:

1. Metro shall pay City \$405,163.89 in one lump sum. City's billing invoices shall include the Metro contract number, City name, remittance address, invoice date, invoice number, and invoice amount. City's billing invoices shall be sent to Metro Accounts Payable, 600 NE Grand Avenue, Portland, OR 97232-2736 or [metroaccountspayable@oregonmetro.gov](mailto:metroaccountspayable@oregonmetro.gov). The Metro contract number shall be referenced in the email subject line. City'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 City invoice.

## Attachment C

### SCOPE OF WORK: Business Food Waste Program

- a) Term: July 1, 2018 to June 30, 2019.
- b) City's responsibilities. City shall:
1. Hire and train individuals as staff or contractors who work in the City's offices or external contractors whose primary responsibilities and duties are to provide technical assistance for composting, food waste prevention and donation with food-generating businesses.
  2. Utilize funding to support staff and to purchase program-related equipment and supplies with funding allocated as described in section d) 2. below.
  3. Participate in the Commercial Work Group (CWG) and CWG Food Scraps Subcommittee for the purpose of collaborating on multijurisdictional food-generating business assistance.
  4. Participate in the Food Scraps Program Evaluation System development, testing and implementation process.
  5. Provide quarterly reports illustrating assistance provided, success or challenges, and report annually on expenditures used for equipment and supplies.
- c) Metro Responsibilities. Metro shall:
1. Provide resources and staff time to City to develop, execute, monitor, and evaluate the program.
  2. Monitor general progress and review as necessary.
  3. Convene and facilitate the quarterly CWG and CWG Food Scraps Subcommittee meetings as needed.
  4. Develop and implement a transition plan to facilitate the shift from the current reporting method to the new Food Scraps Program Evaluation System.
- d) Budget and Terms of Payment:
1. Metro shall pay City \$97,954.00 in one lump sum. City's billing invoices shall include the Metro contract number, City name, remittance address, invoice date, invoice number, and invoice amount. City's billing invoices shall be sent to Metro Accounts Payable, 600 NE Grand Avenue, Portland, OR 97232-2736 or [metroaccountspayable@oregonmetro.gov](mailto:metroaccountspayable@oregonmetro.gov). The Metro contract number shall be referenced in the email subject line. City'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 City invoice.
  2. City shall provide services described in section (b) in exchange for the following funding allocations:

Staffing support:	\$80,000.00
<u>Equipment/Supplies:</u>	<u>\$17,954.00</u>
Total	\$97,954.00

**Attachment D**  
**FY 2018-19**  
**LOCAL GOVERNMENT ANNUAL WASTE REDUCTION WORK PLAN TEMPLATE**

Jurisdiction: City of Portland Contact: Alfredo Gonzalez

**1. Program Overview Narrative**

Provide a narrative overview of programs, services and focus areas for FY 2018-19 below.

The City of Portland Bureau of Planning and Sustainability (BPS) manages solid waste, recycling and composting collection programs within the city. BPS has 21.25 FTE that work on programs for businesses and other organizations, the City's internal operations, as well as single-family and multifamily residents. For all audiences, staff develop policy and programs and set service standards designed to encourage waste prevention and increase recovery of clean materials. Staff also develop outreach materials for each audience to increase program awareness, understanding, and participation. BPS provides a hotline and email for residents and businesses to ask questions related to garbage, recycling, and composting service, requirements, and resources. Extensive information is also available online, organized by audience so that users can readily access what they are seeking.

Single-family residential service is franchised and staff set rates as well as service standards which provide residents options and incentives to reduce waste. Engagement strategies include direct mailings, hauler and partner distribution, web, social media and presence at community events. The *Curbsider* newsletter is mailed to all residents twice a year to inform them on how to properly participate in their garbage recycling, and yard debris/food scraps composting service; how to make more sustainable consumption choices, and other bureau related issues and activities. Online, residents can check their collection schedule and sign up for collection day email reminders.

The City's franchise collection system is undergoing a mid-term franchise review that included guiding principles with new principles to increase workforce diversity and reduce barriers to economic opportunity for Minority/Women Business Enterprises (M/WBEs). The outcomes of extensive stakeholder engagement will lead to goals for women and minority participation in the workforce, implementation of best practices for increasing workforce diversity and increasing the transparency of the franchise sale process to provide greater opportunity for MWBE firms. Other opportunities will be pursued by overhauling City facilities and public trash collection contracts and exploring greater regulation of the multifamily service provision.

The multifamily program is designed to provide an easy and consistent recycling system for all multifamily residents in the city. A variety of free tools and resources are available to property managers and owners that help them fulfill the administrative rule requirements that affect multifamily communities located in Portland. We are refocusing efforts for the multifamily sector and are in a transition period between our existing and revamped strategies for delivering on climate, equity and quality service goals. Our first step, detailed in the work plan below, is to develop a strategy that includes rolling out any new requirements, guidelines



and/or best practices resulting from Metro Regional Waste Plan. Examples of potential service improvements include but are not limited to minimum capacity requirements, standardized container color and signage, enclosure standards and provision of bulky waste service. The plan will contain new proposals and goals for outreach, compliance monitoring, complaint response, and policy development and will identify existing staffing and resource gaps.

Public garbage collection is undergoing a significant expansion. Historically, BPS has paid for collection service and managed receptacles in seven business districts of the city. Over the next several years BPS will purchase, install and pay for servicing in all of the main centers and along busy commercial corridors. Jade District, the pilot district, has seen a successful expansion and we are currently preparing to expand into the rest of East Portland. In addition to adding new garbage receptacles, BPS will take over collection services for business districts that currently pay to manage existing receptacles. The program is intended to provide public garbage service, and help foster collaboration between BPS and neighborhood and businesses in our communities. Currently, public recycling service is available on the downtown transit mall and BPS is piloting a recycling option for bottles and cans in the program expansion.

As part of its climate action efforts, BPS is looking at the impacts of materials across their full lifecycle. The vast majority of carbon emissions associated with products are generated “upstream,” or before the user purchases them. BPS already encourages residents to make simple changes in the way they meet their needs such as renting, sharing, fixing, buying smart and reusing goods as well as selecting long lasting products and giving gifts of experience. These sustainable consumption activities prevent waste as well as carbon emissions associated with the production of goods.

BPS is working to identify ways to measure the impact of sustainable consumption activities. In FY 18-19 Portland will be developing the City’s first sustainable consumption strategy, and is beginning to explore the City’s role in promoting sustainable consumption and production.

Master Recyclers is a regional volunteer corps that supports BPS outreach efforts through a variety of functions such as staffing information booths at events, presentations at businesses, planning and implementing event recovery and community collection events, providing direct outreach and education to multifamily residents by conducting door-to-door outreach.

Other BPS efforts include contracting with Community Environmental Services at Portland State University to coordinate technical assistance and equipment for public event recycling and food scrap collection. BPS has actively participated in DEQ Materials Management Workgroups and Metro’s regional waste reduction planning activities. BPS has also submitted to Metro a Certification of Compliance with the Regional Service Standard.

## **2. Recycle at Work Program Overview Narrative**

Provide a narrative that demonstrates the following:

- Local jurisdiction has hired staff or contractors whose primary responsibilities and duties are to provide technical assistance and Business Recycling Requirement compliance services to businesses.

- Jurisdiction's strategy for targeting and recruiting businesses for Recycle at Work assistance.
- Description of the compliance program for the Business Recycling Requirement consistent with Section 2.6 of the administrative procedures for Metro Code Chapter 5.10.

*Sustainability at Work (SAW) implements the Recycle at Work program for the City of Portland. A combination of program and bureau staff provides technical assistance and BRR compliance services. Technical assistance addresses waste prevention opportunities, recycling and organics recovery, and buying less-toxic and recycled content products. Staff also provide businesses with recycling and composting containers, stickers and posters.*

*Portland's strategy for targeting and recruiting businesses for SAW assistance is detailed in Section J. New businesses are recruited through:*

- *staff attendance and tabling at a variety of events and workshops*
- *guest articles in business-facing newsletters*
- *our annual Problem Solved event*
- *guest articles in business-facing newsletters*
- *the New Business Welcome Kit website*

*In addition, the program offers recognition, and certifies over 100 business, government and non-profit workplaces annually. SAW publicizes the accomplishments of all certified businesses (currently over 350) through print and social media ads, which also builds brand recognition and generates leads. The program also maintains an e-newsletter and social media presence, which reach over 3,000 business community members (out of 32,000 businesses in Portland).*

Commercial Solid Waste, Recycling and Composting administrative rule 4.2, section D.1 requires haulers to educate new customers about recycling opportunities, "The permittee shall provide recycling, food scraps and yard debris collection information to every new customer within seven days of sign up and to all existing customers at least annually." BPS must review and approve all hauler-distributed materials.

*BPS maintains a compliance program for the Business Recycling Requirement consistent with Section 2.6 of the administrative procedures for Metro Code Chapter 5.10. This is met through City of Portland Business Administrative Rule, 5.2, Recycling and Solid Waste Requirements for Commercial Customers, Generators and Self Haulers – B. Business Recycling Requirements, (1) and (2).*

*The Administrative Rules state that all businesses shall recycle all paper and containers. To be in compliance with the recycling requirements, a business shall not have any recycling in their mixed waste. If these conditions are not met, the Business will be responsible for implementing the best management practices (BMPs) established by BPS to come into compliance. These BMPs include:*

1. *Correctly label all interior and all exterior recycling and composting containers and provide accurate signs and instructions that identify the materials the business must recycle.*
2. *Make internal and external recycling containers at least as conveniently located as garbage containers*

*If the City of Portland receives a complaint that a workplace is not recycling, the complaint will be investigated. If found out of compliance, the business will be expected to come into compliance within 30 days.*

*If compliance is not achieved within 30 days, penalties will be issued. Penalties are \$200 per month for the first infraction. Subsequent infractions will increase by \$200 each month, i.e., second infraction will be \$400, third infraction will be \$600 and continues at that level until the infraction is resolved.*

### **3. Budget Information**

Provide overall solid waste and recycling budget below.

**Total SWR budget: \$6 million**

**FTE: 21.25**

### **4. Annual Work Plan Task Tables**

Complete the following:

**Table 1. Maintenance of Existing Programs, Recycle at Work.**

**Table 2. Regional Service Standard.**

**Table 1: Maintenance of Existing Programs and Recycle at Work**

<b>A. Single-family Residential Recycling</b>	
Activity Description	Indicator of Success/ Measurement Metrics
<p>The Be Cart Smart program provides residents of houses and smallplexes (2-4 units) with service options, rate information, instructions on waste reduction, recycling, composting and garbage.</p> <p>The goals of Be Cart Smart (BCS) are to provide the public with education and assistance for the curbside program, to increase participation and recovery, to decrease contamination, and to promote options for beyond-the-curb resources.</p> <p>The program utilizes a variety of communications, outreach and engagement strategies with a focus on those new to Portland, larger families, residents with limited English proficiency, renters and landlords to ensure equitable access to information and services.</p> <p>Examples of communications include the <i>Portland Curbsider</i> publication, Curbsider blog, community event presence, suite of residential brochures, and advertisements. In addition, haulers are required to provide collateral explaining preparation of material, setout location and time, and a suite of additional messages per administrative rule 3.2, section F, to all new customers and those customers who request the information.</p>	<ul style="list-style-type: none"> <li>• Mail 180,000 households a <i>Portland Curbsider</i> twice a year with at least one edition including a Be Cart Smart residential garbage, recycling and composting guide.</li> <li>• Attend 15 community events.</li> <li>• Reach 30,000 contacts at events.</li> <li>• Receive 200,000 visits to website.</li> <li>• Write 24 posts for the <i>Curbsider</i> blog.</li> <li>• Receive and fulfill 25 residential rental orders for free materials.</li> <li>• Place advertisement in the <i>Portland Relocation Guide</i>, a twice annual publication with over 120,000 readers.</li> <li>• Provide 12 residential haulers with an inventory of collateral for customer distribution through the annual hauler order.</li> <li>• Receive 5,000 new subscribers for garbage day reminders.</li> <li>• Receive 10,000 calls and emails through the Curbside Hotline.</li> </ul>
<b>B. Single-family Residential Waste Prevention &amp; Reuse</b>	
Activity Description	Indicator of Success/ Measurement Metrics
<p>The Resourceful PDX program connects residents to information and resources to get the things they need day-to-day or during times of life transitions by leveraging and highlighting community organizations and businesses using a variety of communications strategies.</p>	<ul style="list-style-type: none"> <li>• Staff and Master Recyclers attend 10 community events.</li> <li>• Reach 20,000 contacts at events.</li> <li>• Write 24 resourceful living posts for the RPDx blog.</li> <li>• Receive 15,000 visits to the RPDx blog and website.</li> </ul>

<p>Key action areas include: 1) buy smart 2) reuse 3) borrow and share 4) fix and maintain, with an emphasis on home improvement.</p> <p>Resourceful PDX (RPDX) engagement strategies are:</p> <ul style="list-style-type: none"> <li>- Distribute a suite of printed materials at events that engage Portland's diverse communities and feature organizations and programs, such as Sunday Parkways, homeownership fairs, park grand openings, street fairs and markets, and Fix-It Fairs.</li> <li>- Feature in digital content both place-based and non-place-based partner organizations like Portland Repair Finder, neighborhood tool and kitchen libraries.</li> <li>- Maintain the Resourceful PDX website, place advertisements and post social media content.</li> </ul>	<ul style="list-style-type: none"> <li>• Highlight 10 organizations whose services align with the RPDX mission in blog posts.</li> <li>• Host 80 attendees and repair 100 items at Repair Cafes, held at three Fix-It Fairs.</li> <li>• Place one ad in the annual <i>Chinook Book</i> publication with over 70,000 readers.</li> <li>• Place one <i>Chinook Book</i> mobile ad with over 100,000 views.</li> <li>• Place <i>Portland Relocation Guide</i> ad with over 120,000 readers.</li> </ul>
<p>The Portland Climate Action Now (CAN) campaign motivates and supports Portlanders to take sustainable, and low-carbon actions, focusing on five areas: Your home, Your food, Your stuff, Getting around, and Your community. The goal of the program is to provide Portland residents with resources and information about food choices, donation and waste prevention and reduction.</p> <p>CAN will engage with the public at community events and provide them with practical tools and resources. Resources will be delivered through a variety of strategies including in-person, print materials, e-communications (CAN website and blog, and social media), an article in the Curbsider and partnerships with community organizations. We prioritize events that reach Portland's diverse communities, and feature resource-oriented organizations and programs. Example events include Sunday Parkways, homeownership fairs, park grand openings, street fairs and markets, and Fix-It Fairs. Event presence to be determined at the beginning of the calendar year and on a rolling basis determined by status of events, and staff and volunteer capacity.</p> <p>We will also expand the Your Community section of the CAN website, which connects residents to organizations and initiatives in their communities that reduce emissions; enabling those community efforts to grow and be more impactful.</p>	<ul style="list-style-type: none"> <li>• Training 30 Master Recyclers.</li> <li>• Attend 10 community events.</li> <li>• Reach 30,000 contacts at events.</li> <li>• Receive 7,000 visits to blog and resources on web.</li> <li>• Provide presentations about CAN and the Climate Action Plan presentations to 5 communities.</li> <li>• Complete the Your Community section of the CAN website.</li> </ul>

### C. Multifamily Residential Recycling

Activity Description	Indicator of Success/
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	Measurement Metrics
<p>Develop a new vision and strategy for reaching climate, equity and quality service goals for the multifamily sector. This strategy will inform future program priorities and include outcome-based performance measures. The plan will contain:</p> <ul style="list-style-type: none"> <li>• Detailed description of current and new requirements for the provision of garbage, recycling and composting services to multifamily sector</li> <li>• Proactive compliance monitoring strategy and timeline for ensuring quality service (includes proactive site visits, hauler data requests)</li> <li>• Refreshed outreach program (to tenants and property managers including web, mail, events, technical assistance, community-based partnerships, hauler engagement)</li> <li>• Protocol for complaint response (reactive site visits, problem solving, referral to enforcement)</li> <li>• Enforcement strategy (communications and penalties for haulers and property managers)</li> <li>• Internal BPS resources scan to determine unmet needs <ul style="list-style-type: none"> <li>○ Regulatory (rules/code revisions)</li> <li>○ Operational (consistent rule interpretations, data management)</li> <li>○ Staffing, including contracted support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop complete plan to serve as strategic vision and starting point for implementation roadmap.</li> </ul>
<p>Provide outreach to multifamily (MF) property management (PM) and maintenance staff with educational materials and technical assistance to ensure access to high-functioning collections systems for all residents.</p> <p>MF outreach strategy include:</p> <ul style="list-style-type: none"> <li>• Providing technical assistance and educational materials</li> <li>• sponsoring the City of Portland Landlord yearly trainings</li> <li>• presence with trade organizations</li> <li>• distribution of an quarterly electronic newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Receive 300 orders for educational materials and assistance.</li> <li>• Partner with City of Portland Landlord Trainings to assist landlords.</li> <li>• Mail all hauler provided MF accounts with a “place an order” call to action.</li> <li>• Reach 900 MF property managers, owners and maintenance staff with quarterly e-newsletter <i>Multifamily Matters</i></li> <li>• Respond to 200+ inquires (phone and email) annually.</li> <li>• Develop and post new property manager web content and resources.</li> <li>• Continue membership with Multifamily NW, attend 2</li> </ul>

	industry sponsored trade shows and a member meeting.
<p>Increase outreach to MF residents using a variety of means to provide education and access to effective garbage and recycling collection systems. Outreach includes educational materials such as guides, signs, and magnets, and responses to questions, concerns and complaints.</p> <p>Methods include but are not limited to:</p> <ul style="list-style-type: none"> <li>• presentations to multifamily residents;</li> <li>• knock-and-talk delivery of materials to individual households; tabling at move-in and community gatherings;</li> <li>• delivery of materials to property managers;</li> <li>• property “adoption” by Master Recyclers; and</li> <li>• responding to phone calls and emails to staff (inquiries, requests and complaints).</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute resident educational materials in seven languages (additional languages translated and provided upon request).</li> <li>• Resolve collection system issues as identified with materials delivery and field visit</li> <li>• Develop an approach to serve previously underserved communities, affordable housing and non-profit housing communities.</li> <li>• Track distribution of educational materials languages, types of collateral, location and affordability.</li> </ul>
Respond to hauler inquiries to reduce contamination, provide quality service, resolve compliance issues and expand the multifamily program’s reach and effectiveness.	<ul style="list-style-type: none"> <li>• Increase awareness of MF program and opportunities for partnership.</li> <li>• Continue to track and respond to compliance concerns.</li> <li>• Resolve all complaints received within three months.</li> </ul>
<p>Participate with Metro’s Regional Multifamily Project Team to finalize and begin to implement project recommendations.</p> <p>Participate, as invited, with Metro’s Community and Residential Education Workgroup (formerly LGRCW). Engage informally with regional partners to identify best practices and share resources.</p>	<ul style="list-style-type: none"> <li>• Assist Metro as requested in data collection and development of implementation strategies.</li> <li>• Continue to track, assist and resolve reports of sites for which no, or low, mixed recycling or glass service was available. Data related to providing technical assistance to sites will be tracked and reported to Metro.</li> </ul>
Actively support implementation of food-scrap collection at MF properties; troubleshoot collection efforts at participating sites to identify obstacles and provide solutions.	<ul style="list-style-type: none"> <li>• Distribute educational resources and provide onsite technical assistance including presentations to residents and coordinating with garbage and recycling companies as needed.</li> <li>• Track inquiries, educational materials requests and onsite assistance / presentations.</li> </ul>

#### D. Multifamily Residential Waste Prevention & Reuse

Activity Description	Indicator of Success/ Measurement Metrics
Engage with a wide range of people (such as non-profit housing providers, maintenance staff, property owners, property manager and office staff) who are working with multifamily properties on waste prevention and reuse through the Multifamily Matters e-news. Story topics and links include energy and water conservation and re-use opportunities.	<ul style="list-style-type: none"> <li>Distribute quarterly enews; track “click-through” rates and number of subscribers.</li> <li>Reach 900 MF property managers, owners and maintenance staff with quarterly e-newsletter <i>Multifamily Matters</i>.</li> </ul>
Utilize onsite tabling and presentations to engage multifamily residents, property management and maintenance staff around sustainable consumption with education and materials (Resourceful PDX, Metro’s junk mail reduction programs, etc.).	<ul style="list-style-type: none"> <li>Train and support volunteer corps of Master Recyclers.</li> <li>Continue to include junk-mail reduction kits and Resourceful PDX materials.</li> <li>Add “greener cleaner” presentation to MF presentation offerings.</li> <li>Staff 20 presentation/tabling requests where Metro’s Junk Mail Kit are distributed.</li> </ul>

E. Construction & Demolition Recycling	
Activity Description	Indicator of Success/ Measurement Metrics
1. Provide technical assistance to contractors and property owners on how to maximize recycling efforts on job sites.	<ul style="list-style-type: none"> <li>Continue to assist large projects such as the Portland Building Reconstruction project and Providence Park seating expansion on recycling and reuse plans.</li> <li>Provide assistance as requested and identify upcoming projects (both public and private) that could benefit from technical assistance.</li> <li>Distribute Metro’s Construction Recycling Toolkit and asbestos management information in the permit center.</li> </ul>
2. Support efforts to find alternatives to wood recycling (energy recovery) considering declining markets for wood waste.	<ul style="list-style-type: none"> <li>Support OSU research focused on using salvaged lumber in Cross-Laminated Timbers (CLTs),</li> </ul>



	<ul style="list-style-type: none"> <li>○ Participate in discussions with designers and fabricators.</li> <li>○ Identify and facilitate supply of lumber for testing and longer-term supply.</li> <li>● Identify opportunities in Portland to demonstrate or showcase use of CLT panels if testing is successful.</li> </ul>
3. Provide educational assistance related to recycling methods and strategies.	<ul style="list-style-type: none"> <li>● Present C&amp;D component at the Master Recyclers Class.</li> </ul>

<b>F. Construction &amp; Demolition Waste Prevention &amp; Reuse</b>	
<b>Activity Description</b>	<b>Indicator of Success/ Measurement Metrics</b>
1. Maintain or advance the Deconstruction Ordinance which requires deconstruction if a house or duplex was built in 1916 or earlier or if it is designated as historic regardless of age.	<ul style="list-style-type: none"> <li>● Depending on outcome of #2 below, BPS will adjust year-built threshold to capture additional projects.</li> <li>● Maintain or increase current capture rate of 33 percent of house/duplex demolitions (100 deconstructions per year).</li> </ul>
2. Continue to collaborate with Oregon DEQ and Metro to quantify the carbon and energy impacts from deconstructed homes (as compared to mechanical demolition).	<ul style="list-style-type: none"> <li>● DEQ will publish a report on the findings of their research (building on previous efforts associated with the Deconstruction Calculator).</li> <li>● Modify the current Pre-Deconstruction Form submitted with all deconstruction projects to include tabulated lumber quantities/sizes, which will allow automatic calculation of environmental benefits.</li> </ul>
3. Monitor and support new demolition dust and site control requirements (SB 871) adopted by the City of Portland (effective July 1, 2018) which will likely lead to more voluntary deconstruction projects outside of the current Deconstruction Ordinance.	<ul style="list-style-type: none"> <li>● 25+ full deconstruction projects outside of the deconstruction ordinance.</li> </ul>
4. Support existing Certified Deconstruction Contractors' workforce needs. How best to support contractors will be based in part on the results of an independent survey conducted with both contractors and past workforce training students.	<ul style="list-style-type: none"> <li>● Review survey results with Metro, Oregon DEQ, Earth Advantage, and other past participants in workforce training development.</li> </ul>

	<ul style="list-style-type: none"> <li>Determine the most effective workforce support based on survey results and industry partner input.</li> </ul>
5. Continue involvement in Metro's Build Small Coalition and act as a resource to homeowners and builders interested in Accessory Dwelling Units (ADUs) development.	<ul style="list-style-type: none"> <li>Promote and support the Build Small Live Large ADU tour.</li> <li>Continue to receive strong numbers of ADU applications. Note: ADU permits leveled out in 2017 for the first time since the ADU System Development Charges (SDC) waiver went into effect in 2010. The permanent waiver of SDCs with prohibition of short-term rentals may impact overall ADU development.</li> </ul>

G. Toxicity Reduction	
Activity Description	Indicator of Success/ Measurement Metrics
1. BPS is working closely with BDS staff to implement new demolition site control requirements to minimize potentially hazardous dust from leaving the project site. This work is in response to SB 871, which outlines best practices for limiting lead dust and asbestos exposure. Deconstruction is considered a best practice and the new demolition site control requirements require either full deconstruction or mechanical demolition as long as all painted material on the exterior of the building is first removed and then extensive watering is used during demo and loading of waste materials.	<ul style="list-style-type: none"> <li>Ensure Certified Deconstruction Contractors possess and maintain lead-based paint and asbestos certifications.</li> <li>No enforcement action is needed against Certified Deconstruction Contractors related to non-compliance with new requirements (lead/asbestos).</li> </ul>
2. Master Recyclers receive training on toxics reduction, hazardous waste disposal and understanding laws regarding toxics.	<ul style="list-style-type: none"> <li>Master Recyclers attend class on toxics and tour hazardous waste facilities.</li> <li>Master Recyclers participate in 6 events supporting Metro's Healthy Homes campaign.</li> </ul>
3. Provide information and resources on proper disposal of toxics materials to residents at community events.	<ul style="list-style-type: none"> <li>Offer print resources at 10 events from DEQ and Metro about Oregon E-Cycles and healthy and safe homes, respectively.</li> </ul>

H. Other	
Activity Description	Indicator of Success/

	Measurement Metrics
<p>Through a contract with CES, the Portland Event Recycling (PER) program provides equipment, technical assistance, resources and signage to ensure a high functioning collection system for garbage, recycling and food scraps at events. PER prioritizes large Waterfront events; small and medium sized events are supported as staffing, inventory and budget allow.</p>	<ul style="list-style-type: none"> <li>• Assist 140+ events</li> <li>• Pre-season outreach email to previous season events and coordinators</li> <li>• Track performance by monitoring the waste diversion rates for large (&gt; 12,000 attendee) events</li> <li>• Receive 1,000 website visits</li> <li>• Implement and analyze post-event survey to assess and increase customer satisfaction</li> <li>• Continue implementation of CES contract, supply of loaner equipment, resources and signage.</li> </ul>
<p>Community Collection Events (CCE) offer neighborhood, community and nonprofit organizations funds for proper disposal of bulky household waste that may otherwise be disposed of inappropriately.</p> <p>Allocate additional funding to Coalitions to offset disposal costs that incur with the discontinuation of the Metro waste voucher program.</p> <p>Provide Neighborhood Coalitions with technical assistance that help neighborhoods and community groups maximize the variety of materials collected for recycling and reuse at each event.</p> <p>Provide Neighborhood Coalitions with comprehensive event planning and partner resources through the CCE Guide that is available online and shared with those who coordinate events. This includes reinforcing messages that Metro creates around asbestos containing materials (ACM) and the process for loads suspected of ACM.</p> <p>Inform cleanup event coordinators that loads may be turned away from the transfer station and organizers may be held liable for costs associated with testing or abatement, if ACM is found after the load is dumped.</p>	<ul style="list-style-type: none"> <li>• Hold 55 cleanup events.</li> <li>• Hold 30 events with reuse options.</li> <li>• Serve 50 seniors and people with disabilities.</li> <li>• Hold 10 events in East Portland.</li> <li>• Update CCE Guide with current program information.</li> <li>• Provide all Coalition representatives the CCE Guide. Representatives sign off that they've communicated ACM information to event coordinators.</li> </ul>
<p>BPS will be developing and implementing the Business Food Scraps Separation policy. This will include administrative rule</p>	<ul style="list-style-type: none"> <li>• Will update Administrative Rule and City Code</li> </ul>

<p>and city code updates to align with the regional phased approach. A data repository and implementation strategy will be finalized so we are ready to launch with official notification to Group 1 covered businesses in March 2020. The data repository will be built in collaboration with Metro to ensure that BPS will be able to provide quarterly reports of requested information to Metro starting in 2019. The Compliance Monitoring and Enforcement Plan will be submitted to Metro to satisfy the local government responsibility to submit an annual implementation plan. We will continue to solicit; compile and track business food scrap composting participants using hauler data and will receive updated lists in November and May. Tools, resources technical assistance available to new participants will be modified based on findings from FY 17-18 New Participant Feedback Project. Technical assistance will be provided to new and existing compost participants to overcome implementation barriers and maintain participation.</p>	<ul style="list-style-type: none"> <li>• Functional data repository, capable of producing Quarterly reports for Metro</li> <li>• Complete Compliance Monitoring and Enforcement Implementation Plan</li> <li>• Update food scrap participant lists from haulers twice a year.</li> <li>• Over 500 food generating businesses contact regarding food scraps collection.</li> <li>• Assist 100 businesses on the topics of food scraps collection, donation and/or food waste prevention.</li> </ul>
<p>Strengthen the food waste prevention and donation support provided to Portland businesses:</p> <ul style="list-style-type: none"> <li>• Continue to add food waste prevention testimonials to our website.</li> <li>• Develop a more robust and proactive food waste prevention and donation strategy/campaign that incorporates the learnings from DEQ's commercial food waste study, the Oregon Food Bank trainings, and Metro's prepared foods study takeaways.</li> <li>• Support Metro's Food Waste Stops With Me Campaign and the Oregon Food Bank Partnership.</li> <li>• Continue our partnership with Food Services of America (FSA).</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Portland food waste prevention and donation strategies.</li> <li>• Provide food waste prevention and donation information to all food generators that we assist with composting practices.</li> <li>• Table at three Food Services of America events, and provide sales reps information about Sustainability at Work program services and resources to promote to their clients.</li> </ul>
<p>BPS will develop a single-use, non-recyclable plastic straw reduction plan that will place an emphasis on plastic straws and stirrers. This plan will primarily identify plastics that are commonly found as litter and strategies to reduce them through policy development. Secondarily, the plan will include reference to how detrimental some single-use, non-recyclable plastics are to material quality in the commingled system.</p>	<ul style="list-style-type: none"> <li>• Administrative rule and code update</li> <li>• Reduce access to single-use non-recyclable plastics</li> <li>• Develop compliance and enforcement strategy</li> </ul>
<p>The 2015 Climate Action Plan presented Portland's first consumption-based emissions inventory, showing global emissions produced resulting from Portland's consumption of goods, food and services were double the emissions produced locally. The 2015 CAP calls for the City to develop a sustainable consumption strategy to prioritize local government activities to support a shift to lower-carbon consumption patterns.</p>	<p>Complete sustainable consumption strategy, addressing:</p> <ul style="list-style-type: none"> <li>• Our definition of sustainable consumption and categories of consumption to be addressed.</li> <li>• The role of the City of Portland in addressing consumption of</li> </ul>

	<p>residents and the manufacturing processes of local producers</p> <ul style="list-style-type: none"> <li>• Opportunities and barriers to addressing consumption.</li> </ul>
<p>BPS administers the public trash can program that currently provides trash receptacles and contracts for collection service in downtown Portland and a small number of other business districts in the city. BPS has maintained the collection of approximately 600 public trash cans within the initial program areas and collection is provided by commercial haulers selected through a competitive process.</p> <p>In 2016, the Portland City Council adopted an increase to the solid waste commercial tonnage for the expansion of the public trash program. The expansion will add trash cans, and collection thereof, into regional, town and neighborhood centers as delineated in the 2035 City of Portland Comprehensive Plan.</p> <p>In June of 2017, Portland's Jade District was the first to receive new trash receptacles. The district is serving as a pilot project to evaluate the performance of a new can design, graphics, and can placement for the duration of the summer 2017. Upon completion of the pilot, the expansion will continue into other areas of East Portland for FY18-19. BPS also has taken over collection responsibilities for public cans in some districts that had been independently running their own programs with their own cans for several years.</p>	<ul style="list-style-type: none"> <li>• Expand the program throughout East Portland</li> <li>• Create community ownership of the garbage cans via art projects</li> <li>• Monitor the performance of the program in East Portland</li> </ul>
<p>The Master Recycler Program is a regional volunteer corps that inspires neighbors and coworkers into action in areas of waste prevention, recycling, composting and toxics reduction</p> <p>Goals of the program include: Bridging the gap between awareness and action by motivating people to reduce their waste in their homes, community and at workplace.</p> <p>Strategy and Indicator of Success: Coordinate recruiting, training, and providing Master Recycler opportunities for a volunteer corps that promotes regional messages and goals.</p>	<ul style="list-style-type: none"> <li>• Provide website, training manual, ongoing education opportunities and a monthly newsletter.</li> <li>• Provide three eight-week courses in each county that include local jurisdiction, nonprofit and private sector perspectives on materials management.</li> <li>• 50 participants of the three courses</li> <li>• 60 speakers for the course and open houses</li> <li>• 20 tours for the course and course graduates.</li> <li>• 3,000 volunteer hours for the year.</li> <li>• 50,000 cumulative volunteer hours for the program</li> </ul>

	<ul style="list-style-type: none"><li>• 1100 newsletter recipients each month</li><li>• Average 35% per month of click-through in the newsletter</li><li>• Receive 21,000 web visitors for the year</li><li>• Reach 30,000 through Facebook.</li></ul>
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I. Required Elements	
Activity Description	Indicator of Success/Measurement Metrics
1. Demonstrate compliance with the Regional Service Standard (including individual jurisdictions within cooperatives) by completing RSS: Frequency of Service Table.	Complete Table 2: RSS Level and Frequency of Service.
2. Maintain or increase curbside recovery levels (total tons and per capita tons recovered and disposed).  City of Portland will continue to offer curbside recycling and composting collection service to residents and provide information to residents about the service to encourage increased participation and recovery. See narrative portion of the plan for more details about residential outreach and engagement.	Re-TRAC hauler reported data will be analyzed to measure recovery levels
3. Participate in at least one regional waste reduction planning group. <i>(please provide details)</i>  BPS staff will continue to participate in the Community and Residential Education Workgroup (CREW), Commercial Workgroup (CWG) and Local Government/Metro Solid Waste Directors' meetings. BPS will also participate in the development of Metro's Regional Waste Plan and the development of the regional commercial food scraps collection program.	Actively participate in meetings and projects undertaken by the various workgroups.

J. Recycle at Work Annual Outreach Plan	
Complete the following table listing specific efforts planned for completion during this fiscal year. <u>Status Key:</u> (O) Ongoing (R) Revised (N) New (C) Complete	
Target audience, goals, and outreach strategy	Status
Government Facilities (required)	
Goals: In 2015, Portland City Council adopted a set of environmental performance objectives for City operations aimed at the year 2030.  Two objectives pertain to waste generation: <ul style="list-style-type: none"> <li>Recover 90 percent of waste generated from city operations</li> <li>Reduce total waste from city operations by 25 percent below fiscal year 2009-2010 levels</li> </ul>	
Strategy and Indicator of success: Strategy <ul style="list-style-type: none"> <li>Provide customized technical assistance to City of Portland bureaus to increase recovery and reduce waste. Priority will be placed on bureaus with the largest volume of waste: Portland Bureau of Transportation, Water Bureau, Office of Management and Finance, Facilities, Fire, Parks, and Bureau of Environmental Services.</li> <li>Foster and maintain ongoing relationships with bureau recycling coordinators and City Green Team members.</li> <li>Promote Sustainability at Work certification.</li> <li>Collect, analyze and share Citywide and bureau specific recovery data and waste-related efforts with recycling coordinators and City Council.</li> </ul> Indicators of success: <ul style="list-style-type: none"> <li>Assist and/or certify 10 new worksites. For context, the City of Portland is comprised of 27 Bureaus and Offices located at 153 different sites. One location can house multiple work sites, we don't have a total count of all work sites.</li> <li>Report annual recovery rate data.</li> <li>Hold one annual meeting with the citywide green team and one annual meeting with recycling coordinators. Provide ongoing support to achieve waste-related goals, which include:               <ul style="list-style-type: none"> <li>Establishing green resources for employees when they move back into the remodeled Portland Building (2019). This includes dish and gym towel service, reusable dishes, GoBox service, durable water bottle and mug.</li> <li>By June 2019, create an updated strategy for identifying and pursuing waste prevention priorities.</li> </ul> </li> </ul>	O
New Businesses (required)	



Goals: Attract new businesses to Sustainability at Work while maintaining our relationship with existing customers and supporting the maintenance and advancement of their waste diversion and prevention efforts.	O
<p>Strategy:</p> <ul style="list-style-type: none"> <li>• Maintain SAW blog, e-newsletter and social media as a strategy to warm new leads and engage them in program services.</li> <li>• Provide content for the Micro Enterprise Services of Oregon and Prosper Portland newsletters.</li> <li>• Advertise SAW certified businesses and promote SAW certification through social media to increase awareness of our recognition program among new audiences.</li> <li>• Include SAW on the New Business Welcome Kit website to make new businesses aware of our services.</li> </ul> <p>Indicators of success:</p> <ul style="list-style-type: none"> <li>• 40% of the ~800 businesses we serve are new.</li> </ul>	
Target Businesses that are Underserved or Underrepresented (optional)	
<p>BPS is directed by the Portland Plan, the Climate Action Plan and the BPS Equity Roadmap to evaluate service provision in terms of equity and to develop implementation plans and new policies with equity in mind.</p> <p>Sustainability at Work is directed to prioritize and customize technical assistance to benefit under-served and under-represented business owners. We share the definition Metro's solid waste directors adopted for under-served and under-represented business owners: minority owned businesses (entrepreneurs of color).</p> <p>Goals:</p> <p>Continue to improve our understanding of the characteristics and needs of entrepreneurs of color.</p> <p>Enhance SAW's current strategies to serve entrepreneurs of color.</p>	R

<p>Strategy and Indicator of success:</p> <p>Strategy:</p> <ul style="list-style-type: none"> <li>• Build SAW's brand with entrepreneurs of color. Attend the Micro Enterprise Services of Oregon (MESO) client graduation and workshops, Prosper Portland's small business workshops (Mercatus), and networking events hosted by the Hispanic Chamber and Oregon Native American Chamber of Commerce. At these events, staff introduce themselves and the program to those they meet. Promote SAW in MESO's newsletter that is sent to current and past clients, and in Prosper Portland's newsletter, which is sent to a broad network of agencies and non-profits serving entrepreneurs of color. This includes brief articles about program certification and cost savings tips and resources.</li> <li>• Identify and remedy gaps that entrepreneurs of color face in 1) accessing SAW services/resources and/or 2) establishing and maintaining successful food scraps collection.</li> </ul> <p>Indicator of success:</p> <ul style="list-style-type: none"> <li>• Reach over 2,000 business community members through brand-building efforts such as email promotion, event sponsorship, networking and presentations. Measure reach by the number of attendees at events and number of subscribers to email lists that we promote SAW in (such as MESO's newsletter)</li> <li>• Remedy identified program gaps. Measurement will be specific to the gap identified.</li> </ul>	
Other commercial waste prevention, or waste reduction activities (optional)	
<p>Goals:</p> <p>Social diffusion is an underutilized behavior change tool. It makes desired practices visible in the community, and influences others to take action. Our goal is to utilize social diffusion to make business waste prevention and sustainable purchasing practices visible in the Portland business community.</p> <p>Goals:</p>	
<p>Strategy:</p> <ul style="list-style-type: none"> <li>• Include waste prevention and sustainable purchasing practices on our Sustainability at Work certification checklist. During certification visits, speak to businesses about these practices and share examples of peers engaged in these practices.</li> <li>• Certify businesses, recognizing their waste prevention and sustainable purchasing practices. List these practices on the <a href="#">Green Business Directory</a> on our website. Spotlight these practices in our e-newsletter, and promote businesses engaged in these practices through social media.</li> <li>• Draw from our Sustainability at Work Certified businesses to feature business stories focused on target practices. (For example, our <a href="#">food waste reduction feature</a>.) Share this content through our e-newsletter and social media.</li> </ul>	O

Indicator of success: <ul style="list-style-type: none"> <li>• Certify over 100 business locations.</li> <li>• Over 3,000 unique pageviews to our Green Business Directory</li> <li>• Subscribe over 3,000 individuals to our Sustainability at Work e-newsletter</li> <li>• Over 1,000 social media followers</li> <li>• Master Recyclers present to over 200 people in work setting.</li> </ul> Strategy and Indicator of success:	
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**Table 2: 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). **If there are no changes, the table below may be left blank.**