



Oregon Recycling Modernization Act Producer Responsibility Organization Program Plan Application Form 2025-2027 Program Plan Period

Prospective PRO contact information

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Prospective PRO qualifications

<p>Is the organization a 501(c)3 nonprofit legally operating in Oregon?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Corroborating documents appended (check all that have been provided):</p> <p><input checked="" type="checkbox"/> The organization’s articles of incorporation</p> <p><input checked="" type="checkbox"/> 501(c)3 letter of determination</p> <p><input checked="" type="checkbox"/> Proof of registration with the Oregon Department of Justice as a charitable organization</p> <p><input checked="" type="checkbox"/> Proof of registration with the Oregon Secretary of State as a foreign corporation operating in Oregon (if applicable)</p>
<p>Are the organization’s producer members likely to comprise at least 10% of Oregon’s market share?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Indicate corroborating information provided:</p>
<p>Has the payment of the program plan review fee been remitted to the department?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

Program information

Program name: Oregon Program Plan	Date of submission: September 27, 2024
<p>Executive Summary: The attached Circular Action Alliance (CAA) Oregon Program Plan Second Draft Submission 2025 – 2027 is submitted in accordance the requirements for producer responsibility organizations under ORS 459A.875. The plan describes how CAA will fulfill the obligations of a producer responsibility organizations under Oregon’s Recycling Modernization Act (RMA) for the period from July 1, 2025 to December 31, 2027 if the submitted plan is approved by the Department of Environmental Quality. The plan describes CAA’s approach to implementing RMA requirements including: the provision of funding support for both local governments and recycling participants for recycling activities and system improvements; the creation of a network for the collection of PRO acceptance list materials; ensuring collected materials are recycled responsibly and education and outreach activities to communicate recycling changes and opportunities to Oregonians.</p>	

Certification and Attestation

I/we hereby declare under penalty of false swearing (Oregon Revised Statute 162.075 and ORS 162.085) that the above information and all the statements, documents and attachments submitted with this plan are true and correct.

Signed:



Printed name: Jeff Fielkow

Date: September 27, 2024

Oregon Program Plan

(2025 – 2027)



Circular
Action
Alliance™

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Executive Summary

Oregon's Plastic Pollution and Recycling Modernization Act (RMA) creates important changes in how materials management is undertaken and funded within the state. The legislation strives to improve the overall effectiveness of Oregon's recycling collection and processing ecosystem through a shared responsibility model.

A key element of this new framework is the role of a producer responsibility organization (PRO), the entity through which producers of covered materials will fund recycling services, support innovation and manage collection of certain materials through a depot system.

Circular Action Alliance (CAA) has developed a detailed approach to managing and administering an extended producer responsibility (EPR) program to fulfill key obligations of the RMA. Our team includes a wide range of recycling industry and policy experts with extensive knowledge in program plan development, implementation, operations, education and outreach, and local government structure. CAA has engaged with the broader stakeholder community in Oregon and referenced a wide range of applicable studies to formulate strategies and cost estimates tailored to Oregon's unique and dynamic materials recovery landscape.

CAA has taken DEQ's Internal Management Directive (IMD) on the RMA PRO Program Plans as a basis for the structure of this submission. Some adaptations have been made to the proposed IMD outline to improve narrative flow.

The table of contents, charts, and subheadings in the document will help readers effectively navigate all the plan's content, and brief overviews of core sections are provided below.

Goals of the Program

CAA's overarching objective is to support the successful implementation of the RMA in collaboration with DEQ and all other key stakeholders. Through the implementation of this program plan, CAA intends to achieve four overarching goals:

1. Reduce the negative environmental, social, and health impacts from the production and end-of-life management of printed paper, food serviceware and packaging as measured in the Life Cycle Evaluation (LCE) assessment.
2. Increase the diversion of recyclable materials from disposal.
3. Improve public participation, understanding and equity in the state's recycling system.
4. Create a system that fulfills the needs and regulatory requirements of the PRO, its members, and all other relevant stakeholders.

These goals are defined in further detail in the Goals of the Program section, along with key objectives, metrics and measures to help chart progress and determine success.

Operations Plan

The operations plan segment delves into the specific steps and strategies that CAA will employ to meet RMA requirements and help catalyze a range of recycling system expansions and improvements that can lead to a stronger, more efficient framework of materials management. This includes detailed plans and recommendations for:

- *Collection and Recycling of USCL Materials* – A plan for the collection, transport, and recycling of all covered materials on the RMA’s Uniform Statewide Collection List (USCL) and a framework for deploying funding to support these activities. Highlights include:
 - The Oregon Recycling System Optimization Project (ORSOP), an important project that will offer a more complete picture of system needs, opportunities for efficiency, and more. This initiative will provide additional data and details required to more precisely estimate and schedule the distribution of funding for system improvements;
 - Key tasks to support the distribution of funding and reimbursements to eligible parties that must be completed in advance of July 1, 2025 (the RMA implementation date), in addition to the ORSOP:
 - Negotiating with and then providing associated compensation (with a single accounting point-of-contact system) to local governments for service expansion;
 - Setting up a single accounting point-of-contact system for compensation of local governments for expenses besides service expansion;
 - Setting up a single accounting point-of-contact system for payment of contamination management fees and processor commodity risk fees to commingled recycling processing facilities.

- *The PRO Recycling Acceptance List* – This section outlines activities, timelines, and recommendations for increasing diversion of materials named on the PRO Recycling Acceptance List, including proposed approaches to meeting service convenience and performance standards and proposed collection targets for each material category. Highlights include:
 - Identification of 173 existing permitted depot sites that meet the state convenience standard, and another 285 to serve as substitutes if any existing facilities choose to not participate as a PRO collection point;
 - Key activities to ensure timely provision of depot services that must be completed in advance of the July 1, 2025 RMA implementation date:
 - Perform additional analysis of needs and further design of PRO depot system in consultation with DEQ, potential partner depots, local governments, and service providers;
 - Finalize contracts with local governments, service providers, and end markets and launch reporting and accounting systems while onboarding key stakeholders;

- Open the first phase of PRO acceptance list collection points.

→ *Materials Management* – Key materials management considerations including strategies for Specifically Identified Materials (SIMs) and engagement with and verification of responsible end markets (REMs).

Highlights include:

- A proposal to expand the USCL to include transparent blue and green PET bottles, as well as signaling of CAA’s intent to submit proposals to expand the USCL to include PET thermoforms and spiral wound containers;
- A proposal to explore commingled, trial collection of polycoated paper packaging and single-use cups with the intent to better understand generator behaviors and other system barriers to the inclusion of these materials on the USCL;
- Insight into the program plan’s anticipated impact on plastic recycling and an estimate of Oregon’s current plastic recycling rate;
- A strategy to create a materials tracking system that supports REM verification for all system participants and proposed approach to supporting REM development.
- Key activities to support effective materials management and REMs that must be completed in advance of the July 1, 2025, RMA implementation date.

→ *Education and Outreach* – A vision for delivering effective and harmonized education in a manner that incorporates feedback from, and supports, local government outreach and is responsive to diverse audiences across this state. Highlights include:

- Goals to ensure widespread recycling awareness through culturally responsive support and messaging that has been proven to effectively drive increased participation and capture of recyclables, deployed in a manner complementary to programmatic efforts to reduce contamination;
- Recommendation for a Spanish language outreach campaign developed independently of the English language campaign;
- Key activities to support the education and outreach plan that must be completed in advance of the July 1, 2025, RMA implementation date.

Financing Strategy

An essential role of the PRO is developing a comprehensive methodology for determining how much funding obligated producers of covered materials are required to contribute to the statewide system. Factors such as material type, volume of product sold into state, environmental impact of materials and commodity revenues must be properly accounted for when designing and implementing fair and effective producer fees.

The financing section of the program plan lays out the guiding principles CAA has developed and used as the basis of the base fee methodology to set interim base fees. This section also describes how the fee outcomes from using this fee algorithm satisfy the RMA statutory requirements and fulfill the adequacy of financing requirement.

CAA introduces a graduated fee algorithm to provide producers with practical and measurable criteria upon which to qualify for fee incentives.

In advance of the completion of ORSOP, a preliminary estimate of the Year 1 program budget range is provided in Appendix E. This sum, to be covered by producer fees, accounts for management costs of materials, service expansion costs, PRO depot system development, as well as costs to develop and sustain viable responsible end markets and other contributions to advance program improvement initiatives.

CAA expects the program costs to be refined for the next iteration of the Program Plan.

Equity

There is no one-size-fits-all solution to recycling because motivators and barriers vary. For this reason, CAA has embedded principles of equity into the program plan in a manner that upholds and reinforces the goals set out in the RMA. These principles are integrated into each key component of PRO administration and program implementation.

This proposal describes how CAA has built equity into the proposed approaches for key activities, including:

- The establishment of a PRO depot network
- The development of responsible end markets
- Development and deployment of recycling education and outreach efforts
- PRO administration

CAA consulted with an Oregon community-based organization (CBO) to develop the equity components of this plan and will continue to consult with this and other CBOs. CAA recognizes the importance of fostering relationships with Oregon CBOs to effectively address program equity issues.

In short, the program plan outlines strategies to use this transformational moment in Oregon's materials management as a springboard to greater equity in various areas. CAA views equity work as a journey and will continue to improve and expand upon engagement with all populations within Oregon through the course of the first program plan and future program plan periods.

Management and Compliance

As an organization helping to introduce a new approach to recycling funding and management in the U.S., CAA recognizes the importance of stakeholder communication as the RMA moves toward implementation.

As such, this program plan offers a detailed explanation on CAA's structure of day-to-day management, as well as a communications strategy for maintaining strong connections with government entities and other stakeholders.

Furthermore, CAA has outlined data collection steps and metrics considerations to effectively track program successes and areas in need of improvement. The elements of an optimized annual report are also explained.

Finally, this section of the plan lays out an in-depth process for tracking and maintaining producer compliance, setting clear standards and expectations on rules, audits, and action to take place when companies are found to be in noncompliance. This information is supplemented by important details on contract management, recordkeeping and other best practices around organizational and program governance.

It is through these clear processes that CAA has confidence in its ability to meet the expectations of regulators, drive overall program efficiency, and maintain strong coordination both internally as an organization and externally with partners across the public and private sectors.

At the Center of the Transformation

The ultimate goal of RMA implementation is a transformed system of materials usage and recovery that will be responsive to the needs of all stakeholders and that will lead to significant environmental and social benefits for Oregonians.

CAA has invested significant resources in developing this program plan and is committed to working with recycling stakeholders to deliver on the RMA objectives. There is no doubt that effectively and efficiently transitioning to a shared responsibility model of materials management and delivering on other RMA priorities will be a complicated and challenging effort and one in which producers and other stakeholders will learn much along the way.

But CAA is confident the transition can and will happen successfully.

Data-driven decision-making, combined with a spirit of collaboration and communication, will be critical in the quest to see the RMA realize its full potential. CAA has embedded those core principles in all segments of this plan. The group is excited at the prospect of helping Oregon usher in system shifts that help reduce costs, drive more material into an expanded recycling marketplace, and open the door to a better materials management future.

Goals of the Program

The overarching goal of Circular Action Alliance (CAA) for this initial program plan period is to support the successful implementation of the Recycling Modernization Act (RMA) in collaboration with the Oregon Department of Environmental Quality (DEQ) and all key stakeholders, including local governments, commingled recycling processing facilities (CRPFs), haulers, and Oregon waste generators. The goals put forth in this initial program plan are based largely upon the pillars of measuring, reporting and responsive targets, and are supported by clear objectives spelled out in the tables below. CAA developed these high-level goals with continual improvement in mind, allowing for further articulation in subsequent plans. We believe it is appropriate to frame the goals for this program plan in terms of processes and decision-making methodologies, to show how CAA will continually evaluate the processes in place and ensure that goals are neither stagnant nor overly prescriptive at such a fluid point in time. We believe it is important to understand the landscape of markets, resident and commercial engagement in the recycling system, and to ensure funding is in place, before then understanding what is achievable and what are the best practices for measuring what success looks like. To that end, success will center on four critical high-level goals:

Goal 1: Reduce the negative environmental, social, and health impacts from the production and end-of-life management of paper, food serviceware and packaging, as measured in the Life Cycle Evaluation (LCE) assessment.

Program Objectives	Outcomes/Indications of Success	Key Metrics
Ensure that materials collected and processed for recycling in Oregon are consistently delivered to responsible end markets.	<ul style="list-style-type: none"> ▪ Environmental and other impacts, as measured by LCE, monitored and reduced through ecomodulated fee incentives. ▪ System of identifying responsible end markets (REMs) and tracking material flows established with full cooperation from commingled recycling processing facility (CRPFs) and other key stakeholders. ▪ CRPF and depot material streams directed to REMs. ▪ System established to continually monitor REM non-conformance and to address and correct issues that arise regarding REMs. 	<ul style="list-style-type: none"> ▪ Percentage of recycled material going to REMs, including SIMs. ▪ Number, kind, and specific REMs used by CRPFs and CAA for depot material. ▪ Number of REM non-conformance issues identified, corrected and brought into conformance. ▪ Summary of REM verification undertaken. ▪ Percentage of chain of custody anomalies detected during quarterly reporting review process. ▪ Number of challenges identified by end markets and assistance deployed to work through those problems.

	<ul style="list-style-type: none"> Specifically identified materials (SIMs) directed to REMs, where practicable. Common performance areas for end markets tracked and analyzed for potential structural issues. 	
<p>Design and implement producer fee structures that provide adequate financing for RMA obligations and incentivize producers to improve environmental outcomes associated with the production and recycling of printed paper, food serviceware and packaging supplied to the Oregon market.</p>	<ul style="list-style-type: none"> Initial base fee schedule adequately supports RMA verification of REM requirements and other system improvements. Ecomodulation factors integrated into producer fee following development of datasets and feedback mechanisms required to adjust fees for greater impact reduction. Environmental and other impacts monitored and reduced through ecomodulated fees. System in place to evaluate the effectiveness of ecomodulation and to make changes as needed to improve results. 	<ul style="list-style-type: none"> Base fees in the 60 Reporting and Fee Categories for covered materials reflecting their individual features as directed by the RMA. Data on producer changes to packaging materials and formats that reflect effects of base fees (and at a later date, as applicable, graduated fees). Number and types of specific environmental impacts reduced through ecomodulated fee incentives. Number and types of adjustments made to ecomodulated fees to produce stronger impacts.

Goal 2: Increase the diversion of recyclable materials from disposal.

Program Objective	Outcomes/Indications of Success	Key Metrics
<p>Create new and expanded opportunities for more Oregon waste generators to recycle a wider array of generated materials, including supporting enhancement of local collection services and establishing convenient depots for additional material collection.</p>	<ul style="list-style-type: none"> PRO-assigned depot system established, meeting convenience standards and providing recycling opportunities for materials assigned for depot collection and impact on material recycling rates. Local government service expansion requests evaluated and funded according to prioritization guidelines resulting in new collection opportunities created for waste generators. Uniform Statewide Collection List (USCL) applied across the state to expand what is collected in commingled recycling, and steps taken by CAA to successfully add materials to the USCL. 	<ul style="list-style-type: none"> PRO material collection and recycling rates in relation to plan targets. Number and types of local government service expansions funded, and number and types of new collection opportunities created for waste generators. Consumer awareness and use of PRO material depots. Diversion rates associated with USCL materials. Extent of new SIMs collection efforts established. Tons of plastic materials sent to responsible end markets divided into

	<ul style="list-style-type: none"> ▪ SIMs collection issues successfully addressed. ▪ Progress toward 2028 plastic recycling goals at the end of each program year. ▪ All eligible costs funded within 30 months of program implementation. 	<ul style="list-style-type: none"> ▪ tons of covered plastic materials generated. ▪ Extent of covered costs funded within 30 months of program implementation.
<p>Facilitate the modernization of Oregon’s commingled material processing infrastructure, driving more efficient capture and delivery of high-quality materials to end markets while reducing loss of materials to residue.</p>	<ul style="list-style-type: none"> ▪ Processor commodity risk fee (PCRF) and contamination management fee (CMF) payment system established to provide necessary funding to CRPFs. ▪ CRPFs meeting DEQ’s performance standards regarding capture rates and bale quality. ▪ Investments made in new equipment and sorting processes to accommodate the USCL and additions to the USCL. 	<ul style="list-style-type: none"> ▪ Funding provided to CRPFs through the PCRF and CMF, with associated tonnage and funding amounts. ▪ Capture rate and bale quality data from DEQ and from CAA. ▪ Individual CRPF capacity to accept and effectively sort USCL materials.

Goal 3: Improve public participation, understanding and equity in the state’s recycling system.

Program Objectives	Outcomes/Indications of Success	Key Metrics
<p>Ensure Oregon waste generators, reflecting the states’ many diverse communities, are fully informed about their recycling opportunities and how to use those opportunities optimally, confidently, and correctly.</p>	<ul style="list-style-type: none"> ▪ Increase in the amount of USCL and depot materials collected, indexed against population and generation. ▪ Reduction in the amount of contaminant materials entering the recycling collection stream in commingled recycling and at depots. ▪ Increase in waste generator understanding and confidence in the recycling system across all populations. 	<ul style="list-style-type: none"> ▪ Tons of material collected through commingled, depot, and other applicable programs, indexed against population and generation metrics. ▪ Amount and percentage of contaminants in collected streams and in streams entering CRPFs. ▪ Measures of waste generator awareness, knowledge, and confidence in recycling (for example, participation rates) through surveys or other data collection.
<p>Incorporate principles of equity into the deployment of recycling opportunities, education, and other elements of the recycling system.</p>	<ul style="list-style-type: none"> ▪ Equitable recycling opportunities provided for populations that may find it difficult to access service at collection points. ▪ Process established to consult with local governments and community groups to ensure any proposals for the alternate delivery of recycling convenience standards address 	<ul style="list-style-type: none"> ▪ Number and kinds of recycling services provided for populations with access or mobility issues. ▪ Number of local governments and CBOs regularly consulted to provide recycling opportunities to communities which have been historically underserved.

	<p>equitable access for communities and diverse populations.</p> <ul style="list-style-type: none"> ▪ Educational materials that are clear and demonstrably understandable are universally distributed or made available. ▪ Selected businesses and depot collection partners represent diverse communities, including Certification Office for Business Inclusion and Diversity (COBID) business partnerships. ▪ Groups representing diverse populations within Oregon have consistent opportunities to interact and provide input on equity concerns. 	<ul style="list-style-type: none"> ▪ Number and kinds of recycling opportunities addressing gaps identified by local governments and community groups. ▪ Number and kinds of new educational materials created and distributed, numbers and kinds of communication channels used, and number and kinds of audiences reached. ▪ Number and types of system expansions within the first program plan period. ▪ Number and types of adjustments made to grow system expansion that address previously underserved or unaddressed engagement.
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Goal 4: Create a system that fulfills the needs and regulatory requirements of the PRO, its members, and all other relevant stakeholders.

Program Objectives	Outcomes/Indications of Success	Key Metrics
<p>Manage organizational operations to ensure compliance with all statutory requirements.</p>	<ul style="list-style-type: none"> ▪ Systems and mechanisms in place to fulfill CAA PRO obligations under the RMA regarding day-to-day management, policies and procedures, communication, membership, timelines, and budgets. ▪ Mechanisms in place to address gaps, shortfalls, or other issues regarding CAA’s PRO obligations. 	<ul style="list-style-type: none"> ▪ Number, kind, and operational status of systems and mechanisms for CAA management obligations. ▪ Number and nature of gaps or issues that needed to be addressed and resolution status of those gaps/issues. ▪ Producer compliance activity reports.
<p>Provide an effective platform of support and interaction with local governments, commingled recycling processing facilities, and haulers that allow them to steadily improve their programs and facilities to meet regulatory targets and the goals of the RMA.</p>	<ul style="list-style-type: none"> ▪ Application, reporting, invoicing, and informational platforms established that are clear, effective, and efficient for stakeholders to use. ▪ Mechanisms in place to use stakeholder feedback for improving platforms. ▪ Dispute resolution process developed that allows for arbitration within committee under the Oregon Board. 	<ul style="list-style-type: none"> ▪ Number and kind of platforms in place for stakeholder interaction. ▪ Extent of platform use (number of users, etc.). ▪ Number and kind of issues with platforms expressed through stakeholder feedback and any related adjustments made to platforms. ▪ Development of dispute resolution process.

The following program plan details the integrated steps CAA will take to produce results that meet the goals and objectives outlined above. In putting this plan into action, CAA will prioritize clear and consistent engagement with all stakeholders and will adopt an approach of continual improvement, recognizing the dynamic and complex nature of the Oregon materials management system.

About Circular Action Alliance

This section of the plan provides summary information about Circular Action Alliance, including details of its structure, governance and members, as well as its qualifications to serve as a PRO in Oregon.

Description of the Organization

Circular Action Alliance (CAA) is a U.S., nonprofit producer responsibility organization (PRO) established to support the implementation of extended producer responsibility (EPR) laws for paper, packaging, and food service ware. The organization was founded by leading U.S. producers representing retail, food, beverage, and consumer packaged goods manufacturing.

CAA's 20 Founding Members are Amazon; The Clorox Company; The Coca-Cola Company; Colgate-Palmolive; Danone North America; Ferrero US; General Mills; Keurig Dr Pepper; Kraft Heinz; L'Oréal USA; Mars Incorporated; Mondelez International; Nestlé USA; Niagara Bottling, LLC; PepsiCo, Inc.; Procter & Gamble; SC Johnson; Target; Unilever United States; and Walmart.

Together, CAA's membership represents more than 900 brands sold in the U.S., representing a wide variety of covered material types.

CAA was incorporated as a nonprofit corporation on December 21, 2022, and is recognized by the Internal Revenue Service as exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.

The organization's mission is to provide producers with consistent EPR services across multiple states while developing and implementing EPR programs that:

- Meet state-specific regulatory requirements
- Leverage existing recycling systems and infrastructure
- Advance the circularity of covered materials on a national scale through collaboration with local governments, service providers, and recycling system stakeholders

CAA's National Board of Directors is made up of 20 voting representatives of Founding Member companies, which represent a diversity of covered material supplied to the Oregon market. Each Founding Member has the right to appoint one representative to serve as a Director on CAA's National Board of Directors.

The CAA National Board of Directors has established the following committees and has the ability to create additional committees or dissolve committees in the future:

- **Governance Committee** – consisting of at least three members appointed by the Board of Directors who have relevant experience and expertise in governance, membership development, and compliance.

- **Finance, Audit and Investment Committee** – consisting of at least three members appointed by the Board of Directors who have relevant experience, expertise, and knowledge in accounting, auditing, investments, budgeting, cash flow management, reserve management, and financial risk management.
- **Human Resources Committee** – consisting of at least three members, appointed by the Board of Directors, who have relevant experience, expertise, and knowledge in human resources, employment law, organizational development, and/or diversity, equity, and inclusion.

The CAA National Board of Directors intends to establish a designated governing body known as the Oregon Board, which will have the delegated authority to act on behalf of the National Board of Directors to approve the producer responsibility plan and the budget for implementation of the plan, as well as oversee the implementation of the approved producer responsibility plan under the RMA. The Oregon Board will include Founding Member representatives, other producer representatives, and non-voting members. CAA will provide additional details on the Oregon Board in the third program plan. Additionally, CAA has engaged a third-party organization to provide support in the development of the Oregon governance model. This organization is conducting a comprehensive review of CAA's governance.

CAA's Qualifications to Serve as a PRO in Oregon

CAA was established to support the implementation of EPR laws for paper, packaging, and food service ware and is fully capable of meeting the PRO statutory requirements under the RMA. The organization has the expertise and vision to collaboratively build a producer responsibility plan that will achieve the objectives of the RMA.

CAA's progress to date includes the following:

- On May 1, 2023, CAA became the first PRO approved to administer an EPR program for paper, packaging and food service ware in the U.S., being appointed by the Colorado Department of Public Health and Environment (CDPHE) as the single PRO responsible for implementing Colorado's Producer Responsibility Program for Statewide Recycling Act.
- On October 18, 2023, CAA was approved as the single PRO to represent the interests of producers in Maryland. As the Maryland PRO, CAA will have a seat on the Producer Responsibility Advisory Council, which will make recommendations to the Maryland governor on how to effectively establish and implement a producer responsibility program for packaging materials.
- On January 5, 2024, CAA was approved as the single PRO to deliver the objectives of the California Plastic Pollution Prevention and Packaging Producer Responsibility Act (California Public Resources Code Sections 42040 to 42084).

As they have in these other EPR states, CAA members have invested time and resources to ensure the organization can fulfill the specific PRO obligations in relation to the RMA in Oregon.

Understanding of Oregon's Recycling Modernization Act

CAA has a strong and detailed understanding of the RMA. Following its incorporation, CAA was engaged in the Phase I rulemaking process (and subsequently the Rulemaking Advisory Committee), which included the submission of comments in July 2023.

CAA has also participated in DEQ Technical Working Groups and has pursued independent and extensive engagement with Oregon DEQ and other Oregon stakeholders and groups, including: Oregon Refuse & Recycling Association (ORRA), local governments and service providers, and the Association of Oregon Recyclers (AOR). Full details on CAA's stakeholder engagement during the development of this program plan can be found in Appendix D.

As a result of this engagement, CAA understands not only the requirements of the statute and rules, but also the priorities of key stakeholder groups that are essential to the success of the RMA.

Team Expertise and Capabilities

CAA Founding Members are united in their vision to create a circular economy for paper, packaging, and food service ware in the United States. CAA's Founding Members have experience with the implementation of various EPR programs, and they have assembled a team of staff and independent service providers drawn from across North America with expertise in developing and operating EPR programs to respond to state-specific regulatory requirements and recycling system needs.

CAA team members have participated in EPR implementation and program operation for many years, playing integral roles in the creation, operation, and improvement of PROs. The team has expertise in regulatory compliance, project management, governance, recycling systems and materials management, system improvement, end markets, finance, fee setting, eco-modulation, packaging design, not-for-profit operation, information technology, reporting, consumer education, producer and stakeholder relations, and public affairs.

The Oregon team is led by an Executive Director who is responsible for building the local organization and implementation team. CAA is hiring full-time staff members based in Oregon and will continue to add Oregon-based staff to the team over time. Currently these Oregon-based staff members include the following positions:

- Oregon Executive Director
- Oregon Project Manager
- Oregon USCL Recycling Manager
- Oregon Depot Manager
- Oregon Communications Manager
- Oregon Audit Director
- Oregon Reporting Director

CAA's organization charts are included in Appendix C.

Qualifications to Deliver Interim Coordination Tasks

CAA is well-qualified to deliver the start-up tasks (previously referred to as interim coordination tasks) required to launch the program successfully on July 1, 2025, as required by state statute. In particular, the CAA team is preparing to launch the following workstreams:

Local Government and Service Provider Engagement (Oregon Recycling System Optimization Project)

This workstream is planned for April 2024 onward. The goal is to liaise further with local governments and their service providers on expansion needs, to finalize plans for expansions to be funded in the first program plan, and to conduct consultations on other relevant aspects of the plan. CAA has assembled a team of experts to undertake this work, building from the initial discussions with a selection of local governments outlined in Appendix D that have taken place since September 2023. The team has experience relevant to Oregon’s regulatory requirements, recycling system design, and Oregon’s local government ecosystem. More information on plans for this workstream can be found in the Operations Plan section of this plan, under “Collection and Recycling of USCL Materials.”

PRO Depot Development (Oregon Recycling System Optimization Project)

This workstream is planned for April 2024 onward. The goal is to liaise further with existing drop-off facilities and depot locations, as well as new potential partners to finalize a network of PRO depot locations (supplemented by events and other collection services) to meet the necessary collection targets, convenience and performance standards, and Responsible End Market (REM) requirements under the RMA. CAA has assembled a team of experts to undertake this work, building from the initial discussions with depot organizations outlined in Appendix D. More information on plans for this workstream can be found in the Operations Plan section of this plan, under “The PRO Recycling Acceptance List.”

Education and Outreach

This workstream is planned for April 2024 and onward. The goal is to develop education and outreach collateral and a statewide promotional campaign to communicate the USCL and PRO Recycling Acceptance List to residents and commercial entities in Oregon. The workstream includes consultations with local stakeholders, including but not limited to DEQ, the Oregon Recycling System Advisory Council (ORSAC), Oregon residents (in a range of geographies and housing situations), Oregon businesses, local governments, service providers, and community-based organizations (CBOs). CAA has assembled a team of experts to undertake this work. The team has experience in Oregon regulatory requirements, waste generator behavior trends, education materials development and delivery, Oregon-focused media executions, and Oregon local government engagement. More information on plans for this workstream can be found in the Operations Plan section of this plan, under “Education and Outreach.”

CAA’s Producer Membership

CAA membership exceeds the 10% market share threshold for covered materials in Oregon required for approved PROs. Based on available data, CAA estimates that the current updated membership (as of August 2024) accounts for at least 40% of the state’s market share of covered materials. (Details of how the market share estimate was calculated can be found in Appendix B.)

CAA is also conducting information sessions with hundreds of non-member producers regarding EPR obligations in Oregon and other states and will expand membership further through 2024 and into 2025, in advance of the program start date.

CAA is resourced to complete all the tasks necessary to start the program, including all of the interim coordination (start-up) tasks referenced in the RMA rules. CAA Oregon will be a subsidiary of the national organization that is supported by its founding members. These members have made significant funding commitments to support the CAA program plan development in Oregon and other EPR states.

Operations Plan

The operations plan section of this program plan describes activities and recommendations for increasing the diversion of recyclable materials from disposal to support progress toward targets outlined in the Recycling Modernization Act (RMA).

Important areas of Producer Responsibility Organization (PRO) involvement around operations include meeting local government needs assessment requests, establishing collection depots, improving materials processing, and conducting robust and consistent education.

a. Collection and Recycling of USCL Materials

In this subsection, CAA details how it plans to support the collection and recycling of covered materials that are included on the Uniform Statewide Collection List (USCL).

Under ORS 459A.890, local governments and their service providers are entitled to be reimbursed or be provided advance funding for, as appropriate, eligible expenses in several RMA program areas, including but not limited to: system expansions and improvements (costs associated with the expansion and provision of recycling collection services); the transportation of covered materials over 50 miles; contamination reduction programming and periodic contamination evaluations outside of comingled recycling processing facilities (CRPFs); and ensuring 10% post-consumer content in roll carts.

The collection and recycling section of the program plan addresses each of these areas in turn, and it also discusses CAA's start-up approach to address specific time sensitive tasks (previously interim coordination tasks).

Following the submission of this initial draft of the program plan, CAA will conduct further outreach and consultation with local governments and service providers to:

- Undertake the Oregon Recycling System Optimization Project (more details are provided below)
- Enable the development of more accurate local government funding estimates and prioritization of disbursements which cannot currently be done due to limited available information.
- Develop a schedule for the disbursement of funding for local government service expansion requests as per RMA requirements
- Finalize the details of how various funding programs related to USCL materials will be administered

Administrative design principles have been developed to inform further consultation as detailed below.

Administrative Design Principles

- **Streamlined and expeditious processes** for the disbursement of eligible expenses

- **Clear and accessible claims submission** instructions and mechanisms (reliance on online submissions where possible)
- **Transparent information requirements** all parties should utilize understandable similar source data in support of funding requests
- **Standardized review criteria** in support of prioritization and assessment of eligibility of claims (see proposed review criteria below)
- **Coordination of funding program processes** with local government budget cycles wherever possible
- **Streamlined dispute resolution processes**
- **Appropriate accountability mechanisms** to track reimbursements and any advance funding provided

For each compensation program, CAA proposes to post related policy documents, standardized registration forms, claims submissions and other program documents on its stakeholder portal, for ease of access. These programs would also be supported by CAA program staff dedicated to answering questions and guiding stakeholders through program administrative processes.

i. System Expansions and Improvements

Providing financial and other assistance to local governments that need to expand recycling collection services is a critical step in the implementation of this program plan and the execution of the RMA. The activities outlined below will help meet a range of objectives and goals, including expanding overall opportunities to recycle, and help meet the plastics recycling goal set out in the RMA.

Proposal for an Oregon Recycling System Optimization Project

2023 Department of Environmental Quality (DEQ) Needs Assessment Findings

Oregon DEQ released its initial RMA Local Government Needs Assessment in May 2023. While completing the needs assessment survey was voluntary for local governments, eligibility for expansion funding from the PRO(s) in the first program plan is contingent on completion of the needs assessment.

Two hundred forty-five local governments responded to the needs assessment survey (200 cities, 36 counties, and nine additional county responses) with 92.2% of respondents indicating an interest in expanding recycling services.

To support program plan development, CAA consulted with a select number of local government representatives (see Appendix D for more details) to gather more information about initial needs assessment requests and develop a better understanding of existing recycling infrastructure in those jurisdictions.

This consultation process highlighted the different watershed infrastructure across the state, including a wide range of different local government and service provider roles and responsibilities and variations in such recycling activities such as contamination reduction activities, material flows, and current education and outreach efforts. This process underscored the need for a second more detailed needs assessment process and continued outreach to local governments to further develop the necessary components for RMA implementation.

The first needs assessment simply identified areas of potential interest in terms of service expansion. Local governments checked general areas of interest to maintain eligibility for funding under the process, which may in some cases have resulted in an inaccurate picture of needs in relation to existing recycling services. Information provided by local governments was insufficient to prioritize funding requests in relation to RMA rule criteria (which had not been finalized at the time of the needs assessment survey).

As anticipated in DEQ's Internal Management Directive (IMD) related to the program plan submission, CAA is proposing to conduct a follow up on DEQ's 2023 Needs Assessment by conducting an Oregon Recycling System Optimization Project (ORSOP) between April and August 2024 to gather information necessary to further develop its estimates of required local government funding for recycling system expansions and improvements and refine the schedule for processing funding requests in accordance with RMA rule prioritization criteria.

Proposed Approach

Given the interrelationship between local government needs assessment requests and other areas of the program plan pursuant to the RMA, CAA is proposing an integrated approach to the ORSOP. CAA will coordinate the outreach activities required to develop more accurate estimates of service program expansion requests (ORSOP) with continued program development of other local government compensation funding programs.

CAA proposes the following approach for engaging local governments and their service providers in the ORSOP:

1. Follow up outreach to all 2023 Needs Assessment respondents (details pending)
2. Engagement between CAA and local governments and service providers based on watersheds (with additional engagement as required for specific geographic areas). Consultation focuses on:
 - a. Understanding the unique conditions that may exist in each jurisdiction (i.e. local government service provider franchise arrangements, nature of existing recycling services provided, etc.)
 - b. Consulting with local governments and service providers on the reimbursement process, review criteria and administrative process that will be established to finalize and rollout service expansion system funding
 - c. Confirm which permitted facilities and existing local government facilities would like to participate in the PRO depot network

- d. Coordinate needs assessment requests in the context of other local government compensation programs such as transportation reimbursement (see relevant section below).
- e. Identify primary contacts for each local government and service provider
- f. Review anticipated processes for disbursement of education and outreach materials and the provision of funding for contamination reduction activities

The ORSOP will enable the development of a schedule, prioritization, and cost estimates of local government service expansion requests, as well as refined estimates of costs associated with reimbursements in other program areas.

General Process and Timelines for Prioritizing and Processing Service Expansion Requests

Proposed Timeline

Under the RMA, producers are not obligated to become members of a PRO until the program starts on July 1, 2025. Given the anticipated cost of local government infrastructure service expansions, CAA will not be in a position to fund service expansion requests until it is generating revenue from obligated producers.

Actual local government service expansion disbursements, therefore, are anticipated to begin after the July 1, 2025, program start date, with CAA prioritizing funding requests in accordance with RMA rule priorities. The general steps and timeframe associated with implementation of this service expansion funding program is below. (This timeline can also be reviewed in Appendix M, Preliminary Program Implementation Timeline.)

- CAA Conducts ORSOP (*April – August 2024*)
- CAA Program Plan is updated based on the ORSOP (*September 2024*). Updates will include:
 - A more detailed schedule for implementing collection program expansion disbursements
 - Revised estimates of local government expansion disbursements
 - A formalized Administrative Process for Review and Approval of Expansion Disbursements.
 - Prioritization of expansion disbursement requests
 - Development of a 2025–2027 Schedule for Processing Expansion Disbursement Requests
- CAA Program Plan Approved (*November/December 2024*)
- CAA–Local government processing of 2025 Expansion Funding Requests (*begins Spring 2025*)
 - Detailed CAA – local government negotiations
 - Identification of individual local government/service provider funding amounts
- Disbursement of 2025 Expansion Funding Requests (*July – December 2025*)

- CAA-Local government processing of 2026 Expansion Funding Requests (*begins Fall 2025*)
 - Detailed CAA – local government negotiations
 - Identification of individual local government/service provider funding amounts
- Disbursement of 2026 Expansion Funding Requests (*January – December 2026*)
- CAA-Local government processing of 2027 Expansion Funding Requests (*begins Fall 2026*)
- Detailed CAA – local government negotiations
 - Identification of individual local government/service provider funding amounts
- Disbursement of 2027 Expansion Funding Requests (*January – December 2027*)

Initial Outline for Disbursement of Local Government System Expansions

Preliminary Estimated Funding for Local Government System Expansion	
2025	\$54 Million to \$70 Million
2026	\$143 Million to \$186 Million
2027	\$159 Million to \$207 Million
Total Program Plan Funding	\$356 Million to \$463 Million

Table 1

Actual funding amounts for local government service expansion initiatives will be determined on a case-by-case basis subject to RMA eligibility requirements as per a schedule for disbursements included in future program plan amendments. For more information related to how CAA developed initial estimates see Appendix E.

Revised Local Government Funding Schedule

Following the ORSOP, CAA’s revised program plan will include a more detailed schedule for processing the disbursement of system expansion funding requests. Where appropriate, CAA will schedule the funding of local government system expansion on a geographic basis so that infrastructure improvements can be coordinated and support broader system efficiencies.

The proposed draft disbursement schedule to be included in the revised program plan could follow a format like the following:

Local Government	Type of Funding Request	Reason for Prioritization	Target Date for Processing System Funding Request	Target Date for Funding Disbursement
LG X	On-route Expansion	Required by OTR	September 2025	December 2025
LG Y	Depot	Population under 4,000	Oct 2025	Jan 2026

Table 2

CAA will consult with local governments to review optimal timing of funding disbursements to align with local government budget policies.

Where prioritized local governments are not ready to process their funding requests in accordance with the proposed Revised Program Plan funding schedule, CAA will work with those local governments to process service expansion requests as soon as that local government is ready to engage in the processing exercise necessary to determine final disbursement amounts.

Assessing Priority of Funding Requests

All PRO funding for expansions and provision of recycling services from July 2025 through to December 2027 will be prioritized following RMA rule guidelines:

1. Local governments that are not, or will not be, able to provide the opportunity to recycle
2. Existing recycling depots to provide for the collection of any materials that were formerly collected on-route by the local government or a local government's service provider, as needed to ensure continuation of recycling opportunities
3. Existing recycling depots to provide for the collection of any materials that are not currently or were not formerly collected on-route by the local government or local government's service provider
4. Local governments with populations less than 4,000, according to the Portland State University Population Research Center's most recent Population Estimate Report, or such other estimate approved by the Department
5. Local governments of any size that are looking to add new on-route or recycling depot service
6. All other local governments that are looking to expand existing on-route collection, recycling depots or both, in order of ascending population

Where local government requests fall into multiple RMA rule prioritization categories, CAA will attempt to identify and sequence in accordance with the most applicable rule criteria. As noted earlier, CAA will also attempt to assess local government requests on a geographic or watershed basis to improve system efficiencies. Additional criteria that CAA proposes to employ for evaluation are described below.

Evaluation of Funding Requests

CAA will use a standardized information-gathering mechanism to gather needed specifics for assessing and meeting funding requests and to be able to gauge the requests against these evaluation criteria. This information may include:

1. Name of the project
2. Detailed description of the project
3. Financial request with detailed list of items to be acquired
4. Timeline for the project and funds to be disbursed
5. Who will be overseeing and undertaking the project
6. What is the projected impact on the intent of the RMA
7. Is the project consistent with industry best practices/guidelines
8. Will the project meet the performance standards outlined in RMA rules

Proposed Review Criteria

While RMA rules provide guidance on how to prioritize local government eligible funding requests, there are several references in the RMA related to potential service expansion requests where further clarifications will be required to determine whether a particular local government service expansion request is eligible for funding under the statute.

For example, service expansion requests related to expanded on-route collection services and the addition of recycling reload facilities indicate that the recycling reload facility is an eligible expense if necessary. RMA rule requirements also indicate that PRO funding for additional recycling depots is in relation to “as needed to provide convenient recycling opportunities.” See OAR 340-090-0800(1)(A)(C). In the absence of additional review criteria, to address how RMA terms such as “if necessary” or “as needed” should be interpreted, CAA is proposing program review criteria to clarify how needs assessment funding requests will be assessed. Such criteria will also support other RMA requirements related to the verification of funding amounts anticipated under the statute.

As part of the ORSOP, CAA will consult with local governments regarding funding eligibility protocols and the proposed needs assessment review criteria outlined below:

1. Support for Existing Services and Infrastructure

Local governments and service providers have invested heavily in recycling infrastructure over decades to deliver recycling services in conjunction with the delivery of other solid waste services that form the greater solid waste management system. Where needed, improvements and additions will be considered, but existing infrastructure should remain the foundation for services. Where consistent with other rule and funding assessment criteria, funding requests should support and utilize existing recycling infrastructure.

2. Consistent with RMA Objectives

Funding requests must be qualified expenses under the statute, that are consistent with RMA objectives to minimize the environmental impacts of producer packaging. Regarding local government infrastructure, requests should efficiently support improved environmental outcomes related to both local government recycling and statewide packaging objectives.

3. Driving Efficiency and Effectiveness

Funding requests should improve current system efficiency and support cost-effective diversion. The funding should be used both to improve the performance of existing recycling programs (e.g., increasing the recovery of materials that are currently recycled) and add new materials in a cost-effective manner. Investments should create new capacity that meets the newly anticipated volumes of recyclables under the RMA. Efficiency measurements (e.g., a “net cost per ton” diverted) may be developed for considering applications for funding. It is recognized that any new tons added into the recycling system will likely increase the total and net system costs.

4. Balancing Local Government and Statewide Needs

Local government funding requests should integrate well with statewide infrastructure. A balance is required between funding to support State-wide system benefits and funding for local/regional funding needs and opportunities.

5. No Cross Subsidization or Duplication of Funding

There should be no cross subsidization between local government needs assessment funding and non-RMA solid waste program funding. Funding provided by CAA for recycling programs will be dedicated to eligible recycling programs only. Funding requests should also not duplicate funding provided through other RMA programs.

6. Accuracy and Transparency

Funding requests must be based on accurate and transparent information. CAA will work in good faith with local governments and their services providers to document required information associated with various types of system expansion service requests. (i.e., required information in relation to a request for expanded on-route collection).

Dispute Settlement Process relating to Service Expansion Funding Requests

Given the language of the RMA, there may be disagreements between CAA and local governments and their service providers about the eligibility for certain types of funding requests. These disagreements may be more complex than typical contractual disputes (which often involve disputes over the interpretation of

contractual clauses) as they will likely involve different legal interpretations of what reimbursement the statute requires and what qualifies as an eligible cost.

CAA proposes to utilize the ORSOP to identify and catalog the types of costs associated with the expansion and provision of recycling collection service for covered materials. CAA would propose to convene a working group comprised of representatives from CAA, local government, and DEQ to attempt to mediate disagreements over service funding requests between the approval of the second program plan and the start of the program plan on July 1, 2025. This process will hopefully minimize potential disagreements between CAA and local governments prior to the processing of individual local government service expansion requests once the program begins on July 1, 2025. In addition to resolving or narrowing potential dispute issues, the working group could also align on the details of the dispute settlement process to be utilized once more detailed CAA local governments negotiations related to service expansion requests are undertaken.

Accountability Mechanisms

Funding provided to local governments will need to be accompanied by accountability mechanisms to ensure that PRO funding provided to local governments is allocated to its intended RMA purpose. In many cases, this may include advance funding for capital items such as trucks or other capital items. As part of the ORSOP, CAA will consult with local governments regarding the accountability reporting and conditions associated with the provision of funding in relation to service expansion requests and different types of eligible funding categories. The details of proposed accountability processes will be provided in the revised second draft of the program plan, anticipated in September 2024.

ii. Transportation Reimbursements

Under the RMA, the PRO is required to fund local government or their service provider costs of transporting covered materials from a recycling depot or recycling reload facility to a CRPF, processor, or responsible end market (REM).

DEQ rules establish methods for determining funding and reimbursement amounts which may include payments based on zones. The rules require that:

- Costs must be based on the actual costs of managing and transporting covered materials that must be shipped more than 50 miles
- 50-mile distance is the shortest driving distance to:
 - the nearest CRPF with capacity to process the material, if the material is commingled
 - the nearest processing or sorting facility that will prepare it for market or REM, if the material is collected separately (e.g., glass) or is not fully commingled
 - the nearest REM if the material is collected separately and in condition to be sent to an REM

- Costs to receive, consolidate, load and transport covered materials include but are not limited to purchasing and maintaining equipment, signage (not already covered under RMA provisions), administrative costs including related staffing costs
- Transportation costs of covered materials directly from a generator to a CRPF or REM are not eligible
- In 2027, the PRO must also conduct a transportation study
- The PRO program plan must include methods for calculating transportation costs
- Payment methods may include rate schedules or zonal maps with periodic adjustments for fuel prices or other variable factors
 - Consultation with local governments and service providers required on payment methods
 - Methods must include a voluntary option where PRO and local government/service provider may agree to transfer some or all transportation responsibilities to PRO

Consultation Process

During the program plan development process, CAA consulted with a select number of local government service providers on the design of the program for administering transportation disbursements under the RMA. These service providers are all likely claimants for transportation reimbursement under the RMA and were selected in consultation with ORRA, which represents haulers and other recycling businesses throughout the state.

The purpose of this pre-program plan consultation was to identify elements that need to be included in this funding program and outline a general approach to administration. As with other RMA funding programs, CAA's intention is to seek feedback from affected parties throughout the state to support development of this RMA compensation program. Given this requires outreach to the same parties involved in the ORSOP, CAA will coordinate consultation related to the development of this funding program in tandem.

The proposed transportation reimbursement model, which CAA will seek feedback on in conjunction with the Oregon Recycling System Optimization Project, is described below. Following further consultation and outreach CAA would finalize transportation reimbursement policies and required forms and documents. These policy documents would be available online, and CAA would propose to conduct webinars and stakeholder outreach prior to program plan implementation to explain the claims submission process before the program start date.

CAA would begin processing claims from eligible funding recipients for any qualifying shipments made after the start of the program on July 1, 2025.

Proposed Methods for Calculating Transportation Costs

General Model

CAA will calculate disbursements based on standardized rates per mile from eligible outbound facilities to the nearest CRPF with capacity or end market, with some adjustment for loading and preparation of outbound loads:

- A standardized rate per ton per mile, with different rates for different types of loads, would be utilized to calculate the transportation reimbursement compensation for different facilities
- The standard per mile rate would be used to calculate set transportation reimbursements for each eligible outbound facility based on the application of the standard rate to the distance between eligible facilities and the nearest processing facility or end market
- Reimbursement rates would include a process to address fluctuations in fuel prices

Local governments can assign transportation eligibility funding rights to service providers, and eligible transporters would register with CAA and enter into a transportation claims agreement. Functioning through an online portal, eligible applicants would confirm eligibility for reimbursement for individual shipments with CAA prior to the shipment taking place. CAA would confirm their shipment request and notify the receiving CRPF of the delivery. Once received the CRPF will confirm the load was accepted and input final weights. Once that is complete, reimbursement would be disbursed to the party initiating the shipment request. The program would include a dispute settlement process with specified timelines for contested claims.

Although funding requests from service providers for facility upgrades and capital costs associated with preparation of materials (excluding costs covered under expansion of services funding to local governments) may coincide with requests for transportation cost reimbursement, CAA recommends managing funding requests for capital items (e.g. depot signage, compaction equipment, etc.) separately from transportation claims.

Registration of Claimants

A process must be established for local governments to identify the recycling depots, recycling facilities and haulers eligible for transportation reimbursements in their jurisdictions. At the time of this submission, DEQ informed CAA that it was consulting with local governments on an authorization or designation process for local governments to utilize with respect to all RMA local government compensation programs.

Eligible recipients of transportation funding, which could include both local governments and service providers, would enter into a transportation claims agreement with CAA prior to receiving transportation reimbursements:

- This agreement would include terms of payments including indemnification clauses that clarify each party's liabilities and obligations with respect to transportation of RMA materials including situations where a funding recipient was utilizing a third party to transport covered materials
- CAA intends to consult with service providers and local governments on the content of a draft transportation claims agreement template

CAA will facilitate the registration process and completion of transportation reimbursement claims agreements in time to enable implementation by July 1, 2025.

Establishing Standard Rates

- CAA will develop a draft recycling depot and recycling reload facility list for review by local governments and service providers
- A facility receiving rate of inbound shipments that need to be scaled, received, consolidated, stored, and reloaded and all the associated administration and reporting would be paid a standard fee per ton managed
- A transportation reimbursement rate for outbound shipments from each facility would be calculated based on a standard per mile rate applied to the eligible distance and recorded weight received at the CRPF
- Process for calculation of transportation rates for each facility would be reviewed including:
 - The categories of shipments that would be subject to different standard transportation rates (i.e. material type, destination)
- Calculation of facility rates reflecting the shipping distance from each eligible facility to the nearest processing facility with capacity or nearest end market based on the standard rate per mile
- Proposed rates will be set on a per ton of eligible covered material basis
- Payment process would include determining rates for mixed loads

Timing of Submissions and Reimbursements

CAA will develop an online portal to process submissions of claims. Claims processing will reflect the steps outlined below:

1. Eligible recipients would provide CAA notice of shipment through standard form via an online process
2. CAA would pre-approve eligible shipments (within specified time frames)
3. A Bill of Lading (BOL) would be released to relevant parties
4. Final weights of transported materials would be reconciled by CRPFs and other receiving facilities
5. Payment is released

As per RMA rule requirements, CAA would notify local governments of all payments made to authorized service providers under this program.

Claims Submission Content

During the next phase of consultation, CAA proposes to review a draft claims submission template in consultation with local governments and service providers. Operational information collected via claims submissions could include:

- Confirmation of shipment eligibility (i.e. local government expense for transportation of covered materials)
- Location of recycling depot or recycling reload facility (origin)
- Date of load pick up at recycling depot or recycling reload facility
- Location of delivery location: CRPF, processor, or REM (destination)
- Date of delivery to CRPF, processor, or REM
- Confirmation of delivery by authorized CRPF, processor, or REM representative
- Identification of covered material load type:
 - Comingled material, specific material, if appropriate
 - Baled material vs. compaction vs. uncompacted material
- If applicable, percentage of load associated with eligible covered materials
- Outbound, inbound weights – confirmation of outbound and inbound weights from outbound and inbound facilities

Timing of Payments

CAA proposes that service providers confirm eligibility of shipments and submit claims on a delivery-by-delivery basis. CAA would consult on proposed timelines for payment of claims and the processes for verifying, approving and adjusting claims. CAA would also consult on proposed deadlines for the submission of transportation claims and adjustments to transportation claims.

Dispute Settlement Process

As noted above, CAA is proposing a pre-submission claims review process to minimize disputes about whether a particular claim for funding is eligible. In cases where a submitted transportation claim is not considered eligible by CAA, that transportation request will not be approved, and the BOL generation process will not be initiated. If a load is approved for transportation and is rejected upon receipt at the CRPF due to contamination, the transporter shall incur the cost of the transport, removal, and disposal of the material and that load will not be eligible for transportation reimbursement.

CAA will develop a dispute settlement process for claims where a service provider and CAA disagree on eligibility for a claimed cost or the amount of the transportation cost reimbursement. Details would be included in a Service Provider/CAA transportation agreement, with the potential for arbitration by a third party agreed to by both parties. Affected local governments will be notified when a dispute settlement process has been initiated.

Percentage of covered material in commingled loads

- Under RMA rules – initially PROs will use data from the 2023 Oregon Solid Waste Characterization and Composition Study to determine the portion of recyclable material that is not covered material in commingled loads
- CAA will propose a standard percentage for use in all rate sheet calculations
- If a local government, service provider, or PRO in a particular county believes that the local commingled stream has a significantly different proportion of covered material (in comparison to the statewide average), it can conduct a study in consultation with the affected parties to determine the proportion of covered material in the local commingled stream
- In 2027 the PRO is obligated to conduct a study to determine the proportion of covered material in commingled loads:
 - CAA will consult with stakeholders on the appropriate methodology associated to be used in this study and the revised program plan will include an outline of the proposed approach and timing of initiative

Voluntary Transportation Option

As per RMA rules, CAA would develop an option where CAA would assume responsibility for transporting covered materials from a local government’s recycling depot or recycling reload facilities to the nearest facility if the local government and CAA agree to such an approach. This would be implemented through a CAA/local government agreement which would describe service details. CAA will consult with service providers on the details of the transportation funding program to determine their level of interest in the voluntary interest option.

Opportunities for Efficiency and Effectiveness

Wasteshed-Level Management

The management of materials at the wasteshed level offers a number of advantages from an administrative, planning, operational, and financial perspective. It is important to manage all the materials at the wasteshed level. The materials can be planned, administered, received, consolidated, prepared for shipment, and loaded in each wasteshed. In some cases, neighboring wastesheds may find it beneficial to work together to benefit from economies of scale and avoid unnecessary duplication of services. CAA will explore options to coordinate transportation of materials on a wasteshed basis during consultation on the details of the transportation funding program.

Material Compaction

The movement of materials must be minimized where possible. One of the most effective ways to minimize the movement of materials is by maximizing load capacities thus reducing the overall number of loads needed, however, this must not be done at the risk of compromising the recyclability and recovery of the materials by CRPFs.

While baling is an effective way to maximize capacity, it has negative impacts on the recovery yield of the materials. Shipping loose materials is the least effective way of shipping materials resulting in the most loads to be managed. The most effective way is to compact the material into closed top walking floor trailers, maximizing the volume capacity without affecting the integrity of the material to be sorted. This will lower freight costs and increase recovery at the CRPF while reducing residue rates.

CAA will consult with local governments and their service providers regarding efficient transportation options. The rate sheet will likely, pending the results of consultation, distinguish between different types of loads to encourage transportation efficiencies.

iii. Additional Reimbursement and Funding for Local Governments

Contamination Reduction Programming

The RMA requires DEQ to establish and maintain list of approved contamination reduction program elements, including:

- Customer-facing materials, methods responsive to diverse populations
- Standards for providing feedback to generators that contribute to contamination
- Standards for service or financial consequences to generators that are repeated sources of contamination

Local governments must implement programs to reduce contamination that include program elements identified by DEQ, or materials or methods that are as effective, and must include a process to review and revise as local elements once every five years. Local governments are only obligated to participate to the extent program funding is provided by a PRO. PRO contamination reduction funding is capped at \$3 per capita per year.

RMA rules related to contamination reduction funding will be finalized as part of the RMA's Phase II rulemaking process with a review and approval by the Environmental Quality Commission anticipated in November 2024.

CAA has conducted some preliminary outreach with local governments related to this program, but as in other program areas, further consultation is required to develop the details of how this program will be administered.

As with other reimbursement programs, local governments may designate service providers as eligible recipients for program funding. Local governments may also assign other local governments as funding recipients (i.e. a city may choose to designate a county as the funding recipient).

Given that PRO program funding is capped at \$3 per capita, the assignment or designation process related to this program requires local governments to assign or designate portions of funding in situations where it may be assigning funding to multiple service providers. The per capita cap also requires the determination of funding years for which to calculate the cap, and the population period on which the per capita cap was calculated so that in any given funding year, local governments are working from the same population estimates.

CAA proposes the following general approach to disbursing funding for contamination reduction programming:

- The funding year for disbursements would be based on the municipal calendar year (e.g. July 1, 2025 to June 30, 2026)
- Prior to the start of each funding year CAA would calculate the eligible cap for Oregon local governments for the upcoming year based on the most recent estimate of Oregon population available from the Portland State University Population Research Center as per RMA rules 340-090-0810 (2) (timing to be determined) and provide to local governments and DEQ (potentially post on its website)
- Prior to the start of each funding year, local governments would through the Opportunity to Recycle (OTR) process assign funding eligibility identifying the portion of funding available to recipients in cases where the local government was assigning eligibility to multiple recipients
- CAA would encourage local governments and eligible service providers to submit contamination reduction funding budgets, identifying what the CRF will be utilized for, to CAA for pre-approval prior to the start of each program year – this process would expedite the processing of payments later in the year
- Where recipients want advance funding for contamination reduction programs, they would submit a budget for eligible items to CAA prior to the start of the program year (timing to be determined)
- Recipients that are provided advanced funding in relation to the contamination program would need to monitor spending and provide CAA with updates confirming advance funds were utilized for eligible contamination reduction program elements (timing to be determined)
- In the event that recipients of advance funding related to the contamination reduction program had not spent the advance funding by the end of the funding year, they would be required to return unspent advance funding amounts to CAA (timing to be determined)

Ensuring 10% Post-Consumer Content in Roll Carts

Many manufacturers of roll carts currently offer 10% or more post-consumer content in new containers. To get the post-consumer material needed, manufacturers need access to residentially sourced resin and there

has been concern in the past about an adequate supply of this material. Some manufacturers may indicate that, depending on the size of the container and the weight of the resin used the purchaser, there may be the need for a small premium for a 10% cart during procurement. However, some cart manufacturers are already able to provide 10% post-consumer content at the same price and same warranty terms as 100 percent virgin resin carts.

CAA proposes to work closely with local governments and haulers to facilitate procurement that ensures the 10% standard is met and that the content is derived from residential post-consumer sources.

Measures to Protect Ratepayers from Increased Costs

Under the RMA, producers will provide funding for several activities that are currently financed indirectly through ratepayer recycling fees. In addition, producers will fund activities designed to implement recycling system improvements. While the level of many of these investments have yet to be finalized, the investments are anticipated to be significant and will indirectly protect existing ratepayers from fee increases as local governments and system participants will no longer be required to recover such costs exclusively through rate payers.

Producer funding directed toward existing activities that should provide ratepayer protection include:

- Annual compensation to CRPFs to cover current operating and contaminant disposal costs as well as future system improvement costs
- Annual local government contamination reduction program funding
- Funding for local government transportation of covered materials for more than 50 miles

New sources of producer funding directed toward recycling system improvements that should provide rate payer protection include:

- Producer funding for expansion of local government collection services
- Close to 50% of CRPF compensation relates to recycling system improvements associated with RMA obligations
- Producer funding for the collection of PRO acceptance list materials including potential funding in support of continued curbside collection of select materials
- Producer funding for the provision of local government education and outreach materials
- Producer funding to ensure collected materials are recycled at responsible end markets
- Producer funding for waste prevention and reuse projects designed to lower the environmental impact of covered materials

With respect to the processing costs of collected materials and the requirement under 459A.923 (2) which requires PROs to share in processing costs to allow local governments to reduce the financial impact on ratepayers, CAA supports data reporting processes that would allow it to provide local governments with an annual estimate of PRO funding provided to processing facilities in relation to the volume of commingled

materials collected in their jurisdiction. This would allow individual local governments to take PRO funding into account when setting ratepayer fees and processes for their local service providers. CAA can track certain commingled volumes through the provision of transportation subsidies, but will likely require additional reporting by CRPFs to ensure that this information is accurate on a local government basis. CAA will work with DEQ to review various data reporting requirements under the RMA with the goal of providing this type of information to local governments.

CAA also supports the monitoring of developments at CRPFs over the course of the program plan in relation to the anticipated investments and costs identified through the study by Crowe on the Oregon Processor Commodity Risk Fee and Contamination Management Fee.¹ This is necessary to review whether anticipated investments were made and to review whether processing facility anticipated cost estimates were accurate. Such information will help refine forecasting estimates associated with anticipated future studies related to the calculation of CRPF processing fees. CAA believes that DEQ is best positioned to gather this information as a requirement of CRPF permitting reporting.

Finally, CAA has an obligation under 469A.875 to describe how it will provide funding to allow local governments to protect ratepayers from the increased costs associated with processing and marketing recyclable materials. As noted above, CAA will be making significant investments to support recycling throughout the state and indirectly protect ratepayers. CAA will provide local governments with an annual summary of RMA funding in relation to materials collected in their jurisdiction so that these amounts can be reviewed by local governments when conducting ratepayer reviews in relation to recycling services.

iv. Start-Up Approach for Time-Sensitive Tasks

Given the program start date of July 1, 2025, there are time-sensitive tasks that need to be completed during 2024 and early 2025.

The expected start-up tasks include:

1. Negotiating with and then providing associated compensation (with a single accounting point-of-contact system) to local governments for service expansion
2. Setting up a single accounting point-of-contact system for compensation of local governments for expenses not related to service expansion (i.e. transportation funding, contamination funding, roll cart funding, etc.)
3. Setting up a single accounting point-of-contact system for payment of contamination management fees and processor commodity risk fees to CRPFs.

¹ Crowe. *Study Results: Processor Commodity Risk Fee / Contamination Management Fee*. Retrieved March 8, 2024 from <https://www.oregon.gov/deq/recycling/Documents/TWGTask4-5Report.pdf>.

In relation to the stated start-up tasks, CAA will begin outreach to and preliminary negotiations with all respondents to the initial needs assessment to further develop understanding of service expansion funding needs. Details of this proposed outreach, including ways to gather information that uses stakeholder time efficiently (by addressing multiple related topic areas for example), are included under the "Proposal for an Oregon Recycling System Optimization Project" section above.

By June 30, 2025, the development, buildout, and implementation of a local government-facing portal will be completed. The portal solution will provide an easy to use yet secure platform for producers, service providers, and state/local stakeholders to interact with CAA. All data within the portal will be encrypted to safeguard against external threats and ensure the confidentiality of data.

For local governments and service providers, the portal will allow access through a secure user ID and password. Once in the portal, service providers will be able to view their claims, account history and balance due, and reports and notices. Additionally, the portal will provide multiple means for service providers to send their claims data to CAA through data exchange, structured file upload, or direct entry. As described above, details for administering each of the individual reimbursement programs will be discussed with local governments during the next phase of outreach. This process will inform further specific portal requirements.

In parallel to local government and service provider outreach, CAA will continue its discussions and engagement with Oregon's eligible CRPFs to better understand their needs and align on administrative processes for the payment of contamination management fees (CMF) and processor commodity risk fees (PCRF). Payment of these fees will also be facilitated through CAA's secure portal system.

Leveraging functionality that will support the overall achievement of Objective 1, including ensuring that materials are collected and processed for recycling in Oregon are consistently delivered to responsible end markets, CAA will provide full material flow traceability through a system that manages and reconciles inventory flow from initial possession, through validation of receipt by responsible end markets. This same functionality will support the track and trace needs under the transportation reimbursement process.

b. The PRO Recycling Acceptance List

This section outlines activities, timelines, and recommendations for increasing diversion of materials named on the PRO Acceptance List from disposal, including proposed approaches to meeting convenience and performance standards and setting collection targets.

As noted below, CAA has completed a GIS mapping exercise to assess existing depots and alternate collection sites in relation to the RMA rule requirements. In general, where there are service gaps in relation to RMA convenience standards, local governments are currently collecting some PRO materials through curbside collection. These local governments have indicated to CAA that they would like curbside collection of certain PRO materials to continue under the RMA and CAA has indicated its interest in working with local governments to support this added level of convenience.

As the exact number of physical collection points that CAA will propose is dependent on the outcome of local government discussions in relation alternate collection activities in key local government jurisdictions, CAA has not aligned on a proposed number of physical collection sites for PRO acceptance list materials at the start of the Program. The numbers provided below are initial estimates, which combine physical locations with alternate activities.

As CAA conducts further outreach in relation to assessing local government service expansion requests, it will also work with local governments to confirm potential participation in the collection system for PRO acceptance list materials. These discussions will enable the development of a more detailed plan for the collection system which in turn will layout a detailed proposal for CAA's compliance with convenience standards as part of the anticipated second program plan required in September.

i. Proposed Approach to Achieving Convenience Standards

Requirements

Through the rulemaking process, DEQ has defined the convenience standards for depots to ensure Oregonians have reasonable and equal access to recycle materials that the PRO is responsible for collecting and managing. ORS 340-090-0640 outlines minimum sites for counties, cities and the Metro region.



Figure 1. An infographic summarizing the requirements of recycling access laid out in the RMA

The PRO will be required to have a minimum of:

- One depot in every county
- One additional collection point in counties with over 40,000 residents
- Additional depot locations for counties in the Metro region (Clackamas, Multnomah, and Washington Counties)
- A depot in cities of 7,000 or more for cities outside the metro region
- A depot for every city of 14,000 within the Metro region
- Additional collection points based on population and location of the city

The achievement of this distribution is demonstrated in Appendix F.

In addition to minimum regional requirements for depots, there are additional considerations that CAA is factoring in when considering optimal locations for siting depots, including:

- Incorporated versus unincorporated parts of counties
- Proximity to public transit in the multi-depot cities
- A goal that 95% of Oregonians live within 15 miles of a depot

Further, enhanced convenience standards exist for PE film, plastic buckets and pails, glass bottles and jars, PE and PP lids and caps, and HDPE package handles.

Block EPS, pressurized cylinders, aerosol packaging, aluminum foil and shredded paper are not included in the materials that must be collected at locations that meet the enhanced convenience standards. However, CAA, when possible, proposes to attempt to have most existing permitted sites, collection events and on-route (in specific urban areas) collect most, if not all PRO materials (collected separately from Universal Statewide Collection List materials), meeting the enhanced convenience standards for all materials while minimizing costs to the system and increasing convenience for the user. All depot locations shown in this section on the maps (Figures 2 and 3) and in Appendix F are being considered as enhanced locations accepting all PRO materials.

CAA will also consider alternative depot locations, where necessary for certain product categories, such as PE films, aerosols and pressurized cylinders. The use of on-route collection in certain metropolitan areas, at no additional cost to residents, is also being explored as a means to help meet convenience standards.

Further discussion of suggestions around the proper management of pressurized cylinders and block EPS can be found in the relevant sections below.

Network Analysis and Mapping

Given all the requirements to meet convenience standards, CAA estimates it will need to establish between 138 and 189 points of collection for materials on the PRO acceptance list. Points of collection refer to physical depots and events. The number also includes 38 identified areas where on-route collection may, in part, replace the need for a physical depot.

CAA contracted with IncaTech, a consultant group specializing in geospatial analysis, to utilize a GIS mapping tool to predict where coverage might be possible through existing depots and permitted facilities. Lists of prospective depot sites were prioritized and input separately as layers of information to produce different network coverage scenarios.

The RMA requires the PRO to prioritize outreach to permitted DEQ facilities and existing depots. CAA will issue letters to all permitted and existing sites inviting them to participate in the PRO depot network. This will occur in the first stages of the ORSOP and be followed by a series of outreach activities to prepare local governments and service providers for the ORSOP. Through this outreach, permitted DEQ facilities and existing local government depots will receive no less than two specific and direct requests to consider joining the PRO depot network. Access to webinars, information offered on the CAA website, and other anticipated electronic communications will further increase awareness opportunities for these sites as required in ORS 459A.896(1)(a).

A map of existing depots and permitted facilities was layered over the county and city convenience standard requirements to determine where gaps in convenience standards would exist if all existing locations joined the network as 'enhanced' locations. Given the location requirements, many gaps were discovered in the state where alternative locations or methods of collection are needed.

To fill some of the gaps, CAA researched likely participating partner locations of existing refuse-related industry locations and community-based organization (CBO)/current Ecycles locations. CAA also noted and

layered many of the existing permitted locations, as well as potential future partner locations that could serve as backup in cities where convenience standards would not be met if some of the central existing permitted locations chose not to participate.

173 existing permitted depot sites were identified with additional plausible existing locations (hauler yards, CBOs, etc.). These 173 locations cover much of the state, meeting the state convenience standards of reaching more than 95% of residents within a 15-mile range and having at least one site per county. However, CAA may not be able to initially meet the city convenience standards, leaving gaps in some of the cities. Strategies to close gaps in convenience standards are explained below.

Closing Gaps to Meet Convenience Standards

The initial phase of depot implementation is estimated to begin in 2025 by expanding collection of PRO material to the participating existing depot and permitted site locations.

Many existing hauler sites and permitted locations have expressed interest in participating as a PRO material collection point, however confirmation of participation is not yet confirmed. CAA has also identified over 285 backup sites that could be substituted if any existing facilities ultimately chose to not participate as a PRO collection point.

CAA also proposes to conduct outreach to retailers to explore existing or expanded collection opportunities for certain product categories, such as PE films, block white EPS, and pressurized single-use containers.

In metropolitan areas where on-route glass collection services currently exist, CAA will explore the potential of adding certain PRO materials to on-route collection services. CAA has sent out a questionnaire to Metro Regional governments to explore the economic feasibility and practicality of curbside collection. In the event that CAA and the local governments agree this is the best way to meet convenience standards for PRO materials, CAA proposes the number of depots required be adjusted in those enhanced service areas. CAA recommends offering direct service for the collection of PRO materials as it would help increase participation for all residents, increasing recovery rates and broadening access for residents.

CAA will explore the potential of enhanced curbside collection of PRO materials for both single-family and multifamily residents. To further address underserved communities and neighborhoods, CAA will consider hosting collection events in those identified areas.

As the depot network is built, there may be instances where barriers exist in establishing depots, such as a lack of available commercially zoned properties, or locations that do not immediately meet performance or geographic convenience standards. Where there are gaps and barriers that prevent ready identification of a suitable depot location, the CAA team will consider all practicable measures to work with prospective partners to develop a suitable site. Until a site can be developed, collection events may be necessary to meet convenience standards (more details on events below).

In these locations, CAA will explore one of three main options to fill the gap:

1. Adding PRO materials to a curbside container service, separate from USCL collections, and available at no cost to single family and multifamily properties to meet and exceed the convenience standards. Property density, service provider availability, and economic viability will guide this option
2. Partner with a CBO or independently host collection events regularly in areas lacking a permanent depot location
 - a. An emphasis on events in underserved areas of the cities will be prioritized. This option will be better suited where sites and infrastructure are limited and/or there is a lack of economies of scale for the alternative options
 - b. Option 2 and 3 will be combined in areas where single family convenience standards are met by on-route collection by adding targeted events to multifamily apartment complexes multiple times a year
3. Constructing a new facility to act as a depot location for PRO items in the community. Site availability and economic viability will likely be the main drivers of this option

Running Collection Events

For events, CAA proposes to work with the municipality to prepare events that will best serve the population. CAA will work with cities and counties to find the most suitable sites for collection events and determine the best time and frequency of hosting events. CAA will work with jurisdictions to promote the collection events and collect data on utilization. The events will either be staffed by the local municipality and reimbursed by CAA, or by a partner CBO or local COBID certified contractor with experience in waste management. Design for these events will be based on the models of existing Metro area collection events such as Metro Hazardous Waste Rounds Ups, City of Gresham Earth Day Events, Lane County's Plastics Round Ups or James Recycling's recycling collection events and they may be combined to increase participation.

CAA team members and partners have experience conducting similar events in other parts of the U.S. and Canada. The type of event will depend on the community's needs and what other disposal options currently exist. Events will be conducted in accordance with the same performance standards as depot locations (outlined in the Performance Standards section), offering free collection services and collecting covered materials in a way that preserves the quality of the material and prevents risk of litter or loss of materials.

Requesting Variances

Onboarding the backup locations, siting and construction of new locations and event implementation for filling convenience standard gaps will begin in 2025 and CAA expects its proposed collection system to be completed by the end of the program plan. CAA intends to meet convenience standards in all service locations via one of the three options identified above for targeted communities.

In the event a suitable location cannot be identified for a permanent collection location or collection event, but a suitable location is established within a reasonable distance, CAA will request a proximity exemption variance. CAA proposes a reasonable distance would be 15 miles from the established depot serving as the basis of the proximity exemption to the jurisdiction where the PRO depot location/collection service is lacking.

If there are extenuating circumstances beyond the PRO's control, including natural disasters such as wildfires and floods, or other situations that could affect service to a community for a prolonged period, CAA will seek a temporary variance on operations of that depot.

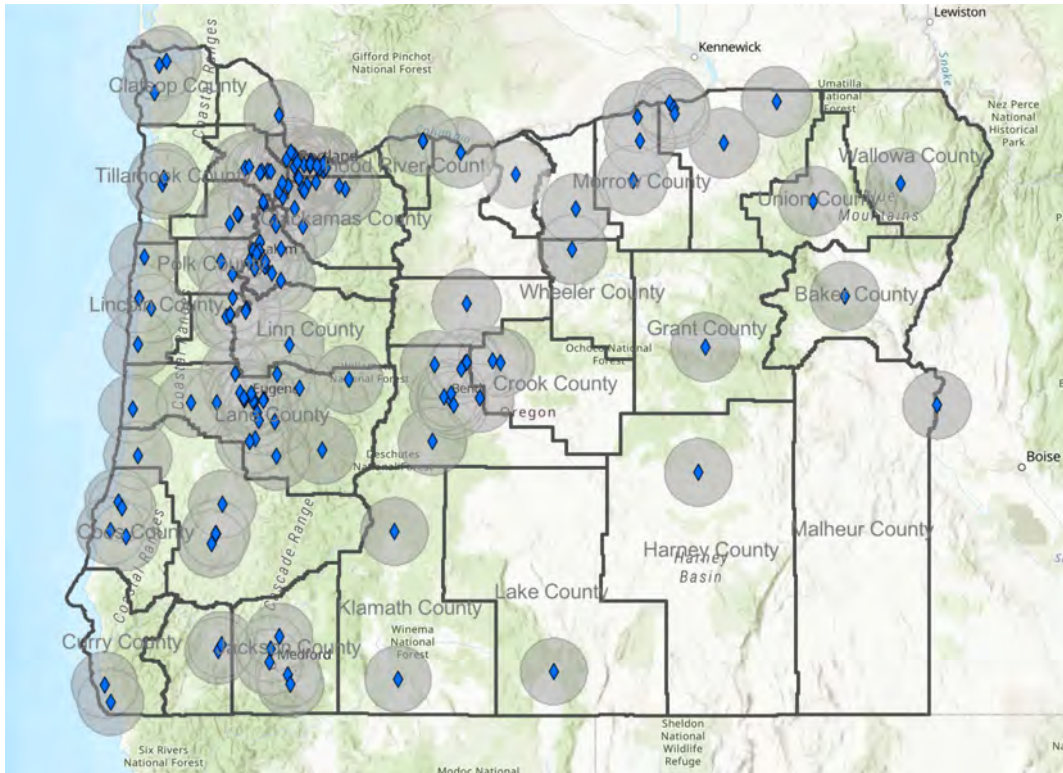


Figure 2. Proposed sites to meet performance standards and most convenience standards.

Using the existing collection sites of permitted facilities and local government depots, CAA has identified 142 suitable existing sites that, combined with special events and/or enhanced curbside service, will serve 96.9% of the population within a 15-mile buffer, based on 2020 census data.

	Number of Existing Collection Points	Total Population	Population within 15 Miles	% Beyond 15 Miles	% of Population within 15 Miles
State of Oregon	173	4,237,256	4,105,681	131,575	96.9%

Table 3

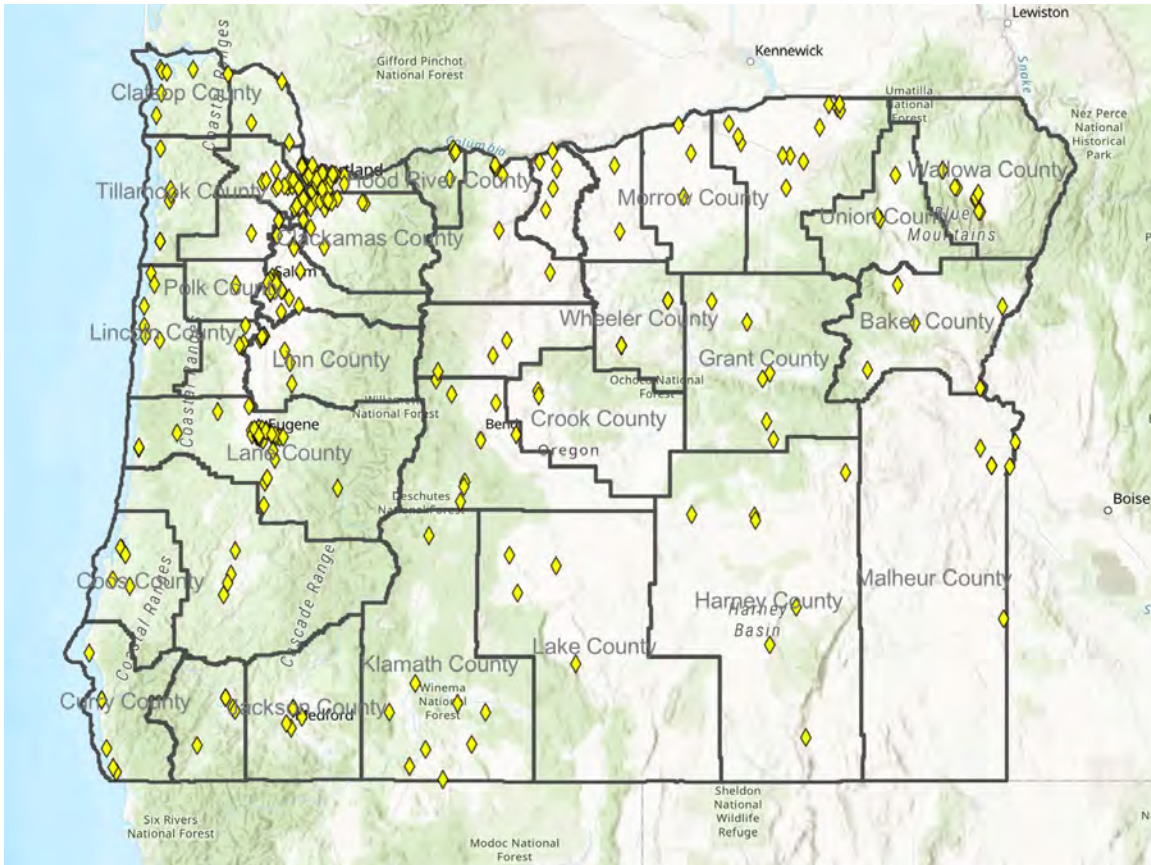


Figure 3. Identified backup sites where proposed sites do not wish to participate.

Due to the magnitude of the task and the need for the ORSOP, outreach to all sites has not yet been completed. CAA will prioritize detailed outreach to inform the planning processes. However, based on preliminary discussions with local governments and their service providers, CAA believes many of these sites will host depot collections for at least some PRO materials.

As mentioned above, CAA recognizes not all permitted sites and local government depots will elect to accept PRO depot materials. The requirement for a higher concentration of depots in metropolitan areas will also require additional locations beyond the existing sites. Anticipating this need, CAA has consulted with several organizations to explore the feasibility of utilizing their services to fulfill the remainder of the convenience standards requirements. Those organizations include:

- St. Vincent de Paul
- Bring Recycling
- Oregon Beverage Recycling Cooperative
- Habitat ReStores in the Portland Area
- James Recycling in the Metro Area
- City of Roses Disposal and Recycling
- Trash for Peace
- The Arc of Portland

All of these organizations, which are either non-profit or minority owned/operated, have expressed interest in continuing to explore the opportunity to be part of the PRO depot network.

Once the program is underway, to ensure compliance with convenience standards for transit access, CAA proposes to use the GIS mapping tool to overlay public transit routes to ensure the additional depot locations meet the proximity requirements for access to public transit.

Underserved Populations

The CAA team has also considered mechanisms for collecting PRO materials from residents that might not be able to access depot points. CAA will explore the possibility of providing valet services through haulers currently servicing the area, many of which offer a form of subscription collection service, such as Recycle+, in metropolitan areas. The contracted hauler's ability to offer valet services across the state will be explored as part of the proposed ORSOP.

CAA proposes to develop eligibility criteria for these valet services. Some of those criteria could include that a resident is a recipient of Meals on Wheels, receiving home care services, and/or set-out/set-back assistance. CAA proposes to consult with organizations representing aging and disabled populations to develop the appropriate criteria for eligibility and means to educate these populations about collection services available to them.

Just as CAA has been exploring working with a on route collection model for areas lacking sufficient depots, these collection methods are also being explored for collecting PRO and USCL materials for handicapped individuals via the same method. In the Portland area for example, CAA is exploring contracting with Trash for Peace to use electric vehicles (cars/vans/bikes) to serve mobility-limited populations within the city in addition to exploring similar services that may be offered by haulers.

ii. Proposed Approach to Addressing Performance Standards

Once the depot network is developed, it will be CAA's responsibility to ensure that each site is operating in conformance with the performance standards defined in the rules. Oversight includes ensuring:

- Sites and services consistently conform to operating standards
- Depots are free to the public
- Sites are well promoted to maximize awareness and participation
- Infrastructure around the site promotes ease of accessibility
- Quality of recyclable materials is maintained
- Depot sites have a positive impact on the communities and environment within which they operate

CAA proposes to build multiple check points into the process of establishing and maintaining the network in a way that meets all these performance standards.

Criteria for Site Selection

CAA is responsible for reaching out to permitted facilities and existing locations to assess their interest in participating as a PRO depot and their suitability as a site. If a permitted facility or existing depot location is found not to conform to the performance standards, CAA will reconsider the eligibility of that depot to serve as a drop off facility within 12 months of that depot correcting any non-conformance to the performance standards.

CAA will also ensure hours of operation conform to the rules. If a depot is located at a “parent facility”, such as a permitted facility, access to the PRO recycling area will be open those same hours. For all other collection points, or “stand alone” sites, CAA will ensure they are open for at least 4 days a week, 8 hours a day and that one of those operating hours falls on a Saturday or Sunday.

All sites must meet accessibility standards, having ADA compliant recycling areas in prominent places or marked so residents can easily access recycling opportunities. The sites need to also be accessible from a transportation perspective, ensuring roads and public spaces are suitable for residents to reach sites safely and for logistics partners to service. For collection opportunities that may be co-located with retail or other commercial activities, clear signage on how to access the recycling system will be made available at entrance points.

Sites will be fenced or have some other enclosure that acts as a litter mitigation measure. All collection areas shall be covered by a roof or have lidded bins that protect the material's quality and prevent water from collecting in covered material collection areas.

Establishment of Depot Sites and Contracts

As depot locations are brought on board, CAA will assess sites for additional equipment and infrastructure needed to meet the performance standards. Additional staff time necessary to fulfill the operational obligations of the PRO depot network will also be assessed and worked into the payment schedule. Each site will enter into a services contract with CAA, which will outline performance expectations as terms of the contract.

CAA will also document that all operational expectations are in place before a depot location is added to the network. CAA will create a site audit record for each site, demonstrating that each depot location can meet the performance standards at the outset of operating in the program.

Depot staff will undergo initial onboarding training with their CAA point of contact. Staff will receive training in all operational procedures, become familiarized with the system for pick-up requests, and learn where to find resources to promote their services. CAA will provide a depot management handbook outlining the above information to all depot sites.

CAA will work with collection sites to determine the best compensation method. Collection volumes may be low for some sites, in which case factoring a per pound reimbursement might not be practical. To adequately accommodate for the fixed space and labor costs, CAA may need to compensate collection sites based on a flat, per month service fee. Terms of compensation will be part of the depot negotiation process.

A provision of the contract will state that any incidents that could substantially impact services offered or require emergency response be reported to the PRO within 24 hours. That will allow the PRO 24 hours from the time of notification by the collection depot to convey incidents to DEQ within the two business days defined by rule.

Operational Support

Once a depot is operating in the program, CAA will provide resources to support their operations. CAA anticipates offering the following resources:

- newsletter for depots to keep them informed of the progress of the program, feature information on best practices, and remind them how to contact the team for assistance
- Offer webinars to ensure operators are familiar with operational procedures
- Develop a media kit that will help depot sites promote the PRO collection opportunities alongside their other services
- Have access to digital resources like the PRO depot management handbook and digital files for signage

To ensure residents across Oregon have an equal opportunity to recycle, CAA will make education and promotional materials available in multiple languages. Different language options offered for depot education will mirror the language options used in each jurisdiction for broader program education elements.

Annual Audits

CAA will develop an audit cycle that will include a mix of on-site and desktop audits performed each year for every site. On-site audit inspection will be conducted to ensure operations are running smoothly and in accordance with the terms of the contract. Desktop audits and on-site audits will assess the same criteria. When a desk audit is performed rather than an on-site audit, documentation via photos, promotional efforts and compliance documentation will be requested. All the same documentation will be gathered by CAA staff when conducting an on-site audit.

Audit Criteria

The audit criteria will include, but not necessarily be limited to:

- Adequate signage advertising the program, program hours, who residents can contact if there is a complaint about the site and noting that the program is free
- Record of program promotion throughout the year
- Certificates of insurance
- Demonstration that staff are knowledgeable about the PRO program, PRO depot training is provided to all new employees, and employees have access to the PRO depot management handbook

- A mechanism for logging site complaints directly and documentation that complaints were forwarded to CAA

Contamination Management

CAA will require, when feasible, an on-site staff member to be present to assist the public with drop-offs of PRO materials. This staff member will ensure cleaner material streams and will be an educator to the public about the PRO depot system and what it can collect. Where repeated contamination or illegal dumping issues arise at a site, CAA may use monitoring technology to address issues. Signage will be prominently placed to offer instructions on management of materials that are not accepted in the collection system and would therefore contribute to contamination.

If a load of material is determined to be too contaminated for an end market, the PRO will explore options to remedy the contamination situation through initial sorting. If that is not possible, the PRO will choose to landfill the material and notify DEQ within three business days of disposal. The notification will include a description of:

- The nature of contamination
- The cause of contamination
- The remedy explored to improve the quality of the contaminated load
- The remedy that will be put in place to prevent future contamination

Specific Material Handling Requirements

Block White EPS Foam Management

There are three regions in the state that have established foam densifying operations or are themselves a recycling market for block white EPS foam. Outside of these areas, CAA will work with specific PRO depot locations or partners to house non-thermal foam densifiers for consolidating the foam in the surrounding communities. CAA is exploring placing densifiers and exploring mobile densification near Grants Pass, Klamath Falls, Burns, Redmond, Ontario, The Dalles and Pendleton. These sites will prevent the movement of loose polystyrene for more than 75 miles. Where these sites do not meet the requirements, third-party sites will be contracted and/or mobile units will be dispatched. Additional contracting with these locations for staff and proper compensation will be negotiated with those sites.

Pressurized Containers and Aerosols

CAA recognizes that all aerosols and single-use pressurized cylinders will be managed through a household hazardous waste (HHW) system according to OAR 340-090-0650(2)(b). The DEQ permitted facilities that CAA will be reaching out to as priority PRO depot locations meet the criteria of being staffed, and some have permanent HHW collection sites.

In addition to working with the permitted DEQ facilities that offer HHW collections, CAA is reaching out to contractors that host events for many of the counties across Oregon to explore how CAA can support the collection of aerosol containers and pressurized cylinders through those programs.

CAA has been in contact with PaintCare to explore the potential of partnering on promotion and coordination of HHW collection points and events where both programs are supporting the cost of managing covered materials. Where there is an opportunity to partner on specific PaintCare collection events, CAA will consider co-sponsorship of those events. Once collected, both aerosol and pressurized cylinders would be managed by licensed HHW material handlers. CAA proposes reporting recovery of those products in empty containers weight, if it is possible for third party vendors managing the evacuation of the packaging to provide that data. If that is not possible, CAA will need to develop a calculation for a proxy weight that would be used for reporting.

CAA will not accept aerosol cans or pressurized cylinders from any non-residential generator unless that non-residential generator affirms in writing its status as a very small quantity generator pursuant to 40 CFR 260.10 and 40 CFR part 262.

The table below shows the counties currently supported with either a permanent HHW collection point, collection events or a combination of both. Aerosol containers and pressurized cylinders are items commonly managed through these existing programs, and CAA will seek to finance the collection and management of those products in partnership with those jurisdictions. CAA estimates that 94.6% of the Oregon population currently has access to some form of HHW collection through their county.

The table below also identifies the counties that are lacking any HHW access for residents. CAA will prioritize hosting additional collection events for aerosols and pressurized cylinders in those jurisdictions.

ID	County	2022 Population	Wasteshed	HHW Sites	HHW Events	HHW Sites	HHW Events	No Coverage
801	Baker	16,860	Baker	Yes	-	16,860	0	0
802	Benton	93,976	Benton	-	Yes	0	93,976	0
803	Clackamas	425,316	Part of Metro	Yes	Yes	425,316	425,316	0
804	Clatsop	41,428	Clatsop	-	Yes	0	41,428	0
805	Columbia	53,014	Columbia	-	Yes	0	53,014	0
806	Coos	65,154	Coos	-	Yes	0	65,154	0
807	Crook	25,482	Crook	-	Yes	0	25,482	0
808	Curry	23,662	Curry	-	Yes	0	23,662	0
809	Deschutes	203,390	Deschutes	Yes	-	203,390	0	0
810	Douglas	111,694	Douglas	Yes	-	111,694	0	0
811	Gilliam	2,039	Gilliam	-	Yes	0	2,039	0
812	Grant	7,226	Grant	Nothing	Nothing	0	0	7,226
813	Harney	7,537	Harney	Nothing	Nothing	0	0	7,537
814	Hood River	23,888	Hood River	-	Yes	0	23,888	0
815	Jackson	223,827	Jackson	-	Yes	0	223,827	0
816	Jefferson	24,889	Jefferson	Nothing	Nothing	0	0	24,889
817	Josephine	88,728	Josephine	-	Yes	0	88,728	0
818	Klamath	69,822	Klamath	Nothing	Nothing	0	0	69,822
819	Lake	8,177	Lake	Nothing	Nothing	0	0	8,177
820	Lane	382,647	Lane	Yes	-	382,647	0	0
821	Lincoln	50,903	Lincoln	-	Yes	0	50,903	0
822	Linn	130,440	Linn	-	Yes	0	130,440	0
823	Malheur	31,995	Malheur	Nothing	Nothing	0	0	31,995
824	Marion	347,182	Marion	Yes	-	347,182	0	0
825	Morrow	12,635	Morrow	Yes	-	12,635	0	0
826	Multnomah	820,672	Metro	Yes	Yes	820,672	820,672	0
827	Polk	88,916	Polk	Yes	-	88,916	0	0
828	Sherman	1,908	Sherman	-	Yes	0	1,908	0
829	Tillamook	27,628	Tillamook	Yes	-	27,628	0	0
830	Umatilla	80,523	Umatilla	Nothing	Nothing	0	0	80,523
831	Union	26,295	Union	-	Yes	0	26,295	0
832	Wallowa	7,433	Wallowa	Yes	-	7,433	0	0
833	Wasco	26,581	Wasco	-	Yes	0	26,581	0
834	Washington	605,036	Part of Metro	Yes	Yes	605,036	605,036	0
835	Wheeler	1,456	Wheeler	Nothing	Nothing	0	0	1,456
836	Yamhill	108,261	Yamhill	-	Yes	0	108,261	0
Total		4,266,620				3,049,409	2,836,610	231,625
						71.5%	66.5%	5.4%

Table 4

Compensation

CAA proposes to contract with each location for wages and salaries for additional depot employees needed to monitor and maintain PRO materials.

Reuse

CAA will explore opportunities for supporting reusable packaging at depot locations and events. As depot locations and events will be staffed there may be opportunities for collection of reusable packaging.

If member producers express interest in introducing reusable packaging formats, CAA will work those producers and other stakeholders to assess the logistics and operational requirements required to facilitate collection through the PRO depot system. This will likely require additional reverse logistics arrangements specific to refillable packaging. Depending on the status of the material in question, incorporation of reusable packaging into the PRO acceptance collection system may also require material reporting category changes and program plan amendments. CAA will work with producers to assess the full financial and operational implications of managing reusable packaging. Where appropriate trials may be implemented to assess feasibility.

Advanced Notification

Before considering adding any materials for collection at the depot, including a reusable packaging format as described above, CAA would engage with DEQ in a process of notification six months before implementation. At that time of notification, CAA will produce data relevant to the proper screening assessment, which relates to sufficient availability of responsible end markets.

Promotion of the PRO Depot Network

The statewide promotional campaign, as part of the broader education and outreach component of this Plan, will focus on three main areas: the USCL, the PRO recycling acceptance list collection materials (including how to take advantage of PRO Recycling material collection opportunities) and reducing contamination (both in terms of proper preparation of materials and avoiding non-accepted materials).

Collection opportunities will be promoted via a CAA-developed website that lists the available depots throughout the state. This will include hours of operation and site accessibility information. Customizable collateral that will be made available to local governments via an online portal and then distributed through their existing channels will also reinforce relevant messaging about depot recycling opportunities.

Educational collateral and campaign material will also highlight the importance of proper preparation of materials for recycling. CAA proposes to use proven motivational messaging to address key issues and inform residents about the new opportunities to recycle materials in their area.

To ensure that materials are accessible and culturally relevant, CAA has built in audience research and consultation processes with local governments, community-based organizations, targeted community focus groups, DEQ and the Oregon Recycling System Advisory Council (ORSAC). This is to ensure that all educational collateral is informative, well-designed, culturally relevant and actionable. Local governments will also be able to tailor materials to their area via CAA's online portal.

More information about CAA's proposed approach to education and outreach, including education and outreach specific to the PRO depot network, can be found in the "Education and Outreach" section of the Operations plan.

Equity in Performance Standards and Collaboration with the Community

As mentioned in the Convenience Standards section above, CAA has been in talks with several CBOs around the state that have expressed interest in staffing and maintaining depots. Several of the CBOs function as workforce development programs, such as Trash for Peace's Environmental Promotor program or The Arc's Job Training programs for individuals with Intellectual and Developmental Disabilities (IDDs). Working with these CBOs to utilize the management of the depots as a training ground for workforce development aligns with the current goals of many of these programs. Saint Vincent de Paul and James Recycling also have similar workforce development programs tailored to individuals with differing physical and mental abilities. CAA aims to make some of the depot contamination management and other processes obtainable for individuals with differing physical and mental abilities.

iii. Start-Up Approach for Establishing the Depot Collection System

In the sections above relating to meeting convenience and performance standards, there are several references to CAA's plans to contact existing depot locations as well as pursue opportunities to partner with new locations or offer alternative solutions. As previously noted, CAA plans to undertake this start-up activity (previously an interim coordination task) as part of its proposed ORSOP. However, given there are several considerations that are PRO depot specific, the outline below explains in more detail the tasks and timings specific to this aspect of the needs assessment work.

Phase 1: Preparation (April 2024)

CAA's first phase of work to establish a depot collection system will focus on preparing for outreach and engagement. Likely activities during this phase include, but may not be exclusive to:

- Working with Oregon DEQ and other stakeholders to identify key information gaps to inform outreach and analysis process, for example, the potential role of transfer stations in the depot network
- Refining the target list of existing and potential depot partners, including identifying overlaps with outreach to local governments and service providers

- Drafting consultation materials e.g., background and planning documents that will include (at a minimum) explorations of the following for existing depot/drop-off sites including those run by Local Governments/service providers, and new sites:
 - Existing collection provision and capacity (if applicable)
 - Appetite and capacity for expansion (existing and new sites)
 - Estimated cost of expansion
 - Specific material questions relating to current and potential handling e.g. proposed status of glass, handling needs for materials like EPS, aerosols etc.
 - Understanding Education and Outreach provision and needs

Phase 2: Consultation, Enhanced Analysis and System Design (May–August 2024)

CAA’s second phase of work will focus on conducting outreach, leveraging efficiencies where this may overlap with other outreach to local governments and service providers in relation to curbside service. Activities may include, but will not be limited to:

- Undertaking outreach to local government and potential partner depot operators, using the following potential methods:
 - Direct outreach, potentially via a survey mechanism (efficiencies with ORSOP to be explored)
 - Follow-up calls and meetings to pursue negotiations with potential depot partners
 - Group meetings to facilitate coordination at the watershed level
- In parallel to, and informed by, the outreach and consultation process:
 - Exploring and modeling options for materials management including aggregation, transportation and Responsible End Market management, informed by learnings from survey and other outreach
 - Refining the GIS mapping work CAA has commissioned to date with IncaTech to revise estimates of schedule for meeting convenience standards
 - Developing detailed approach to meeting performance standards, further developing and refining the initial proposals outlined in this submission
 - Refining the plan for achieving collection targets and adjusting corresponding aspects of the Program Plan
 - Liaising cross-functionally or across PRO(s) on Education and Outreach needs

Phase 3: Revised Draft Development and Iterations (September 2024)

Informed by additional 2024 outreach, CAA will update plans for the PRO acceptance list collection system.

Phase 4: Operationalization and Onboarding (January–June 2025)

Subject to DEQ approval of the CAA program plan, CAA will focus on the operationalization of the Oregon PRO depot network. Activities may include, but will not be limited to:

- Finalization of contracts with local governments, service providers and end markets
- Finalizing the launch of reporting and accounting systems while onboarding key stakeholders

Phase 5: Launch

By June 30, 2025, the first phase of PRO acceptance list collection points will be open. This will provide continued opportunity to recycle in Metro areas where items formerly on local government recycling acceptance lists have moved to the PRO recycling acceptance list. Over the course of the program plan CAA will on board additional collection sites to fully achieve convenience standards. Continued education and outreach efforts will ensure accurate information for residents regarding depot location, depot accepted materials, proper preparation of materials for recycling and top-level contaminants to avoid.

iv. Proposed Depot Collection Targets

CAA has developed initial proposed collection targets for the PRO depot network. Where possible and where data were available, information from Cascadia’s *Overview of Scenario Modeling: Oregon Plastic Pollution and Recycling Modernization Act* (referred to from here on as the “Cascadia report”) was used to generate the values in the following section. Where data were not available, supplemental sources from depot programs in Ontario (the Resource Productivity and Recovery Authority for general blue box materials and the Orange Drop program for hazardous materials) were referenced.²

For the purposes of simplifying equations to demonstrate estimated collection rates per location, the following section will reference a number of depot locations. In this section, the term “depot” is used to represent physical locations, events and curbside services for PRO materials as explained in the “*Proposed approach to meeting convenience standards*” section of the Program Plan. Strictly for purposes of calculations here, but pending a number of considerations going forward, the table and text below use 173 sites against projected collected tons.³ The numbers are presented as an average per site per year, recognizing that, in reality, some sites will collect more material than others.

² <https://stewardshipontario.ca/wp-content/uploads/2022/06/SO-2020AR-FINAL-002-3.pdf>

³ Variables that will affect or determine the final number of collection sites include but are not limited to 1) the percentage of local governments agreeing to host sites, 2) DEQ’s flexibility in meeting convenience standards by city, 3) value of curbside collection to displace number of depots, 4) number of sites that can accept all materials versus a more limited range, 5) materials management standards for aerosols and pressurized containers as HHW, 6) the ability to use existing film drop-off points at retailers, and 7) the ability to substitute events for sites.

For purposes of projecting collection targets in this section and subject to additional analysis in future versions of this Plan, CAA also assumes that 15% of the Oregon population will participate in depot and related services.

Proposed Collection Targets and Rates

Material	Proposed Collection Targets and Rates	Average Tons/Year Per Collection Point	Average Pounds Per Participant Per Year
Steel and Aluminum Aerosol Packaging	325 tons (11.6% collection rate)	1.03	1.88
Single-Use Pressurized Cylinders	120 tons (15% collection rate)	0.38	0.69
Polyethylene Film Packaging	1,950 tons (5.9% collection rate)	6.16	11.27
Aluminum Foil and Pressed Foil Products	390 tons (6.2% collection rate)	1.23	2.25
Block White Expanded Polystyrene	490 tons (9.2% collection rate)	1.55	2.83
Polyethylene (PE) and Polypropylene (PP) Lids and High-Density Polyethylene (HDPE) Package Handles	290 tons (10% collection rate)	0.92	1.68
Plastics Buckets, Pails, and Storage Containers	975 tons (15% collection rate)	3.08	5.64

Table 5

Material-Specific Discussion

Steel and Aluminum Aerosols

Data on available steel and aluminum aerosols is very limited. Data that was available from the Cascadia report did not provide any generation estimates specific to aerosol cans. Data from other jurisdictions and

sources⁴ suggest approximately 2,800 tons of empty containers were generated in Oregon in 2023. The Cascadia report suggests 166 tons of aerosols would be collected at depots. However, data from other Oregon sources, such as facilities that are currently handling this material, suggests the number could be significantly higher. It is estimated that approximately 325 tons of empty aerosol containers will be collected. Thorough education and outreach will help increase diversion.

Overall, the collection rate is estimated to be approximately 11.6%. An average of 1.03 tons (empty package weight) are expected to be collected per each through the collection point network, at an estimated average of 1.88 pounds collected per participant per year.

CAA recognizes that aerosol containers will need to be managed as HHW items. CAA is currently working with both permanent and event collection HHW providers to understand the volumes that will be collected through those channels and recovered by the PRO. As CAA learns more about the volumes currently collected through HHW programs, this collection calculation may be revised.

Single-use Pressurized Cylinders

The Cascadia report did not have any specific generation data on single-use pressurized cylinders. The only source identified was from the Orange Drop program in Ontario, Canada. Extrapolating from data available from the annual reports it is estimated that approximately 800 tons of pressurized containers were generated in Oregon in 2023. Through an aggressive depot collection education program, it is anticipated that up to 120 tons may be collected.

The projected collection rate would be approximately 15%, averaging 0.694 tons per each collection point or approximately 0.38 per participant per year.

Polyethylene Film Packaging

Data from the Cascadia report suggests approximately 66,000 tons of polyethylene (PE) film were generated in 2023. Assuming 50% falls within the RMA scope⁵, approximately 33,000 tons are generated and available for collection. An estimated 1,950 tons will be collected per year, which is a number consistent with data from available Canadian depot programs. Consumer confusion over flexible films may result in a mix of film resins being captured at the collection points.

Overall, the collection rate is estimated to be approximately 5.9%. An average of 11.272 tons are expected to be collected per each of the collection points in the network, at an estimated average of 6.16 pounds collected per participant per year. As part of the depot network for film collection, CAA will reach out to the

⁴ These include capture rate data from The Recycling Partnership and proprietary data from other programs.

⁵ This assumes that 50% of PE film is out of scope because it is generated as wrap by non-RMA retail, distribution center and industry sources. This estimate aligns with other industry sources, for example The Recycling Partnership capture data, accounting for some increases due to commercial volumes but also some decreases due to plastic bag bans in Oregon. Note that this same generation figure is used in the denominator of the plastics recycling rate calculations below.

retailers currently collecting film in the state to see which locations may be voluntarily added to the PRO collection network for film.

DEQ designated PE film as a PRO depot material due to concerns surrounding the material's compatibility with the existing recycling system. While not challenging this decision, CAA believes that this material could eventually be introduced into the USCL list and that improving long-term collection rates will likely be necessary to meet statewide plastic recycling goals.

As such, CAA will work with Oregon processing facilities to review strategies for management of PE film as well as adding non-PE films over time. Assessment may include the implementation of research opportunities once the Program Plan period commences to better understand opportunities. Meanwhile, CAA also plans to further investigate the volume of PE film material flowing through depots, the commingled stream (as contamination) and specialized collection services to inform potential research and trials while meeting its obligation to ensure the disposition of this material to REMs.

Aluminum Foil and Pressed Foil Products

The Cascadia report provided no specific generation estimates for aluminum foil and pressed foil products. Estimates from other sources, including The Recycling Partnership (The Partnership), suggest 6,300 tons of residential material were generated in 2023. Based on The Partnership's estimates for collection, corroborated by available information from Canadian depot programs, CAA estimates that approximately 390 tons of aluminum foil and pressed foil products will be collected through PRO depots (Cascadia's report suggested only 50 tons may be collected as it is common for residents to place their aluminum foil products in their curbside container, but this figure seems too low).

A general trend towards grocery products moving away from aluminum foil trays into polycoated boxboard formats may impact the volume of foil products generated over time. Less expensive, freezer-safe and microwave-safe, boxboard trays are increasingly replacing aluminum foil products. Provided that assumed participation rates remain the same, the estimate of collected tonnage may become aggressively high over time.

Overall, the collection rate is estimated to be approximately 6.2%. An average of 2.254 tons are expected to be collected per each of the collection points in the network, at an estimated average of 1.23 pounds collected per participant per year.

Block White Expanded Polystyrene (EPS)

The Cascadia report suggests approximately 5,300 tons of foam polystyrene were generated in 2023. However, the report noted there was some downward pressure on EPS for generation. Using available data, adjusted for recent reductions in EPS usage suggests approximately 490 tons will be collected.

This estimate is consistent with data available from depot programs in Canada. It should be noted that producers utilizing EPS packaging are under pressure to replace it because of the perception of its impact on ocean beaches and marine litter. EPS is being replaced by molded pulp forms, corrugated cardboard

forms and expanded PE and PP foams. Therefore, the collection estimate may be on the high side if these other cushion packaging forms continue to make inroads.

Overall, the collection rate is estimated to be approximately 9.2%. An average of 2.83 tons is expected to be collected per each of the collection points in the network, at an average estimated 1.55 pounds collected per participant per year. CAA will also be approaching enhanced recycling service programs, such as Recycle+, to offer management of those collected materials, like EPS, to ensure they are recycled by REMs. These volumes may also be included in the PRO annual recovery calculations.

PE and PP Lids and Caps and HDPE Package Handles

There is little available data on generation of these materials as typically both are part of a larger tubs and lids collection program in many jurisdictions. Based on 7.5% of the weight of HDPE and PP bottles, tubs and lids captured in selected Canadian programs, 290 tons are expected to be collected through the collection point network. Overall, the collection rate is estimated to be approximately 10%. An average of 1.676 tons are expected to be collected per each of the collection points in the network at an estimated average of .92 pounds collected per participant per year.

DEQ has included PE and PP lids on the PRO depot collection list due in large part to sortation concerns (they are permitted on the USCL when screwed or snapped onto containers). Realistically, caps and lids will likely have low collection rates, given the time cost associated with households having to collect them and drop them off at designated depot drop-off points. However, CAA will ensure extensive education and promotional materials are distributed to direct people to take their caps and lids to local drop-off depots.

CAA believes this material, inclusive of HDPE package handles, should eventually be introduced into the USCL list, as lids and caps that are screwed or snapped onto containers are already an accepted USCL material. CAA is in contact with an Oregon-based manufacturer of HDPE package handles that has completed further CRPF-focused studies since the rulemaking process. CAA proposes to discuss the findings of this new research with DEQ and Oregon CRPFs, as well as exploring other research needs, potential design improvements among producer members and ways of better communicating to residents once the Program commences, with a view to making the case for their inclusion on the USCL.

Plastic Buckets, Pails and Storage Containers

The Cascadia report does not provide categorization or other levels of granularity that produces a generation figure for plastic buckets, pails and storage containers. For purposes of projecting a collection target, it is assumed approximately 6,500 tons of this material are generated per year. Some of this material is likely currently found in curbside recycling loads in Oregon, but CAA will focus education on driving the right materials to depot locations. At depots, it is estimated that approximately 975 tons will be collected, although this estimate is higher than data available from depot programs in Canada.

Overall, the collection rate is estimated to be approximately 15%. CAA expects 5.636 tons to be collected on average per each of the collection points in the network. An estimated 3.08 pounds per participant per year will be captured.

Glass

Glass currently collected in Oregon via separated curbside streams totals upwards of 38,000 tons annually. Additional glass bottles and jars are expected to be collected through new communities getting access to glass recycling. Many residents in more rural areas, or who self-haul in Oregon, already take glass to their local depots for recycling. Through an enhanced public education and promotion campaign, CAA estimates that an additional 3,100 tons of glass, for a total of approximately 41,100 tons will be collected through the network of collection points, and on-route collection where local governments choose to preserve those services (subject to negotiations between CAA and the local governments). This estimate is consistent with the estimates provided by Cascadia. Overall, with an estimate of 77,000 tons of glass available for collection, this translates to an estimated collection rate of 53%; eight percentage points higher than the required rate of 45% under the program.

Challenges associated with glass contaminants in the commingled stream are well understood by CAA and will inform the education and outreach strategy. Given that glass bottles are used in food contact applications, relevant education and outreach will also address appropriate disposal practices in case of high levels of food contamination and will mirror that of delisted materials with similar use cases, such as aluminum foil.

Supporting the Oregon statewide plastics recycling rate (ORS 459A.926)

The state of Oregon has established a statewide recycling goal for plastic packaging and plastic food service ware, with targets of:

- At least 25% by 2028
- At least 50% by 2040 and in each subsequent year, and
- At least 70% by the calendar year 2050 and each subsequent year

The establishment of the statewide PRO depot network along with the USCL will significantly increase access and opportunity uniformly across the state for all Oregonians. The transportation reimbursement to local governments and their service providers will also serve as an economic equalizer across the state, addressing an existing and significant barrier to plastics recycling in more rural parts of Oregon.

CAA expects the increase in access to recycling for a greater range of plastic products, coupled with the continued success of other recycling programs, such as OBRC, to allow the state to reach the first plastics recycling goal of 25% by 2028.

c. Materials Strategy

CAA acknowledges that specific materials need special attention and potential action to help in the achievement of this plan's objectives and goals, as well as the goals of the RMA. These activities connect to the objectives relating to addressing packaging impacts, the expansion of recycling opportunities, the achievement of the plastics recycling goal, and the utilization of responsible end markets.

Many CAA members have made significant investments to support the successful collection and recycling of certain materials nationally and, in many cases, in Oregon specifically. As CAA works to address packaging impacts, the expansion of recycling opportunities, and the achievement of recycling goals and targets, the organization is committed to further leveraging work being done by existing material-focused groups and organizations where applicable. Examples of this type of work include The Recycling Partnership's PET Recycling Coalition and the Poly Coated Paper Alliance. It is a priority of CAA to avoid unnecessary duplication of efforts.

CAA is also committed to exploring opportunities to achieve the broadest possible system benefits from any agreed and funded system interventions. For example, if any investments are made in CRPFs in Oregon, CAA proposes to work with CRPFs to agree when and whether these may stand to benefit more than one material category and evaluate fee structures to fund investments.

In addition to the specific material actions identified below, CAA will continue to work with stakeholders in reviewing other RMA material issues and options. For example, CAA noted support in its Phase I RMA Rules submission for the inclusion on the USCL of PE and PP lids and caps and HDPE package handles. While CAA does not have a specific action plan in relation to these materials at the time of this submission, the group will continue to assess these materials and potentially other USCL additions with Oregon stakeholders in the context of other materials management discussions. All recommendations for the addition of other materials to the USCL or recommendations for trial assessments of other materials will be presented as program plan amendments within 2025.

To effectively improve collection and recycling in Oregon in accordance with the RMA, several material-specific issues must be addressed. In this section, CAA reviews:

1. Proposed additions to the USCL
2. SIMS on the USCL
3. SIMS on the PRO Recycling Acceptance List
4. Proposals to engage on commingled collection of some materials on a trial basis
5. Initial plastic recycling rate projections

i. Proposed Additions to the USCL

Transparent Blue and Green PET Bottles

Material Status

DEQ only included clear PET bottles on the USCL. However, CAA understands from stakeholder discussions that transparent blue and green PET bottles are widely recycled and recommends that transparent blue and green PET bottles be added to the USCL by July 1, 2025.

There is demand for transparent blue PET bottles, which reclaimers can use to counteract the gray color of rPET derived from clear bottles. CAA understands through discussions with industry stakeholders that transparent blue PET bottles are often combined with transparent green PET bottles with minimal impact on end-market suitability.⁶

Given that Oregon is a deposit state, with many transparent blue and green bottles collected for recycling via redemption centers, CAA anticipates that adding transparent blue and green PET bottles to the USCL will add a relatively small volume of material to CRPFs.

Performance Against ORS Criteria

Criteria	Performance
The stability, maturity, accessibility and viability of responsible end markets	Consultations with reclaimers clarified that transparent blue and green PET bottles are routinely and successfully routed to established, stable end markets in the Pacific Northwest Region and other parts of the U.S. Also of note, APR and ISRI bale specifications ⁷ are inclusive of transparent blue and green PET bottles with no limitations on either. CAA will monitor and consistently engage with reclaimers to understand and will assess how to address any issues that arise in processing or marketing this material.
Environmental health and safety considerations	Transparent blue and green PET bottles do not present any immediate or substantial health and safety concerns on the health or safety of CRPF operators.
The anticipated yield loss for the material during the recycling process	Yield loss for transparent blue and green PET bottles is not significantly different than the yield loss during reclamation of clear PET bottles, which can be minimized by optimizing equipment and processes.

⁶ Interviews with ORPET and email exchange with NAPCOR, APR, and The Recycling Partnership.

⁷ APR's model bale specifications for PET bottle with PET thermoforms and APR and ISRI's model bale specifications for PET bottle bales without PET thermoforms states that transparent green and transparent blue PET are an acceptable part of a model PET bale. See APR's [Model Bale Specification: PET Bottles \(No PET Thermoforms\)](#), APR's [Model Bale Specification: PET Bottles with PET Thermoforms](#), and ISRI's [Bale Specification: PET Bottles \(No PET Thermoforms\)](#). Documents accessed on 02/22/2024.

The material's compatibility with existing recycling infrastructure	Transparent blue and green PET bottles are already collected and sorted successfully from commingled streams in Oregon.
The amount of the material available	There is little available data on the generation of transparent blue and green PET bottles relative to clear bottles. Industry sources indicate that between 5 and 15% of PET bottle bales are transparent blue and green bottles. Some major beverage industry companies are switching some historically transparent green bottle brands to clear, which may reduce the fraction of transparent green over time.
The practicalities of sorting and storing the material	Optical sorting equipment at CRPFs will effectively sort transparent blue and green bottles with clear bottles, and typically the material is stored and baled together. PET recyclers might then sort PET by colors according to the different end use applications such as bottle (requires clear material) or strapping (using green materials.) ⁸
Contamination	There are likely no contamination issues that are specific to the acceptance of transparent blue and green PET bottles. In fact, industry specification standards accept transparent blue and green PET materials. ⁹
The ability for waste generators to easily identify and properly prepare the material	Transparent blue and green PET bottles are easily identifiable by waste generators. Transparent green and blue PET lookalikes made of other resins are also uncommon.
Economic factors	The existing market economics surrounding PET bottle recycling account for the value of transparent blue and green PET bottles and have demonstrated a viable amount of economic productivity.
Environmental factors from a life cycle perspective	N/A

Table 6

⁸ [APR's model bale specifications for PET bottle with PET thermoforms and APR and ISRI's model bale specifications for PET bottle bales without PET thermoforms](#) states that transparent green and transparent blue PET are an acceptable part of a model PET bale. See [APR's Model Bale Specification: PET Bottles \(No PET Thermoforms\)](#), [APR's Model Bale Specification: PET Bottles with PET Thermoforms](#), and [ISRI's Bale Specification: PET Bottles \(No PET Thermoforms\)](#). Documents accessed on 02/22/2024.

⁹ <https://plasticsrecycling.org/images/Markets/APR-BaleSpec-PETBottle-WithThermoforms.pdf>

ii. Proposed Future Additions to the USCL through Forthcoming Program Plan Amendments

In addition to taking steps to establish universal adherence to the currently approved USCL, CAA is proposing pathways for some other materials to be added to the USCL. CAA will put forth plan amendments for materials to be added to the USCL. Amendments will occur within 2025. In the meantime, CAA is issuing the following sections to signal such future action.

The team has performed qualitative research to inform this section of the program plan, including interviewing CRPFs and reclaimers. This section of the program plan reflects information gathered through that qualitative research.

PET Thermoforms

Material Status

Some PET thermoforms have not been included on the USCL, and DEQ has classified them as a SIM. CAA intends to take steps that will justify the addition of those PET thermoforms to the USCL list, which, in turn, will encompass CAA's obligations to address the concerns raised by Oregon DEQ via the SIMS list. CAA proposes that appropriate actions be taken to include PET thermoforms on the USCL by December 31, 2027. This program plan signals a forthcoming proposal by plan amendment to add PET thermoforms to the USCL.

DEQ's overall material collection determination has kept PET thermoforms off both the USCL and PRO depot lists, meaning these materials will not be collected as a part of curbside commingled streams. However, studies across the country find that even when *not* accepted as a part of curbside commingled collection, thermoforms can make up to 10% of an average PET bale.⁸ Receiving more specific resin or format detail from DEQ's inbound composition data will help CAA understand the current volumes of PET thermoform materials entering CRPFs. To minimize the loss of this thermoform material to CRPF residue or other inappropriate bales, CAA will engage with CRPFs to implement sorting practices that route this material to proper bales and to facilitate solutions to any related market issues.

Under CAA's proposal, PET thermoforms would ultimately be collected statewide as part of commingled curbside streams and would be processed and sent to responsible end markets (REMs) by CRPFs. In the interim, CAA will engage with the specialized subscription-based collectors of PET thermoforms and CRPFs to understand the volumes and processing picture for those materials – and to ensure REMs are being utilized.

Performance Against ORS Criteria

Oregon DEQ excluded PET thermoforms from the USCL based on a set of key criteria in ORS 459A.914(3). Chief among DEQ's concerns is a lack of consistent, responsible end market demand for the material, which in turn has caused limited CRPF acceptance and inclusion in curbside programs. The table below provides

information to address the key challenges for PET thermoforms, referencing the specific determination criteria outlined in ORS 459A.914(3). The information has been gathered through ongoing research and engagement with a wide range of stakeholders involved with PET thermoform recycling issues (more details can be found in Appendix D).

Criteria	Performance
The stability, maturity, accessibility and viability of responsible end markets	<p>Reclaimer investments and interest in PET thermoform recycling are dynamic and growing, with regional end markets available to Oregon CRPFs and new markets actively developing.</p> <p>CAA will explore the market interventions that may be necessary to facilitate getting PET thermoforms to responsible end markets.</p> <p>CAA also acknowledges the role it may need to play in directing existing PET thermoform collection (e.g., via specialized collection services) to REMs while PET thermoforms remain non-USCL materials.</p> <p>Further, CAA notes there currently is market demand for thermoform-derived rPET (most prominently by berry company Driscoll's) that ostensibly exceeds the current supply of rPET derived from thermoforms. More producers and converters may join this existing end user in demanding thermoform-derived rPET. The details of this demand scenario and its impacts on reclaimer investment and active sourcing of thermoform material from CRPFs is one element of CAA's overall PET thermoform plan, and CAA will continue to explore market realities.</p>
Environmental health and safety considerations	<p>PET thermoforms do not present any immediate or substantial health and safety concerns to the recycling process. Concerns with PET thermoform reclamation include water usage and wastewater management. CAA proposes to examine water consumption in PET thermoform reclamation as part of its REM verification and, as needed, develop interventions to reduce water consumption and improve usage of best practices in wastewater treatment.</p>
The anticipated yield loss for the material during the recycling process	<p>Yield loss during reclamation includes both the intended removal of non-PET materials and the unintended loss of PET. The removal of non-PET items during pre-sorting at the reclaimer causes an unavoidable simultaneous loss of erroneously removed PET. Both forms of yield loss at pre-sorting can be minimized by implementing more effective sorting equipment and procedures at CRPFs. Reclaimers also experience loss of PET due to the generation of fines, which tends to be greater in PET thermoform reclamation than PET bottle reclamation. Reclaimers can minimize yield loss due to fines generation by implementing best practices and optimizing equipment and processes.</p>
The material's compatibility with existing recycling infrastructure	<p>To date, only two Oregon CRPFs are accepting and marketing PET thermoform material gathered through specialized collection programs separate from curbside commingled collection, with one other recycling services company receiving and marketing PET thermoform material collected at retail locations. The current lack of acceptance in municipally managed collection programs is a result of a historical lack of scaled end market demand, which has only recently begun to improve. CAA proposes to address the nexus of CRPF acceptance/reclaimer demand with the goal of creating the condition for universal collection.</p>
The amount of the material available	<p>Information submitted by various stakeholders in Oregon's rulemaking and material assessment processing solidly documents the established, scaled presence of the PET thermoform material in the packaging stream.</p>
The practicalities of sorting and storing the material	<p>PET thermoform sortation and storage at CRPFs is an established practice, most prominently in California. CAA proposes to explore the need for CRPF investment in this equipment and to facilitate this as appropriate.</p>

Contamination	Contamination results from mistaken public recycling of lookalike materials and design issues with PET thermoforms, including the use of recycling-incompatible glues and labels. An additional challenge can arise from residual food waste on PET thermoforms. CAA proposes to develop mechanisms to address and minimize all these challenges through education and outreach efforts.
The ability for waste generators to easily identify and properly prepare the material	CAA proposes to develop mechanisms designed to reduce the presence of lookalikes in the packaging stream (without creating adverse environmental impacts) as well as clear education to help generators correctly identify the materials that should be placed in commingled recycling. This is another area in which detailed DEQ data on resin/format materials inbound to CRPFs will be very helpful in addressing the issue.
Economic factors	While there are no direct measurements of PET thermoform value marketed by CRPFs, PET thermoform bales marketed by California MRFs have consistent positive value, as demonstrated by RecyclingMarkets.net . Similarly, Plastic Recycling Corporation of California (PRCC) 's website indicates thermoform-only bales trade at positive value and that B grade bales with thermoforms trade at a slightly lower rate than B grade bottle bales (3 cents/pound difference in August 2024). ¹⁰ If this value translates to Oregon when PET thermoforms are collected and processed, it could improve the current "blended value" of all processed materials. CAA proposes to develop market-related mechanisms that will help to guarantee the value of PET thermoform material to CRPFs. Once established in collection, CAA's PCRf payments will help support PET thermoform sortation and marketing.
Environmental factors from a life cycle perspective	N/A

Table 7

CAA submits that PET thermoforms have a positive trajectory in relation to the challenges detailed above and that concerted action to be further described in a subsequent plan amendment will encourage that trend, thus facilitating the addition of PET thermoforms to the USCL.

Interim Preceding Program Plan Amendment Steps and Timeline for PET Thermoform Inclusion on USCL

As part of its pending plan amendment, CAA will continue to take the following steps to facilitate inclusion of PET thermoforms on the USCL:

1. Explore providing technical and financial assistance to CRPFs to receive and sort PET thermoforms for shipment to responsible end markets
2. Explore mechanisms to facilitate end market demand for PET thermoforms to ensure that all CRPFs gain the continuous ability to send PET thermoforms to REMs

¹⁰ Based on values indicated on <https://prcc.biz/pricing/> accessed on February 5, 2024.

3. Research and identify mechanisms to address design issues that hinder PET thermoform recyclability

With the implementation of the action steps outlined above during the first Program Plan, supported by the forthcoming plan amendment, CAA proposes that PET thermoforms can be considered for addition into USCL on December 31, 2027. In the interim, CAA will explore ways to direct current thermoform collection (e.g., via specialized collection services) to CRPFs with existing sortation capabilities to concentrate the flow of materials and facilitate disposition of these material to REMs.

CAA financing for activities related to the potential inclusion of PET thermoforms that are currently not accepted for recycling will be managed through the collection of fees applied to these materials. This fee setting principle will be applicable to material management development costs associated with other materials. CAA will allocate specific material development costs to those specific materials through the fee setting process.

Spiral Wound Containers

Material Status

This section was removed. CAA will submit a program plan amendment in the future to propose the addition of spiral wound containers to the USCL when CAA can get clear confirmation that local end markets include spiral wound containers as part of their bale specification.

iii. Specifically Identified Materials on the USCL

Some materials that are included on the USCL are also considered SIMs by DEQ. As these materials will require particular attention, CAA proposes implementation of the following strategies outlined in the following subsections by material type to address relevant recyclability challenges.

As part of CAA's overall plan for education and outreach, local governments and their service providers will have the ability to customize education and outreach materials via CAA's education and outreach portal, enabling them to plan, design and deliver phased messaging related to SIMs collection in their communities. As the USCL evolves, CAA will develop and make available specific assets to support the education and outreach for each SIM, which may include, but will not be limited to, sample text and imagery for use in customized collateral, text and visual messaging for social media, newsletters, and websites.

Polycoated Gable-Top Cartons and Aseptic Cartons

CAA acknowledges that polycoated gable-top and aseptic cartons have been identified as a SIM in addition to being included on the USCL. Currently, it is estimated that about half of Oregon households are served by

curbside and drop-off collection programs that include cartons¹¹ and this will grow to all households with the implementation of the RMA. It is CAA's understanding that Oregon's CRPFs currently include cartons in mixed paper bales and do not sort cartons into a separate PSI 52 grade bale. To date, CRPFs have not seen the value in marketing cartons separately from mixed paper.

Processing and Marketing Challenges

CAA aims to address issues associated with processing and marketing of this material by engaging with key stakeholders, as well as identifying logistical issues that CAA can play an active role in resolving.

CAA proposes to work with CRPFs to explore the barriers they face in sorting and/or storing cartons and work with interested producers and associations, such as the Carton Council of North America, to review funding options for any necessary incremental infrastructure.

CAA will explore potential market interventions that could be used to improve the marketability of materials like cartons. One example of a market intervention could be offering a marketing service for cartons, which would be voluntary for CRPFs that elect to take advantage of it. For example, CAA would collect carton bales from individual CRPFs on a pre-agreed cadence, consolidate them into truckload quantities, and market them. CAA would then compensate CRPFs for the tons marketed. This could be based on the Pacific Northwest index price for PS54 Mixed Paper as reported on RecyclingMarkets.net's Secondary Materials Pricing (SMP).

In exploring these options, CAA will ensure materials are routed to responsible end markets and will consider adjustments to its producer fees to provide any necessary funding.

Nursery Packaging

CAA acknowledges DEQ's recommendation to place all nursery packaging in the SIM list while designating only HDPE and PP-made nursery packaging as material approved for curbside commingled collection with inclusion on the USCL. CAA has held stakeholder consultations with a collection service, CRPFs and reclaimers to understand the contamination risk posed by nursery containers and to outline the role of the PRO in processing and marketing these materials to ultimately reduce contamination.

Education and Outreach

CAA recognizes that the USCL status recommended for HDPE and PP-based nursery packaging will require the program plan to account for communities that may not have collected these pots and trays thus far. Education and outreach will aim to minimize contamination, in particular from problematic PS nursery packaging. To accomplish this, CAA proposes to:

¹¹ Carton Council of North America. "Oregon RFI Response," March 20, 2022.

- Explore the need to gather data on which communities in Oregon, prior to July 1, 2025, collect nursery packaging and which ones don't. When done for nursery packaging, data will try to capture the number of communities that collect/do not collect the material, quantities and seasonal trends in the generation of this material as a curbside recyclable, and extent of contamination from PS lookalikes. Similar data collection exercises will be explored for all SIM materials
- Explore opportunities for reuse and recycling of this material at Oregon-based nurseries and explore ways for CAA to leverage this information in its education materials, prioritizing options for reuse wherever possible
- Identify and segment communities in Oregon based on those that are most acutely affected by nursery packaging's inclusion in the USCL. This segmentation could be based on the determination of which communities have accepted nursery packaging prior to July 2025 and which ones have not
- Recommend a phased messaging and timeline to account for the segmentation. For communities where curbside collection of nursery packaging is set to start in 2025, the focus will be on informing households of the availability of commingled curbside collection of nursery packaging. For households already participating in curbside collection of nursery packaging, the focus will be mitigating contamination
- Determine a suitable strategy to communicate to waste generators how to identify recyclable nursery packaging (HDPE and PP-based pots and trays) from contaminants (lookalikes). All information will be provided in language and imagery that is clear and jargon-free.
- As a first step, CAA will continue to investigate the scale of the contamination issue from PS lookalikes in the recycling stream through conversations with CRPFs. Preliminary engagement findings can be found in the "Processing Improvements" section below.

Using The Recycling Partnership's National Recycling Database, CAA was able to map communities in Oregon that currently list nursery packaging (pots or containers and trays) as an accepted material for recycling. In total, nursery pots are listed as accepted by 36 out of 106 communities in Oregon (see Figure 4(a)). Nursery trays are listed as accepted by two out of 106 communities.

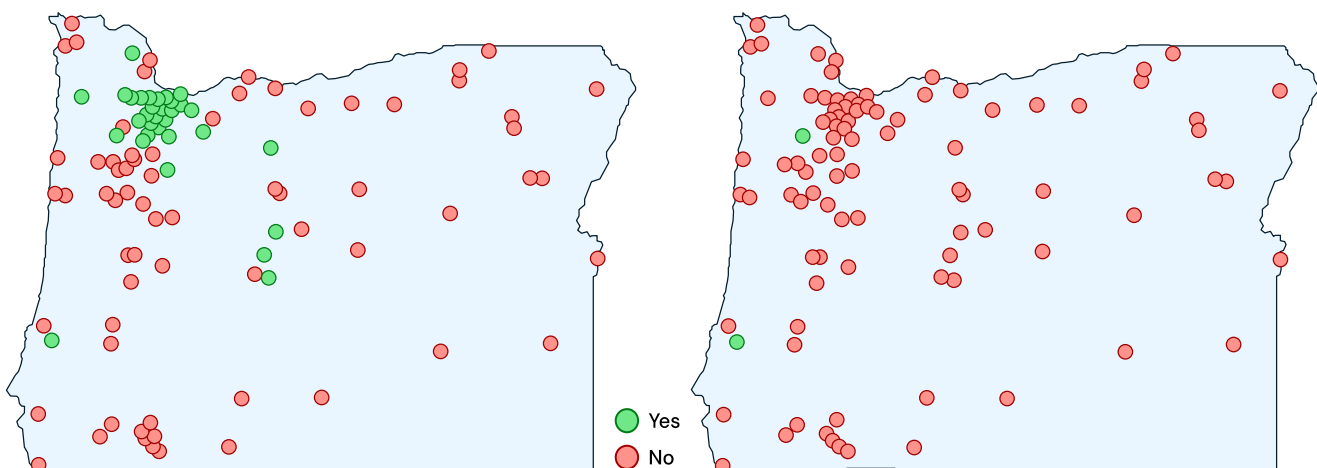


Figure 4(a)

Figure 4(b)

Figure 4: Community acceptance map for (a) nursery pots and (b) nursery trays as accepted materials. Green dots represent communities that have listed these materials as accepted. Red dots indicate communities that do not list these materials as an accepted material on their community websites. Source: The Recycling Partnership's National Recycling Database (accessed August 5, 2024).

CAA's plan for education and outreach will offer community managers resources that will help them customize collateral. These resources will allow community managers to build informational flyers on materials that will be accepted for curbside collection. CAA will use information on community acceptance of nursery packaging to determine where to deploy collateral.

Processing Improvements

In order to understand current practices for processing nursery packaging and reducing contamination, CAA engaged with an Oregon-based collection service, James Recycling, as well as a number of Oregon CRPFs and reclaimers. A key finding of this outreach was that CRPFs largely hand sort large nursery containers into bulky mixed rigid bales.

Reclaimers such as EFS that work closely with Oregon CRPFs did not find the presence of PS nursery packaging to be a detriment, as they are successfully able to sort them out and retain the PP nursery packaging. CAA further noted that reclaimers typically receive nursery packaging in bales of #1-7, #3-7 and #5 plastics and have the technical capability to successfully sort out contamination from PS and LDPE nursery containers. Contamination from PS is minimal and in the form of seedling trays, as shared by James Recycling, who noted that they largely receive HDPE and LDPE nursery containers. LDPE containers are further recovered, as noted by EFS, and worked in PE rigid resins. Furthermore, reclaimers did not find that carbon black as a colorant in nursery containers was a deterrent to either sorting or finding end markets.

iv. Specifically Identified Materials on the PRO Recycling Acceptance List

Steel and Aluminum Aerosol Containers

CAA recognizes that steel and aluminum aerosol containers have been designated as a SIM and will be removed from curbside commingled collection, primarily in the Portland Metro area. Aerosol containers have thus far been collected in many Oregon communities, making education and outreach an important component of the program plan for these materials. CAA has performed practicability studies, in accordance with OAR 340-090-0670(5)(c)(A), and determined that managing aerosols with residual product according to the performance standard exceeds the societal benefit calculations of the practicability test. CAA proposes the PRO only manage empty aerosols, will direct residential and small-scale generators to alternative management options.

Residents' education will include awareness about emptying aerosol containers and referring residents to household hazardous waste programs when needed. CAA proposes to:

- Segment Oregon communities based on whether they have had curbside commingled collection of aerosol containers or no collection prior to July 2025
- Recommend a phased education and outreach messaging and timeline to account for the segmentation. Provide text and visuals for use in customizable educational collateral via CAA's education and outreach portal for communities to build awareness among residents of how to recycle empty aerosols and how residents and small-scale generators should manage aerosols with residual contents, taking them either to a household hazardous waste collection program or disposing of them in the garbage.

Subject to member alignment on relevant fee implications, CAA proposes to consider continuing to engage in systemic changes to minimize hazard potential and perceptions of aerosol containers and to improve the recyclability status of this material. These may include:

- Work with the U.S. Aerosol Recycling Initiative, led by the Can Manufacturers Institute and Household and Commercial Products Association, along with Portland metro local governments, to learn more about aerosol manufacturing, consumer and end markets, and recycling
- CAA signals its plan to propose on-ramping empty aerosol containers to the USCL in a forthcoming program plan amendment

Aluminum Foil and Pressed Foil Products

CAA acknowledges the addition of aluminum foil and foil products to the list of SIMs. Oregon DEQ cited reasons for this designation that include concerns around food contamination, ability to sort due to the material's flat shape, and realities of smelter yields. CAA's interventions will focus on developing a suitable education and outreach strategy that will encourage residents to recycle these products at appropriate depot drop-off points and reduce the occurrence of these products entering the commingled stream as a contaminant.

CAA will continue to explore paths for this material to be included on the USCL in future program plan periods.

A key challenge will be instigating a change to the long-standing practice of collecting this material curbside in parts of the state while simultaneously creating outreach materials that inform residents of appropriate depot locations. CAA's education and outreach plan addresses with this via customizable materials for each community. CAA's approach to developing this strategy will include the following steps:

- Segmentation of Oregon communities based on whether they have had curbside commingled collection of aluminum foil and foil products in the past or no collection prior to July 2025. Communities that have historically treated foil as a curbside commingled collection material are likely to be most acutely impacted by this change, requiring the education and outreach strategy to minimize contamination from this group

- Consider targeting specific communities across Oregon for outreach on depot collection points for aluminum foil and foil products
- Given that aluminum foil and foil products are often used in food contact applications, CAA will provide clear and jargon-free key messaging that communities and haulers may use in their education materials to help explain how to properly prepare aluminum foil and foil products for recycling to prevent food contamination

Shredded Paper

Shredded paper is on the PRO Recycling Acceptance list and has been designated a SIM. Much like aluminum foil, shredded paper has been collected by communities in Oregon and the de-listing of this material from collection lists will impact the residents of those communities. Education and outreach will be the primary intervention for shredded paper and will mirror that of other de-listed materials such as aluminum foil.

Using The Recycling Partnership’s National Recycling Database, CAA was able to map communities in Oregon that currently list shredded paper as an accepted material (see Figure 5). To this end, eight out of 106 communities currently list shredded paper as an accepted material for recycling. CAA will provide local governments and their service providers access to customizable collateral that they can use to direct waste generators toward shredded paper drop-off points and to discourage placing shredded paper in the commingled stream.

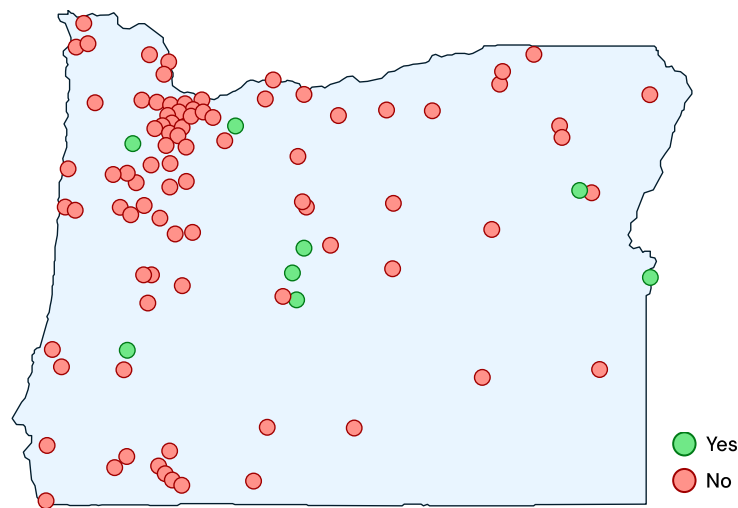


Figure 5: Community acceptance map for shredded paper. Green dots represent communities that have listed this material as accepted. Red dots indicate communities that do not list this material as an accepted material on their community websites.

Source: The Recycling Partnership’s National Recycling Database (accessed August 5, 2024).

Glass Bottles and Jars

CAA acknowledges DEQ's decision to include glass bottles and jars on the PRO Recycling Acceptance list and classify them as SIMs.

Glass bottles and jars are currently collected in some areas of Oregon as a separated curbside stream, and the communication necessary with respect to glass containers will be tailored to the outcome of discussions with local governments on the development of the collection system for PRO Recycling Acceptance List materials. Where local governments choose to discontinue existing on-route collection systems for glass, CAA will provide local governments and their service providers access to customizable collateral that they can use to direct residents toward glass drop-off and discourage placing glass in the commingled stream.

As detailed in the PRO Recycling Acceptance list section of this plan, CAA anticipates that a mix of curbside and depot glass collection will support the achievement of the glass collection target.

Using The Recycling Partnership's National Recycling Database, CAA identified and mapped 76 communities that accept glass bottles and jars as per the community acceptance lists published by them. While a majority of these communities fall in the Portland Metro area (that will continue accepting glass bottles and jars curbside), there are communities spread across Oregon that CAA will need to work with to determine if they would like to maintain curbside glass collection or transition their community to depot collection points.

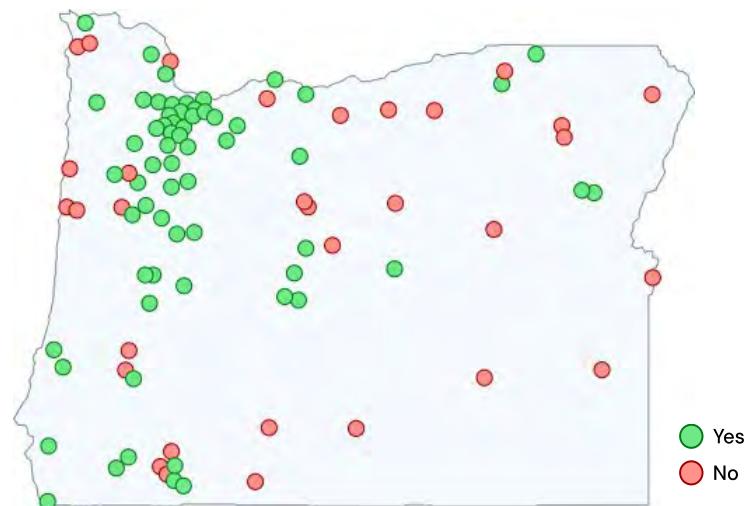


Figure 6: Community acceptance map for glass bottles and jars. Green dots represent communities that have listed this material as accepted. Red dots represent communities that do not list this material as accepted material on their community websites.

Source: The Recycling Partnership's National Recycling Database (accessed August 5, 2024).

v. Variance Requests

Similar to aerosols, CAA has performed a practicability test on the management of pressurized cylinders. CAA has determined management of pressurized cylinders far exceeds the societal benefit limit of the practicability test and will propose removal of this product from the PRO Recycling Acceptance List through a future program plan amendment.

In terms of block white expanded polystyrene (EPS), CAA intends to request alternative compliance to the convenience standards in a future program plan amendment. CAA will propose to establish collection points in the Portland Metro and Eugene regions to serve as a starting point to establish the system for block white EPS, better understand the balance of generation between residential and commercial generators, and propose to run trials in other parts of the State in an effort to gather data on how the system might be most effectively developed.

If DEQ ultimately grants the variances for aerosols, pressurized cylinders and block white EPS, CAA expects this to reduce the cost of managing these products according to the convenience standard by approximately \$6 million.

vi. Proposal to Trial Commingled Collection of Non-USCL Materials

There are two material groupings that DEQ has designated as SIMS that are neither USCL nor PRO Depot materials. These are polycoated paper packaging and single-use cups. While these materials are not currently being recommended for inclusion on the USCL, CAA believes that to adequately address the challenges identified under the SIM designation, it is appropriate to explore commingled collection of these materials on a trial basis after program commencement, with a view to better understanding current generator behavior while at the same time working to understand and address other system barriers to the inclusion of these materials. CAA uses this program plan to signal forthcoming program plan amendments with details of the trials to take place for these materials.

Polycoated Paper Packaging

CAA acknowledges that polycoated and similar paperboard packaging have not been included on any collection list due to concerns surrounding their recyclability. DEQ noted challenges in both sortation and yield. On the issue of yield, DEQ has questioned whether these materials are effectively recycled by paper mills, if they are readily recyclable (e.g. polycoated paperboard vs. paperboard with wet strength), and if they showed a high rate of recovery.

CAA also notes that DEQ requests that prospective PROs propose efforts to understand and address the impact of user behavior on CRPFs and end markets if polycoated paperboard packaging is collected as a part of commingled recycling. CAA posits that without collecting this material in a commingled curbside trial environment, once the USCL formally launches on July 1, 2025, it will be challenging to replicate these behaviors and impacts. Therefore, CAA proposes the use of commingled curbside trials after the

commencement of the program period to address this material category's SIM designation, while also exploring future paths to the USCL.

CAA will continue to engage with producers who have expressed interest in public comment and those who have relevant data to further inform the trial plans.

In order to meet DEQ's expectations for this material, CAA proposes conducting time-limited, geographically-bound commingled collection of these materials to derive real-world, actionable insights:

- The trial(s) will primarily aim to understand resident behavior, notably waste generators' ability to differentiate recycling information on polycoated paperboard, polycoated paper cups, and cartons. Currently, these trials are thought to include all food serviceware (e.g. cups, paper plates, to go boxes, etc.). Education and outreach tactics will be deployed to communicate the appropriate actions to both residential and non-residential generators

The trial(s) will aim to understand the nature and quantities of polycoated paper generated, as well as an initial estimate of the quantities of these materials that end up in mixed paper bales. To scope and plan these trials in the right geography, CAA will research regions where variables and metrics that could affect results are strongly controlled. Ideally, CAA would target trial regions where willing local partners have:

- Strong, stable control or influence over accepted materials lists
- Consistent service populations that can be successfully engaged with highly targeted education information
- Consistent flows of collected materials to specific CRPFs
- CRPFs that are willing and able to participate in the trial to track materials to bales
- Responsible end markets willing to participate in the trial to test yield and other factors

CAA proposes to work with relevant stakeholder partners (DEQ, local governments, CRPFs, haulers, and end markets) prior to any trials to develop a detailed project plan for execution factoring in the following considerations:

- Goals and objectives of trials
- Timing and duration
- Stakeholder partners
- Geography (communities potentially impacted)
- Logistics of franchised hauling
- Resident education (what are the related baseline education materials and how will this work within the broader education and outreach plan)
- Costs associated with the proposed trial

The trials would aim to track materials very specifically from route to bale to market and ensure no other material changes to the stream or service changes are happening at the same time.

In addition, CAA proposes to address concerns surrounding stability, accessibility, and viability of end markets for this material by engaging with CRPFs and end markets to understand an acceptable proportion of this material that will not adversely affect end market applications. Currently, some processors can handle up to 20% of polycoated paperboard (including polycoated cartons and aseptics) in mixed paper bales.¹² CAA proposes to explore options to model the proportion of polycoated paperboard currently in mixed paper bales and study the implications of an increase. An in-depth CRPF study could entail examining CRPFs that sort polycoated cups into mixed paper bales separately from those that sort cups into grade 52 carton bales. Such studies could further entail downstream market research for mixed paper bales with polycoated cups. Furthermore, CAA recommends assessing the re-pulpability yield of mixed paper trials. This could potentially include assessing specific packaging structure potential re-pulpability yield to inform education and outreach.

Single-Use Cups

DEQ has excluded single-use PP and PET clear cups from recycling collection lists due to contamination concerns. DEQ stated that the inclusion of single-use cups in acceptance lists may introduce contaminants like trays, clamshells, plates, and food waste, as well as contamination from PVC and PS lookalike packaging. CAA further notes DEQ's request to propose efforts to understand and address the challenges this material poses to the recycling system.

CAA proposes no change to the SIM designation for single-use cups and proposes to conduct a trial study to better understand user behavior and to investigate the challenges single-use cups pose to the recycling system. CAA proposes that the limited time, geographically bound trial(s) be conducted after the program period commences in July 2025.

CAA will continue to engage with producers who have expressed interest in public comment and those who have relevant data to further inform the trial plans. CAA uses this program plan to signal a forthcoming program plan amendment with details of the trials to take place.

Prior to the trials, CAA will work with relevant stakeholder partners (DEQ, Communities, CRPFs, haulers, end markets) to develop a detailed project plan for execution factoring in the following considerations:

- Goals and objectives of trials
- Any material overlaps (example, polycoated paper cups that may fall into both categories) and how to deal with these
- Timing and duration
- Stakeholder partners
- Geography (communities)
- Logistics of franchised hauling
- Resident education

¹² Based on consultation with a key stakeholder processing mixed paper bales.

→ Costs associated with trial

The geography of the trials will be determined in a similar manner as for polycoated paperboard packaging as detailed in the above section.

In addition, CAA proposes to address information gaps and concerns surrounding single-use cups. For example, the organization could engage CRPFs and reclaimers receiving single-use cups to understand the extent of yield losses expected with these materials. Additionally, CAA proposes to examine the extent of contamination introduced from lookalikes made of PS and understand challenges this may create during the processing of this material.

vii. Initial Plastic Recycling Rate Projections

This section of the plan provides an estimate of the current plastics generation and recycling rate in Oregon using preliminary data made available to CAA by DEQ. CAA will adjust this plan through plan amendments once DEQ releases final data on waste composition and inbound CRPF tonnages.

CAA uses the current preliminary rate estimate below to project the gap between the current rate and the 2028 recycling target of 25% laid out in the RMA. We outline the elements of this plan that can be expected to contribute to achieving the goal and some preliminary estimates of new recycled tonnage for at least some of the elements. As CAA refines these elements in plan amendments, it will adjust the projected impacts on new plastics tonnage and their contributions toward the plastic recycling goal.

Preliminary Plastic Recycling Rate Estimates

Oregon DEQ has provided CAA with preliminary data estimating the plastics recycling rate. The data combines analysis from the ongoing DEQ waste composition analysis and recycling tonnage data from DEQ's Material Recovery Survey process to produce both a numerator and denominator for the rate calculation. Table 8 below shows this calculation using summary figures. The table shows two scenarios for the rate: one for if garbage bags are included in the denominator and one for if they are excluded.

	Garbage Bags In	Garbage Bags Out
Disposed tons	241,069	220,351
Recycled tons	40,535	40,535
Current baseline recycling rate	16.8%	18.4%

Table 8

Using the figures above in Table 8 and assuming there is no substantive change in generation, it is also possible to project the necessary additional annual tonnage that would need to be recycled to meet the 25% goal. Table 9 provides these estimates.

	Garbage Bags In	Garbage Bags Out
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2028 projected tons generated	241,069	220,351
Recycled tons needed to meet 25% target	60,267	55,088
Difference between current recycling baseline and target tonnage	19,732	14,553

Table 9

Table 9 shows that between 14,533 and 19,732 tons of additional tonnage would need to be recycled to meet a 25% recycling goal in 2028. Table 10 below shows some additional detail on DEQ’s recycled data to help guide planning on the kinds of materials that may be currently under-recovered. When the substantial amount of deposit recovered material is figured into this analysis, it shows the amount of rigid plastic containers recycled in Oregon to be a very low tonnage, which indicates improvements in rigid plastic container recycling could be critical to meeting the 2028 goal.

Packaging Material	Recycled Tons
Deposit recovered rigid plastic containers	17,261
Non-deposit recovery portion of RPCs	12,184
Film plastics	6,865
Other plastics	4,225
TOTAL	40,535

Table 10

Table 11 combines the detailed categories of plastics packaging and food serviceware from DEQ’s preliminary waste composition data with DEQ’s preliminary data on tonnages inbound to CRPFs. Combining these two datasets allows CAA to estimate current capture rates for select specific categories of plastics material, which then helps identify the relative opportunities for increased plastics recycling across those categories. The categories are ranked in descending order by their “ostensible capture rate.”

Material	Tons disposed in landfills 2023	Inbound CRPF figure	Ostensible capture rate
No-deposit plastic beverage bottles	4,222	4,917	54%
Very large plastic bev. bottles > 5 gal	25	20	44%
Other plastic bottles 8 oz to 5 gallons	11,428	5,820	34%
Curb-OK plastic tubs, pails 8 oz to 2 gal	2,303	908	28%
Small tubs 6+oz but <8 oz	620	198	24%
Plastic grocery/merchandise bags	2,922	418	13%
Not curb-OK plastic tubs, pails 8 oz to 2 gal	26,393	3,735	12%
Very small plastic bev. bottles 6 oz to < 8 oz	215	26	11%
>2-5 Gal. Buckets/flower pots	9,207	972	10%
Other rigid plastic packaging	17,191	1,079	6%

Block foam packaging	10,992	476	4%
Rigid plastic FSW excl RPC, cups	4,550	155	3%
Plastic other recyc. polyethylene film PKG+FSW	35,631	1,286	3%
Plastic beverage pouches	313	9	3%
Plastic other nonrecyclable film PKG+FSW	43,320	1,213	3%
Bulky rigid plastic packaging	6,660	146	2%
Rigid mixed plastic/matl PKG+FSW	229	1	0%

Table 11

Table 11 shows that capture rates for some very important large-volume plastics categories are low and are important targets for increased recycling tonnages. For example, although more than half of “no-deposit beverage bottles” are captured, there is still substantial tonnage available in the disposed stream, as is also true for “other plastic bottles,” which are captured at 34%. Other substantial targets include “non-curb OK plastic tubs, pails 8 oz – 2 gal” and “other rigid plastics packaging.” Although DEQ’s preliminary data does not break down these categories by resin type, it indicates that plastic recycling could be improved through the inclusion of polypropylene containers to the USCL and by the potential addition of PET thermoforms to the USCL, as proposed in this plan. “Bulky rigid plastic packaging also appears to demand attention, and successful high rates of collection for two of CAA’s depot materials – block foam packaging and recyclable polyethylene film – could contribute substantially toward a higher overall plastic recycling rate.

This plan includes elements that are expected to result in more recycled plastic, thus allowing Oregon to meet its plastics recycling target. At a very general level, with a great deal of uncertainty as to the true potential of each of these elements to contribute additional tons, Table 12 displays many of the main elements and, where possible, provides preliminary estimates on how much new plastics tonnage would be recycled.

Plan Element	Notes on Potential Impact
Expand curbside, multifamily, and small commercial recycling access through local government needs assessment requests	CAA funding and support of local government requests for new collection infrastructure should result in the collection of additional plastics. Projected tons are difficult to estimate without more data on the number of generators who will receive new service, their generated tonnage, and anticipated participation and participant capture rates.
Enhance collected material mix in local programs to meet USCL requirements	As collection programs add new plastic materials to meet the USCL requirements, it should result in more plastic tons. For example, new polypropylene container collection from inclusion of the material in all collection programs statewide could amount to about 2,000 tons/year.
Implement PRO depots that collect specific plastics	CAA will collect a range of plastic materials at new and existing depots. A preliminary estimate of new plastics collection is 3,700 tons/year.
Add PET thermoforms to the USCL and local collection	CAA is proposing to add PET thermoform packaging to the USCL by December 31, 2027, at which point thermoform collection could provide as much as 2,700 new plastics tons per year toward the plastic recycling goal.
Enhance plastics capture at Commingled Recycling Processing Facilities	PCRF and CMF payments, along with regulatory mandates to improve capture rates and bale quality, are expected to reduce plastic material disposed at CRPFs and increase tonnage recycled. It is difficult to project the associated tonnages without more direct engagement with individual CRPFs. DEQ's preliminary data on CRPF inbound tonnages and capture rates indicates as much as 4,000 tons of additional plastics could be diverted from CRPF disposal or mis-capture into properly captured materials.
Improve recycling participation and participant capture rates in collection programs	CAA's educational efforts and coordination with local recycling programs and franchised haulers may include specific efforts to raise participation and plastics capture rates. It is difficult to project the amount of new tonnage that could be expected from educational efforts without more specific data from local programs and haulers on current participation and participant capture rates, but new tonnage could be as high as 2,000 tons per year.

Table 12

In summary, using preliminary DEQ data, CAA has provided in this section a preliminary calculation of the baseline generation and recycling tonnage subject to 2028 plastic recycling rate target in Oregon and has identified the plan elements that will help achieve the target. CAA will adjust its plan as DEQ provides final data and as more details on plan elements are determined. Implementation of the plan will also provide new data that will allow CAA to adjust its strategies.

viii. Ensuring Responsible End Markets

CAA will ensure that covered materials and contaminants collected with covered materials are managed and disposed of in a manner that aligns with Objective 1 of the program plan (Reduce the negative environmental, social, and health impacts from the end-of-life management of products and packaging).

An important component of this management strategy is the transfer of such materials to responsible end markets (REMs).

Example End Markets

Based on discussions with CRPFs, CAA anticipates that most covered materials collected for recycling under the RMA program will be processed in North America, with the exception of:

- Mixed paper
- Aseptic and gable top cartons (a mix of North American and overseas markets)
- Expanded polystyrene protective packaging (block white EPS)

Based on industry knowledge, CAA team expertise, and discussions with CRPFs, an initial assessment of the entities that could potentially use materials collected in Oregon range between 130 and 150 entities, excluding plastic converters. Examples include:

- OCC and Mixed Paper: NORPAC, Pratt Industries, Nine Dragons (China, Vietnam and the U.S.)
- HDPE: Denton Plastics
- Mixed Plastics: Merlin Plastics, EFS-Plastics
- Cartons: Kimberly-Clark de México, Sustana Fiber, Great Lakes Tissue, Daewang Paper (South Korea)
- Glass: Glass to Glass
- Polystyrene: Intco (China)

For commodities processed overseas (e.g., mixed paper), CAA will work in close collaboration with material brokers to ensure its obligation under ORS 459A.860 to 459A.97. For example, CAA will assist in getting the self-attestation forms from brokers' clients.

Verification of REMs

Based on the feedback from DEQ and ORSAC, CAA has developed a detailed REM verification standard with specific criteria, performance indicators, and detailed non-compliance procedures. An overview of CAA REM Standard methodology is detailed in the sections below. It is important to highlight that the methodology presented here will be discussed and reviewed with end market entities and their trade associations before program plan implementation. CAA also intends to test the proposed methodology with targeted end market entities.

The review process and the field-test process are common practices in voluntary consensus standard development. Should those processes lead to adjustments in the methodology, CAA will make necessary adjustments and communicate those changes to DEQ via submission of a program plan amendment.

The REM Standard will serve to transparently communicate adherence by end markets to the responsible requirements as set out in the RMA, provide public insight into non-compliance, and serve as an aligned methodology for third-party certification standards to adopt upon EQC approval and expansion in 2027.

For the initial phase of REM verification, CAA intends to partner with a third-party certification scheme owner to ensure CAA can effectively adapt the proposed methodology, ensure consistency of auditing and

reporting in the initial phase, and prepare for integration with multiple certifications when they are independently available to end markets.

CAA intends to partner with GreenBlue's Recycled Material Standard (RMS) for this initial phase. During program plan development, CAA observed that RMS had developed a REM verification method that went beyond any other DEQ-benchmarked standards, was applicable to all covered materials, and met the management and governance requirements outlined in DEQ benchmarking of certification programs. CAA has leveraged the progress RMS has made in REM certification to ensure adequacy of its own REM Standard.

CAA intends to uphold the requirement to validate all necessary criteria while avoiding having to replicate auditing REMs may have validated through other programs. CAA will use benchmarked comparisons with the REM criteria to identify duplicated criteria and notify certification bodies of reduced audit needs.

Certification bodies will complete REM audits, using inputs from third party certifications to support auditing, and noting non-compliances in all areas if observed.

REMs Verification Overall Approach

CAA, in collaboration with RMS, has developed end market verification processes for Oregon and other jurisdictions where it has been designated as a PRO (Colorado, California). CAA's verification approach was designed based on the principles of the International Organization for Standardization's Guidelines for auditing management systems (ISO 19011) with input from the expertise of PROs active in other jurisdictions with similar REM verification requirements (including European PROs). CAA's verification approach is a three-step process (see table below):

1. Initial screening (CAA and CRPFs)
2. Reporting review (CAA)
3. Entities verification (RMS and verification body)

While CAA will manage the initial screening and reporting review, RMS will manage the verification of entities in Oregon. CAA and RMS will select Certification Bodies (CBs) to undertake the audit step, based on several criteria, such as:

- Capacity to perform overseas audits (e.g., the verification body has local offices or agents in targeted overseas market) as well as North Americans audits
- Experience auditing related standards to environmental performance, health and safety, traceability or chain of custody, and recycled material processing
- Experience in chain of custody verification
- Existence of policy for prevention of conflict of interests
- Possesses adequate professional liability insurance
- A proposal of standards to use to measure REM compliance
- Cost of services
- Willingness to allow CAA or certification scheme representatives to shadow on-site audits as needed

→ Employment of native speaking and literate personnel for geographies assigned to each audit

CAA will also rely on DEQ endorsement of verification programs.

CAA will also contract only with certification bodies that fulfill the requirements of ISO 17065 (Conformity Assessment – Requirements for Bodies Certifying Products, Processes and Services).

Verification Action	When	Who	Purpose
Initial screening	Immediately for each unverified end market	CAA and CRPFs (collaboration)	<ul style="list-style-type: none"> • Obtain self-attestation form • Pre-approve markets
Data review	Quarterly	CAA	<ul style="list-style-type: none"> • Detect any reporting anomalies • Calculate yield
Entities verification	Annually	RMS and CBs	<ul style="list-style-type: none"> • Verify compliance with proposed REM standard

Table 13

Initial Screening Steps

CAA will request end market entities complete self-attestation forms and submit several documents in order to be pre-approved. At a minimum, CAA will request end market entities provide operating permits and, in the case of overseas markets, import permits or authorizations. CAA will request environmental permits or licenses if applicable. A signed audit agreement will also be expected. CAA may request additional information and/or a meeting to clarify certain elements.

CAA will request that end market entities list active certifications and/or verification related to recycling processes, facility management systems, or other elements covered by REM criteria. As detailed in section for temporary variance in verification (outlined later in the REM portion of the program plan), CAA will determine markets requiring a full REM audit or an approved variance request, reducing audit requirements:

- For markets that have been verified by another PRO under another EPR program, CAA will plan to verify remaining elements of REM criteria
- For markets that have obtained a relevant certification, CAA will plan to verify remaining elements of REM criteria
- For landfills and disposal sites in the United States or Canada with a valid operating permit and documentation confirming lack of non-compliance, CAA will provide pre-approval

Once the pre-approval is completed, all information will be transferred to RMS to manage the third-party audit assigned to the relevant certification body.

While CRPFs are responsible for accessing self-attestation forms for USCL materials, CAA will offer to undertake that task on their behalf in order to avoid duplication of effort (e.g. reaching out to the same end market entities several times).

Data Review Steps

CAA will review the different data provided by CRPFs and end market entities through the service provider portal. On a monthly basis, CAA will perform a data reconciliation, followed by the detection of any

anomalies in the data (e.g. significant increase in outbound quantities). While detailed data will be reviewed during the verification, at this stage the data will allow CAA to estimate preliminary recycling yields by facility.

Entity Verification Steps

Performed by selected Certification Bodies (CBs), the verification will be conducted for the impact areas identified in the following subsection. CBs will contact designated end market entities regarding the requirement to be audited and assignment by CAA. It shall obtain all the necessary information to complete the certification process, obtain a signed audit agreement (if not already provided), and reach agreement on the audit plan. It then shall conduct a review of the information obtained to ensure that:

- The information about the client is sufficient for the conduct of the certification process
- Any known difference in understanding between the certification body and the client is resolved
- The means are available to perform all evaluation activities

CBs will request documentation for review ahead of on-site audit. The on-site audit plan will be developed based on thoroughness and credibility of initial documentation supplied.

Once the audit is completed, CBs will prepare the audit report, the certification decision, and findings review. It shall provide the client with formal certification documentation (pass or fail) and work with the certification scheme owner to update the certification database with end market's information. Within a defined window as defined in the "Actions to Address Non-Compliance" section on page XX, it will send a corrective action plan for non-compliances to the entity with a timeline for response and amelioration of issues.

The verification will also include a material tracking component, ensured by:

- A Material Flow Management System that will be made available to the different stakeholders of the supply chain for their reporting obligation under the regulation (e.g. CRPFs quarterly disposition reports) and will ensure data confidentiality is preserved
- A random bale tracking process, connected to the material flow management system, using chain of custody,
- An agreement with brokers that will voluntarily collaborate with CAA to ensure they will provide the required information for verification

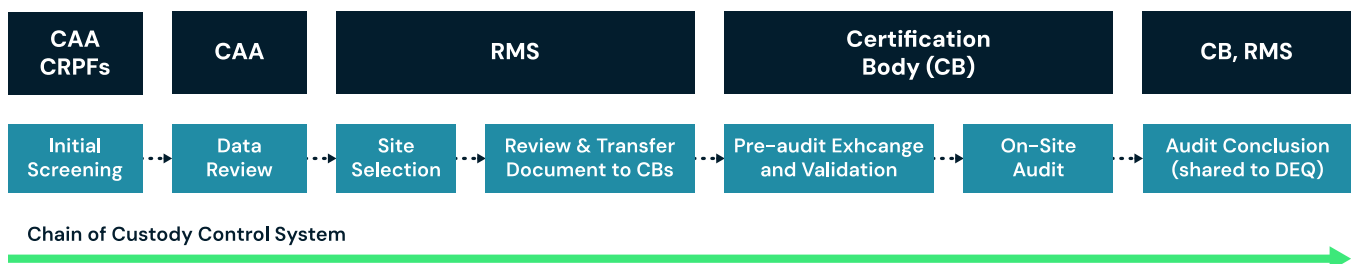


Figure 7. Infographic visual aid depicting the proposed Material Flow Management System.

Whistleblower Process

In order to allow CAA to incorporate community feedback in the verification process, a whistleblower channel will be made available. The channel will be anonymous and consist of a form on CAA's website, as well as a direct phone number to contact. Promotion of that channel will be undertaken in collaboration with local governments, EPA and other local authorities (e.g. state DEQ). Information received through that channel will be reviewed by CAA and transferred to the Certification Body and its auditor if relevant.

Verification Sampling Plan

Not all entities will be verified every year. By July 1, 2029, according to the proposed temporary variance presented below, all entities will have been verified at least once. The CAA audit cycle will operate on a five-year cycle, with every entity receiving an on-site audit at a minimum of every five years after the first on-site verification. In the interim, desk audits (review of documentation) will be performed.

RMS will determine the sites to be verified based on the following criteria:

- Tonnage received: larger tonnage will be prioritized
- Previous verification: sites that have not been previously audited will be prioritized
- Risk of non-compliance: overseas end markets and entities for which CAA has received information related to potential non-compliance spotted in the quarterly reporting review will be prioritized
- Compliance with other verification process: entities already participating in other certification (e.g. recycled content) or verification programs (e.g. food grade quality control) will *not* be prioritized if stakeholders share relevant information and if that information allows CAA to verify compliance against REM standards

REM Verification Criteria (Preliminary)

To develop an effective standard with appropriate criteria, CAA conducted a benchmarking of existing standards against DEQ's REM requirements defined in Rulemaking 1. Consideration was given to which verification methods and baseline requirements would serve as appropriate "responsible" criteria from a regulatory perspective. Many certifications contained admirable and desired criteria, which were seen to be difficult to implement in practice across all geographies and material classes. Therefore, CAA chose to establish core criteria that first met the requirements of the RMA, and then could be implemented widely and allow third-party certifications to implement preferred tiers with state-of-the-art sustainable criteria beyond the regulatory baseline.

Table 14 provides CAA's preliminary list of criteria. The following table presents, for each criteria, the compliance approach (i.e. what an end market entity shall undertake to comply with the criteria), and the applicable non-compliance classes.

It is important to note that the list below as well as the compliance approach remain preliminary until CAA has consulted the end market industry on the content and has undertaken field-testing with key end market

entities. The final REM Verification methodology, including the final list of criteria, will be provided to DEQ once the consultation and field-testing has been completed.

Section	Criteria	Description
Compliance to law and regulation	Legal compliance	Entities must comply with all applicable laws, policies, regulations, and treaties for the jurisdiction(s) in which they operate. This includes but is not limited to requirements related to labor and employees, environmental management, materials management, fair business practices, bribery and corruption, and disclosure and reporting.
	Awareness of Compliance Responsibilities	Entities must demonstrate awareness of compliance requirements, including relevant personnel responsible for managing compliance.
	Disclosure of Compliance Violation	Entities must record and disclose any notices of violation from the relevant rulemaking body, and document the resolution of the noncompliance.
Labor	Employment policy	The entity must maintain an employment policy(s) that addresses and ensures compliance with the principles in this section for all direct employees, including full-time, part-time, and contract or temporary employees. Any violations against the policy must be reported and entity must verify proof of corrective actions taken to resolve the noncompliance.
	Free and fair labor	All work is voluntary with no compulsory, forced, bonded, or indentured labor not in accordance with ILO convention 29 is prohibited. No labor is conducted under threat of penalty or sanctions.
	Child labor	The entity shall not employ workers under the national minimum age for employment, or the age of completion of compulsory education, whichever is higher. In any case the entity shall not employ workers under the age of 15 except where in accordance with local law and ILO Convention 138. The entity shall ensure that workers under the age of 18 do not work at night or in conditions which compromise their health, safety, and emotional or physical development.
	Discrimination, harassment and abuse	The entity must maintain a policy and management system ensuring all workers are treated with respect and dignity. The policy must be readily available and understandable by employees or contactors. No harassment or abuse of any kind will be tolerated. There shall be equal opportunity and no discrimination of employees on the basis of characteristics including race, sex, gender, age, religion, marital status, disability, sexual orientation, pregnancy, nationality, political affiliation, or any other personal characteristic.
	Health and Safety procedures and prevention	The entity shall assign a responsible person for health and safety matters. The entity shall establish and maintain procedures for promotion of worker health and safety, including procedures for: a) Emergency response, including in the case of injury, illness, evacuation, fire, or other emergency. b) The provision, use, and training for the use of personal protective equipment (PPE) and preventative measures for avoiding illness or injury.

		<p>c) Worker training on health and safety. The entity must maintain training records for a minimum of 5 years. Relevant licensing or other legal requirements and documentation, such as for qualified machinery operators or chemical use licenses.</p> <p>d) Corrective action and response in the case of noncompliance with health and safety measures or adverse health and safety incidents. The entity shall appropriately manage workplace hazards and put in place adequate safeguards against workplace risks. This includes but is not limited to:</p> <p>a) Proper management for the handling and storage of hazardous materials, and controlling the exposure of workers to such materials.</p> <p>b) Providing appropriate PPE and related supplies to workers, and training on the use of such, for both routine tasks and incident or emergency response measures. The entity shall require the use of PPE as part of safety procedures in accordance with any mandated regulations or safety guidelines.</p> <p>c) Providing safe building environments, including environments are adequately protected against risks such as physical hazards, fire risk, and exposure to chemicals, disease, or excessive heat, cold, or noise.</p> <p>d) Providing clean and sanitary working conditions, including access to sanitary toilets, clean drinking water, and, if applicable, facilities for cooking and preparing food.</p> <p>e) If residential facilities are provided, these are maintained in a clean, sanitary, and safe condition. The entity shall record any workplace injuries and take appropriate corrective actions.</p>
Environmentally-sound	Environmental compliance	<p>Entities shall maintain compliance with all applicable environmental laws, regulations, permits, or other legal requirements or agreements.</p> <p>Any permits or licenses shall be up to date. Any contractors providing offsite treatment of waste or wastewater must provide permits and licenses as well.</p> <p>Any instances of noncompliance shall be documented and reported and entities shall provide proof of resolution of the noncompliance. There shall be no activity on-site that causes obvious contamination to the local environment.</p>
	Environmental Management System Components	<p>Entities shall have in place an environmental management system for addressing key environmental impact areas. At minimum this shall include:</p> <p>a) A designated responsible person at the management level;</p> <p>b) A mechanism to remain up-to-date with applicable local legal requirements;</p> <p>c) Procedures and records for training of relevant staff in environmental impact areas;</p> <p>d) A system to document, measure, and track the relevant indicators for environmental impact areas.</p>

	Environmental Impact Measurement	<p>The entity shall work to minimize impacts to air, water, and land from its operations. At a minimum and where applicable to facility processes, it shall quantify and disclose on an annual basis relevant indicators related to the below environmental impact areas, such as:</p> <p>a) Emissions to air: Any material emissions to air, including regulated air pollutants or pollutants of concern.</p> <p>b) Discharges to water: Material discharges to water, including direct discharge to water bodies, capture and treatment of runoff, indirect discharge via land application, ie private or public treatment systems.</p> <p>c) Water management: water use and related water management indicators.</p> <p>d) Waste management: the total amount of hazardous and non-hazardous waste generated from its facilities, and the disposal method used.</p>
	Chemical Management System Components	<p>Entities shall have in place a chemical management system for addressing chemicals of concern within their operations. At minimum this shall include:</p> <p>a) A designated responsible person at the management level;</p> <p>b) A mechanism to remain up-to-date with applicable local legal requirements;</p> <p>c) Procedures and records for training of relevant staff who may handle, store, or utilize chemicals;</p> <p>d) Maintenance of a list of all chemical inputs to their operations, including products and processing aids;</p> <p>e) Maintenance of Safety Data Sheets (SDS) for all chemical inputs and any additional chemicals used onsite; SDS shall be readily available to workers in their local language.</p>
	Chemical of Concern Disclosure	<p>Entities shall quantify and disclose any chemicals and materials of concern (as defined by CA Proposition 65) intentionally added during processing of recycled outputs, and the end of life management of these materials.</p>
	Spills, leakages and plastic pollution assessment, including microplastic	<p>The Entity shall:</p> <p>a) Conduct an assessment of major risk areas of operations where spills and leakages could contaminate air, water and/or soil.</p> <p>b) Implement a management plan including compliance controls, monitoring, and emergency response plan to prevent, detect and remediate spills and leakages, especially for microplastic.</p> <p>c) Document and disclose to auditor impact assessments of material spills and leakages, root causes and remediation actions taken on an annual basis.</p>
	Management of resin loss	<p>Where applicable, entities that produce, process, handle, transport, or store plastic resin pellets or flakes shall demonstrate that they implement the principles of Operation Clean Sweep for management of resin loss.</p> <p>a) Risk Management</p> <p>b) Internal Procedures</p> <p>c) Evidence of Best Practices</p> <p>d) Monitoring of Potential Losses and Internal Audit</p>
Transparency	Audits and records	<p>All Supply Chain Entities – entities transporting, brokering, or transferring or otherwise in control of covered materials from Material Recovery Facilities to defined end markets – must be willing to be</p>

		<p>named and be subject to desk audit for compliance to Responsible End Market criteria.</p> <p>Supply Chain Entities must keep Chain of Custody records of transactions of covered materials for not less than five years and make records available to the Certification Body or Producer Responsibility Organization (PRO) upon request.</p> <p>All defined end markets must be willing to be named and be subject to desk or on-site audit for compliance to Responsible End Market criteria.</p> <p>End Markets must keep Chain of Custody records of transactions of covered materials for not less than five years and make records available by Certification Body or Producer Responsibility Organization upon request.</p>
	Documentation of covered materials	<p>All entities transporting, brokering, or transferring or otherwise in control of covered materials from Material Recovery Facilities to defined end markets must track material and provide chain of custody documentation to notify customers.</p> <p>Defined end markets shall provide quantification of covered materials received from regulated markets, via quarterly summaries of material volume, by type.</p>
	Quantification of material disposal	<p>Defined end markets must summarize quarterly the volumes of covered materials by final disposition method for each material type as defined by category determination table.</p> <p>Quarterly summaries shall include:</p> <ul style="list-style-type: none"> i. Recycled material in product(s) sold to downstream customer; ii. Recycled waste sold as scrap; iii. Waste material send to landfill, incineration, or waste-to-energy. <p>Quarterly quantification summaries shall be supported by internal production reports, vendor data, sales data, and/or other records of material separation, processing, and final disposition.</p> <p>Entities must provide a list of the companies receiving disposition of residual outputs destined for landfill/ incineration/ waste-to-energy (including Name, Physical Shipping Address, Contact Information, Material description) to Certification Body or Producer Responsibility Organization, updated quarterly.</p> <p>Entities must provide documentation that downstream processors of landfill/ incineration/ waste-to-energy residuals maintain active required legal, solid waste, and environmental permits.</p>
	Penalties and violation	<p>Within 90 days of notification of non-compliance event listed above, End Market must also provide to Producer Responsibility Organization a corrective action and non-compliance resolution plan for review and confirmation.</p> <p>Required Participants must provide documentation of penalties and violations occurring in last calendar year and signed acknowledgement of completion or acceptable progress by Regulatory Agency, Producer Responsibility Organization, and/ or Department of Environmental Quality to remain eligible for Responsible End Market designation and participation.</p>
Yield	Yield documentation	<p>All entities must document and be willing to share records of yield for covered materials.</p> <ul style="list-style-type: none"> a) Yield shall be documented as the output weight of materials

		<p>processed and sold for use in new manufacturing, as a percentage of the input weight, accounting for process losses.</p> <p>b) Yield shall be >60% for all covered material categories.</p> <p>c) Yield must be documented separately by material type if they are received and processed distinctly.</p> <p>d) Materials that are received and processed in mixed fashion may be evaluated in total, except where otherwise required to be documented separately.</p> <p>1) At a minimum, yield must be documented separately for the following covered material categories: plastic, glass, paper, and metals, based on the primary material composition.</p> <p>2) Entities receiving Oregon covered materials must evaluate yield separately for the following materials:</p> <p>a) Polycoated Cartons</p> <p>b) Composite metal, paper cans - at paper mills only</p> <p>c) Plastic bottles that measure at least two inches in each of two or more dimensions, including caps if screwed on, made of the following materials: PET (#1) (clear only), HDPE (#2), and PP (#5)</p> <p>d) Plastic tubs that measure at least two inches in each of two or more dimensions, including caps if screwed on, made of the following materials: PET (#1), HDPE (#2), and PP (#5)</p> <p>e) Plastic buckets, pails, and storage containers, including lids if snapped on, made of the following materials: HDPE (#2) and PP (#5)</p> <p>f) Nursery (plant) packaging, such as pots and trays, made of the following materials: HDPE (#2), PP (#5)</p>
	<p>Yield measurement and calculation details</p>	<p>Supply chain entities shall document the following as part of the yield calculation or estimation:</p> <p>a) Amount of material received;</p> <p>b) Amount of material disposed, by method and destination, in conjunction with Disposition Reporting in Section 5.2.2;</p> <p>c) Estimated losses;</p> <p>d) Whether the entity was the first to receive the material downstream of collection.</p>

Section	Criteria	Compliance Approach	Non-Compliance Category
Compliance to law and regulation	Legal compliance	Establish a performance base level	Disqualifying / Major
	Awareness of Compliance Responsibilities	Establish a performance base level	Major / Minor
	Disclosure of Compliance Violation	Documentation and recordkeeping	Major
Labor	Employment policy	Develop a policy / management system for continuous improvement	Major/ Minor / Recommendation if compliance achieved
	Free and fair labor	Establish a performance base level	Disqualifying
	Child labor	Establish a performance base level	Disqualifying
	Discrimination, harassment and abuse	Establish a performance base level / Develop a policy / management system for continuous improvement	Disqualifying / Major/ Minor / Recommendation if compliance achieved
	Health and Safety procedures and prevention	Establish a performance base level	Disqualifying / Major/ Minor / Recommendation if compliance achieved
Environmentally-sound	Environmental compliance	Establish a performance base level	Disqualifying / Major
	Environmental Management System Components	Develop a policy / management system for continuous improvement	Major / Minor
	Environmental Impact Measurement	Measure and report	Major / Minor

	Chemical Management System Components	Develop a policy / management system for continuous improvement	Major / Minor
	Chemical of Concern Disclosure	Measure and report	Major / Minor
	Spills, leakages and plastic pollution assessment	Develop a policy / management system for continuous improvement	Major/ Minor if reporting deemed complete
	Management of resin loss	Develop a policy / management system for continuous improvement	Minor
Transparency	Audits and records	Documentation and record keeping	Disqualifying / Major
	Documentation of covered materials	Documentation and record keeping / Measure and report	Major / Minor
	Quantification of material disposal	Documentation and record keeping / Measure and report	Major / Minor
	Penalties and violation	Documentation and record keeping	Major / Minor
Yield	Yield documentation	Measure and report	Major / Minor
	Yield measurement and calculation details	Measure and report	Major / Minor

Table 14

Verification of Chain of Custody

CAA will offer CRPFs access to a Service Provider Portal that will enable, among other things, continuous material tracking throughout the value chain (material flow management system). Preliminary discussions with CRPFs have been held to define the best approach in terms of data to be shared and methods to share

data. For CRPFs that will not be able to use the Service Provider Portal, CAA will provide a prescribed template to fill-in and share. Data to be shared include end market locations, commodities and tonnage). The audit process includes an audit initiation and preparation phase between the CB and the entity verified, in which the paper trails related to chain of custody (e.g. purchase orders, processing information such as conversion factors, production and stock records, sales orders, inventory balance) will be reviewed. On-site audits will review the chain of custody documents for specific loads.

Verification of Recycling Yield for Materials Mixed Together in a Bale

CAA will provide access to the material flow management system to the CBs in order to measure and verify yield compliance. End market entities will be asked to provide an overall amount of material received, disposed and successfully processed.

For materials mixed together in a bale, CAA will ask end market entities to estimate and self-attest the recycling yield, while providing methodological justification. CAA will ask the CBs auditor to pay specific attention during the on-site visit to ensure that minority components in a mixed bale are not being diverted to landfill. The auditor may determine through interviews and review of technical documents associated with the facility's equipment whether yield thresholds for material being accepted by the facility are being met. It will also demand to see the residuals stream generated from the facility's process to determine whether material accepted by the end-market is being properly processed.

Investigating Non-Compliance

For each entity audited, the CBs contracted by CAA/RMS will provide an audit report that will clearly state:

- If the end market entity passes or fails each of the REM criteria, and the rationale for each potential fail
- If the end market entity can be deemed responsible or not (if it is not deemed responsible, the report will list corrective actions required to bring it into compliance)

The report will not contain detailed information about the entity for confidentiality purposes but will include the end market entity name, location (city and country) as well as the material type received. For clarity, the report will not contain information such as supplier(s) of material and quantity processed.

Instances of non-compliance are most likely to be reported to CAA during the verification process, by the chosen CB.

DEQ will receive the verification report and will be informed of any entity that is not compliant after CAA's review process.

Actions to Address Non-Compliance

The verification report and RMS certification database will clearly state and the certification determination of the entity (active/ suspended/ withdrawn) and non-compliance status (category and criteria area). The CB will issue finding with corrective action steps that would be required to bring it into compliance. The CBs will

classify potential non-compliance according to the severity of the infraction: based on ISO 19 011, CAA will classify non-compliance into three categories of severity:

- Minor non-compliance
- Major non-compliance
- Disqualification non-compliance

CAA's non-compliance methodology also includes a "Recommendation" category. This category allows CBs' auditors to suggest best practices to assist with continuous improvement when entities are within compliance or could easily mitigate non-compliance risk.

CAA is providing expanded guidance on how the auditor should determine non-compliance class based on the nature of the instances observed. Each class has specified results of non-compliance discovery, procedures for certification body and CAA action, and timelines for implementing corrective action plans. CAA designed the non-compliance structure to balance strong disqualifying thresholds with lower categories supporting systemic improvement through corrective action.

Table 15 below shows the definition of each non-compliance, type of non-compliance covered and result of non-compliance category.

Category	Disqualifying	Major	Minor	Recommendation
Definition	Significant violations that contradict the principles of the standard	Material issues identified during the audit that must be resolved prior to issuing a positive certification decision.	Technical issues identified during the audit that do not represent material deviations from the standard.	Guidance for future improvement and prevention of non-compliance. They support aligned best practices while accounting for variation in different geographic regions and organizational capabilities.
Types of non-compliance covered	<p>Willful deception of certifiers or provision of false information</p> <p>Refusal to provide audit access or relevant audit documents, or refusal to cooperate with the auditor</p> <p>Evidence of corruption, coercion, or bribery</p> <p>Lack of legal license(s) to operate, or lapse of relevant permit(s) for a period greater than twelve (12) months</p> <p>Gross negligence, willful violation, or repeated violations of basic requirements related to fair labor, working conditions, health and safety,</p>	<p>Non-compliance results in a fundamental or systematic inability to meet the objectives of the standard</p> <p>Non-compliance is seen to exist over a long period of time, be systematic or repeated throughout operations, or affect the integrity of the product or the reputation of the verification</p> <p>Significant discrepancies or gaps in documentation</p> <p>Other findings determined by the certifier to be inconsistent with the requirements of this standard</p>	<p>Clerical errors or inconsistencies in documentation</p> <p>Observed lapses in requirements that do not materially affect the certifier's ability to judge the entity's general compliance with the requirements of this standard</p> <p>Note that a substantive number of minor nonconformances may constitute a major nonconformance</p>	<p>Instances where minor non-compliance is open to interpretation</p> <p>Inconsistencies where continuation of practice could eventually lead to non-compliance</p> <p>Examples of best practices to provide options to reduce the need for auditor judgment in future audits</p> <p>Examples to support improvement towards preferred criteria</p>

	environmental responsibility, or chemical management			
Results of non-compliance discovery	Audit immediately suspended Certificate will not be awarded or will be revoked if granted previously	Audit continues as planned Certification will not be awarded or renewed temporarily Applicant will have a window of 30 days from receipt of corrective action plan to respond with supporting evidence of compliance	Audit continues as planned Certification able to be awarded or renewed Participant has 1 year to resolve all minor non-compliances. Should any minor NC not be resolved after 1 year, it will be reclassified as a Major NC	Audit continues as planned Certification able to be awarded or renewed

Table 15

Requests for Temporary Variance in Verification

CAA requests temporary variance from the required components of a verification under the following conditions:

1. When another PRO has already approved the end market and deemed it responsible in accordance with Oregon REM standards.
 - a. Other PROs periodically verify the end market on its performance (e.g. recycling yield) and compliance to their jurisdiction's requirements or the PRO's policy. For example:
 - i. LDPE recyclers in North America that process materials from the agricultural sector may be audited by Clean Farms, a Canadian PRO for agricultural products
 - ii. Paper mills in Asia may be audited by Valipac, a Belgian PRO for packaging material, in compliance with the Waste Shipment Directive Regulation
 - b. CAA requests a variance in instances for when an entity can prove, with evidence, that it has been audited by a recognized PRO within the last three years and can provide a self-attestation of its compliance to REM standards under the RMA
 - c. If an entity can only prove compliance against certain but not all REM standards (e.g. environmental compliance), CAA will undertake the verification against the missing REM standards

2. When an end market entity already has certification requiring verification (e.g. recycled content, food grade)
 - a. Several entities are already engaged in different certification schemes, such as recycler certifications (e.g. EuCertPlast, FDA LNO) or recycled content certifications (e.g. RMS, SCS) or a health and safety certification (e.g. RIOS)
 - b. CAA intends to uphold the requirement to validate all necessary criteria while not replicating auditing that REMs may have validated through other programs
 - c. The rationale is similar to what is detailed above for cases when there is verification from another PRO program.
 - d. CAA requests a variance when an entity can prove, with evidence, that it has been audited by a recognized certification scheme within the last three years and can provide a self-attestation of its compliance to REM standards under the RMA
 - e. If an entity can only prove compliance against certain but not all REM standards (e.g. environmental compliance), CAA will undertake the verification against the missing REM standards. If an entity has a combination of certifications that cover all areas of the REM criteria, a verification under the REM program will still be necessary; however, audit plans can be significantly reduced based on risk profile
3. Domestic paper mills will be deemed to reach the yield requirement if a visual inspection of pulper screenings reveals that a majority of carton fibers appears to have been pulped, unless CAA receives information on potential non-compliance or the audit on-site visit reveals that covered materials are being removed and disposed of before the pulping process
4. CAA has reached out to numerous paper mills in North America (as presented in Appendix D). Unanimously, paper mill operators have expressed strong concerns about sharing yield information, as it is part of their strategic advantage. All of them have also stated that they already largely surpass the 60% yield, especially if non-covered materials (i.e. contamination) are not part of the denominator.
5. Overall yield performance within the paper industry in North America has been confirmed by different entities, including the American Forest & Paper Association (AF&PA), the Technical Association of Pulp and Paper Industry (TAPPI), or Moore & Associates. For example, yields at board mills using OCC and mixed paper are always above 85%. Tissue deinking mills can have yields as low as 70%, but never below 60%. The previous numbers are for 100% recycle mills. “Blended” mills using wood, OCC and mixed paper overall have yields higher than 85%.
 - a. CAA understands the purpose of the yield calculation is to make sure that minority components in a mixed bale are not being diverted to landfill at an end market. As noted above, CAA suggests that the auditor for certification body(ies) pay additional attention to that aspect during the on-site visit.
6. Verification of end market entities for plastic will be at the reclaimer facilities, not at the converters.

7. Current definitions for plastic end market entities imply that when the application is food grade packaging or a children's product, REM verification occurs at the facility that uses flakes or pellets.
8. Plastic reclaimers are strongly opposed to this requirement, because it implies that they provide their list of clients, which is not only very sensitive and confidential information, but also information that the reclaimer could not legally share in some instances, being bound by a non-disclosure agreement.
 - a. Furthermore, other mechanisms (such as the FDA process for food contact safe PCR) are already ensuring the safety of products and mitigating contamination migration risks.
9. Domestic landfills will be deemed responsible, unless CAA receives information on potential noncompliance
 - a. Landfills and disposal sites in the U.S. and Canada are already verified and controlled periodically by local environmental agencies
 - b. CAA requests a variance for landfill or disposal sites in the U.S. and in Canada, as soon as they provide an operating permit delivered by the local authority. Verification might be performed if information regarding potential noncompliance is provided to CAA

Notwithstanding the above, CAA reserve the right to undertake periodic verifications by reviewing certain documents or proof of REM compliance.

For variance requests #1 and #2 above, CAA is engaging in discussions with several PROs and third-party certification owners. In every case, CAA will review the methodology to measure compliance from those entities and compare with CAA's criteria to identify whether CAA could allow an end market entity to comply with one or several of the REM criteria. CAA will then engage with the PRO or the third-party certification owner to discuss collaboration. Once a collaboration agreement has been defined, CAA will share the results of the benchmark assessment and the form of collaboration with DEQ for approval through program plan amendments. Once approved by DEQ, the process to apply the variance will be as follow:

1. Using initial self-assessment forms, CAA will obtain information on existing third-party certifications or other PROs' verification maintained by end market.
2. CAA will then notify certification bodies of reduced audit needs.
3. Certification bodies will complete REM audits, using inputs from third party certifications or other PROs' verification to support auditing, and noting non-compliances in all areas if observed.

Tracking Material Flows

CAA is developing an internal material flow management system to enable continuous material tracking throughout the value chain. The material flow management system is a cloud-based platform that provides the following services, among other capabilities to be determined:

- **Collect and store integral data** from external service provider partners, from haulers to end markets, including loads and weights of materials received, processed and shipped out, inbound and outbound

data, and information on stakeholder process and environmental compliance. The system will provide “track and trace” functionality with the ability to securely receive transaction data through system-to-system data exchange, file upload, or secure web-based data entry

- **Protect confidential data.** The platform will implement data security measures that meet the highest security standards, including native encryption of all data, real-time event monitoring, field-level monitoring and audit trails, and field-level data sensitivity
- **Ensure independent verification.** Data and disposition reporting will be tracked and maintained in a manner that can easily be made available for auditing by authorized external parties
- **Report information** to stakeholders for accountability through the secure-access stakeholder portal

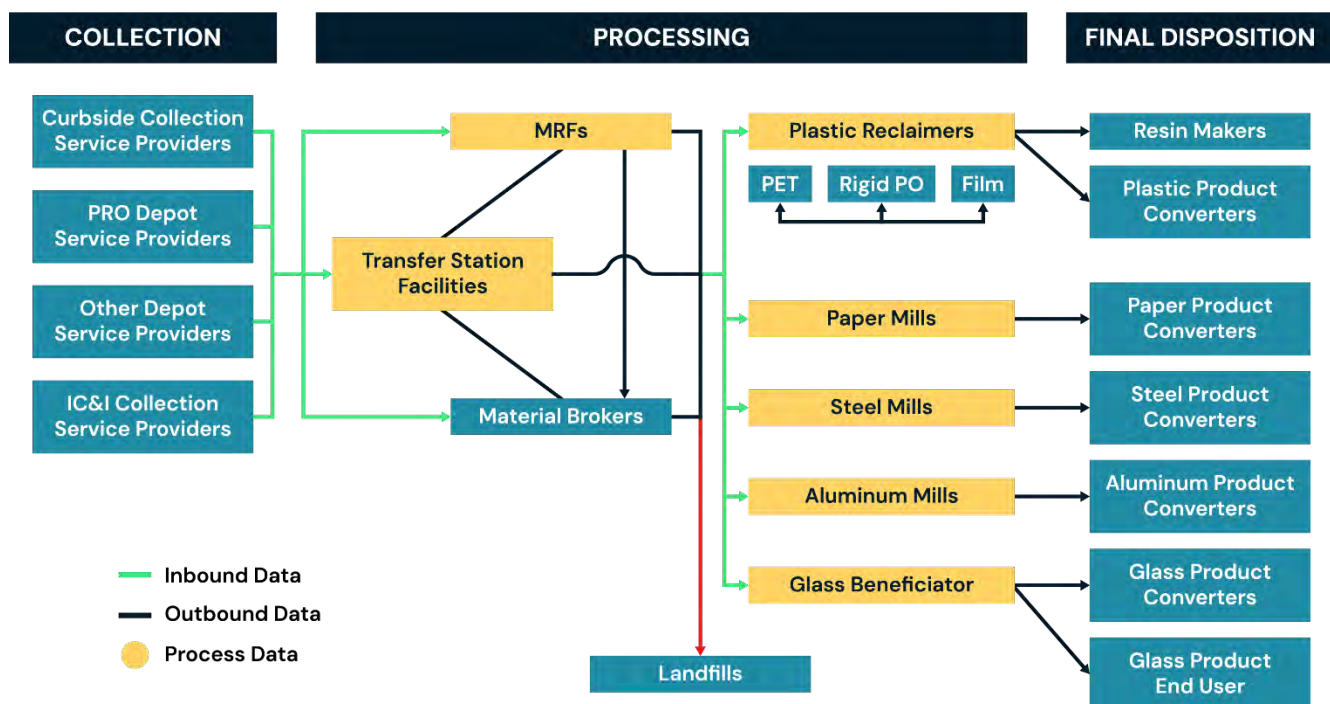


Figure 8. Infographic depicting the fate and transport of different materials from collection through to disposition.

Accounting For Disposition and Yield

CAA’s verification standard will contain measures to account for end market variance in disposition and yield when obligated materials from Oregon mix with non-obligated materials from elsewhere.

The audited entity will be allowed to use one of the following chain of custody models defined by ISO 22095:2020:

- Controlled blending model
- Mass balance model with rolling average percentage method

The controlled blending model will be used when an entity is using materials from Oregon mixed with other sources in a batch production. ISO 22095 requires that the ratio between Oregon and non-Oregon materials is known for all outputs, at all times, for a contained volume. This model will be limited in its application as most of the recycling industry does not utilize batch production.

The mass balance model with rolling average percentage method will be used for continuous processes. This is the method most commonly used in the recycling industry, including for mechanical recycling of plastic. The model as defined by ISO 22095 requires calculating an average percentage of Oregon and non-Oregon materials for each output. It also requires a defined reconciliation period of making a claim. CAA defines those boundaries as follows:

- Single site only (no multiple sites possible)
- Average to be calculated on a quarterly basis
- Characteristic to be used: Oregon source vs non-Oregon source

Auditing the Verification Program

CAA plans to take a number of steps to ensure a reliable and high-performing REM system.

CAA, with RMS, will select certification bodies that are compliant with ISO 17065 (Conformity Assessment – Requirements for Bodies Certifying Products, Processes and Services). This will give CAA the confidence that the REM verification process will be undertaken with professionalism, ethics and neutrality.

CAA's verification program is based on ISO 19011 standards. For the verification to be performed efficiently, the CB usually guarantees the confidentiality of the information shared, providing a report that only states if the entity passes or fails compliance against the requirements. Nevertheless, whenever possible, CAA reserves the right to carry out spot checks of the verification work. For instance, CAA representatives and/or third-party certification scheme representatives will accompany the verification body for some random on-site visits and take other steps to audit the verification process. It will also spot check certain documents that can be made available to CAA.

CAA's verification approach includes a data review step, to be performed quarterly, to verify different data sources. An example would be spot bale audits or comparing a CRPF's outbound weight with the inbound information from a corresponding end market. Verification will be performed on 100% of outbound tonnage from CRPFs and PRO depots, with the exclusion of the de minimis level from DEQ.

Random Bale Auditing

To complete the robust chain of custody control through the material flow management system, CAA will randomly audit the journey of materials through the recycling system. Two types of random tracking will be performed:

- Tracking from the curbside, to determine if household packaging ultimately ends up in a commodity bale or in landfill. As part of this effort, CAA will work with CRPFs to coordinate with their measurement of material capture rates to meet standards set in rule
- Tracking from the CRPF, to determine the fate of loads of specific material managed by brokers

The approach to tracking from CRPFs will be informed by a risk analysis that will be evaluated according to several criteria, including but not limited to:

- Shipment destination: Bales more likely to be sent to overseas markets will be prioritized
- Number of entities handling material: Bales handled by the highest number of entities (i.e. different brokers) will be prioritized
- Past audit results: Bales most likely to be sent to recyclers whose audit results have demonstrated minor or major non-conformance compliance on chain of custody documentation will be prioritized
- Number of end markets: Bales that do not have a high number of responsible end markets will be prioritized

Based on initial assessments of the criteria the above, CAA will likely prioritize the random tracking of the following commodities:

- Mixed paper (grade 54)
- Cartons (grade 52)
- Mixed plastic

CAA has held several discussions with tracking device providers, CRPFs and end market entities to define the best approach for random bale tracking. Both CRPFs and end market entities have expressed strong concerns about having battery-powered devices hidden in their supply. As highlighted by AF&PA and APR, representing respectively paper mills and plastic reclaimers, batteries are a growing concern for those facilities because of the fire risk. In recent years, more and more waste management and recycling facilities have experienced fires due to the presence of these battery-powered devices. A legal notice provided to CAA outlines that CAA cannot take liability for using battery-powered trackers, which is what is available on the marketplace. CAA also does not believe mandated use of tracking devices, which may pose a fire safety hazard to processing facilities, would be consistent with the intent of REM verification, which aims to protect worker safety. **Instead, for the first program plan period, CAA proposes the use of a chain of custody verification of specific loads, that may include on-site verification.** This will provide the same end results (verifying that materials are sent where they are supposed to) without introducing materials that may be incompatible with recycling processes or pose fire risk to transporters and processors.

CAA envisions tracking:

- Eight points of collection (e.g. curbside, depots, multi-family)
- Up to 20 for mixed paper bales or mixed plastic bales (one for each potential broker)
- Up to five for cartons bales (one for each potential broker)

CAA will then verify:

- If products end up in landfill before or after the CRPF process
- If loads and bales are compliant with the shipment documents, informing DEQ of any form of non-compliance

During the first program plan period, CAA proposes to collaborate with DEQ to undertake an assessment of the safety of certain types of tracking devices that may be compatible with DOT regulations and that may not impact the environment or workers.

Supporting Responsible End Markets

CAA's proposed budget includes a dedicated fund for end market development initiatives. The fund will be financed through producer fees and be approximately 3–5% of expected commodity values.

Every year, the fee schedule will determine the investment level to be incorporated into the Responsible End Market Development Fund. While 3–5% is established based on experience in other jurisdictions that have implemented EPR, the exact amount will be defined annually based on:

- Needs for end market development identified regionally
- Other partners involvement
- Past financial results

CAA will use this fund to increase the use of post-consumer recycled materials in product manufacturing. Key targets of CAA's strategy for end market development are to:

- Improve the supply quality of recycled materials (i.e., bale quality)
- Increase market demand as collection volumes increase
- Enhance market stability
- Enhance recycled material flows to higher-value end products

It is important to highlight that CAA has no ownership of materials for materials on the USCL, therefore CAA does not have the ability to drive change by agreeing to supply material to specific end markets. The role of CAA in promoting market development is to identify and address barriers and inefficiencies in the marketplace to make markets work better and to encourage recyclable materials suppliers, processors, and end users to be more effective players in the marketplace.

CAA will therefore use the fund to incentivize best practices at reclaimers, such as implementing measures to mitigate contamination, improve cleaning processes, or produce high-grade end products. CAA intends to partner with other organizations that may provide grants for direct investments at end market entities. Following internal pre-assessment of existing markets, CAA has identified several commodities expected to require market improvement to satisfy RMA requirements for REMs. While all materials, especially plastics, may benefit from market improvement, some commodities have been identified as priorities for action:

- Mixed paper (grade 54)
- Cartons (grade 52)
- Glass
- Mixed plastics
- Flexible PE plastics
- Polystyrene
- PET thermoforms

CAA will maintain active market development programs for commodities and materials and will take reasonable and practicable steps to facilitate the sale of collected materials to responsible end markets. CAA's ability to facilitate the flow of materials to responsible end markets is predicated by the voluntary agreement of those entities that control the flow of those materials. Actions to support REM development may include:

- Providing technical assistance, brokerage services, and/or information on responsible end markets to materials marketers
- Purchasing and reselling materials that otherwise are not being sold to responsible end markets (under certain conditions)
- Providing wherever possible a supply guarantee to reclaimers so they can secure investments. CAA will focus on taking ownership of commodities lacking end markets if agreed upon by CRPF(s)
- Incentivizing improvement and upgrades at end market entities through direct contracts for materials for which CAA has taken ownership
- Working in close collaboration with existing investors and market development program managers, such as The Recycling Partnership and Closed Loop Partners
- Working in close collaboration with public sector market development programs, such as those in California and Washington
- Assessing leverage to promote recycled content in products to pull market demand
- Other actions as needed to comply with Oregon law.

Specific actions/strategy will be developed for each commodity/material during the program plan review period and will be included in the revised program plan submission.

Producer Exemptions Under 459A.869 (13)

Under the RMA, producers can demonstrate that certain products are exempt from covered material requirements when those materials are not collected under an Opportunity to Recycle program, are not separated from other materials at a commingled recycling processing facility, and are recycled at a responsible end market.

Although demonstrating conformity with 459A.869 (13) is not a formal PRO obligation, CAA will work with producers and recyclers where applicable to ensure that materials collected in relation to this potential covered material exemption are being recycled at REMs. This may include additional tracking and reporting requirements administered by CAA.

Responsible End Market Development Guiding Principles

The planned responsible end market development program will be guided by four key principles:

1. **Partnership.** CAA will undertake investments in market development activities in partnership, where possible, with other parties (e.g. the private sector, local governments, and state and federal interests)
2. **Link to targets.** CAA's market development investments will be linked to material specific targets.
3. **No cross-subsidization.** CAA, wherever possible, will avoid cross-subsidization of material specific market development. For example, glass producers will be responsible for funding glass market development activities that are approved by the CAA Board. Where investments benefit a range of materials, costs will be allocated across all benefiting materials
4. **Competitive proposals.** Where feasible, CAA will implement a request for proposal/competitive bid process for allocating market development funds. CAA will identify its market development priority areas and will invite interested parties to submit proposals to meet CAA's requirements at the lowest cost. The final decisions regarding market development investments will rest with the CAA Board
5. **Prioritize regional and domestic markets.** Where feasible, efforts will be made first at a state/regional level, secondly on a U.S. level, and finally on a North American level. CAA will not make overseas investments
6. **Balance national and state needs.** CAA will aim to improve recycling capacity at a national level, while tailoring actions to meet the specific needs and opportunities of EPR states

Furthermore, CAA has defined a series of principles under which it will take practicable actions to ensure the integrity of REMs:

- CAA will take actions according to type of non-compliance (e.g. CAA will not take action for disqualification non-conformance)
- CAA will take practicable actions in priority at North American entities and will limit its actions overseas
- CAA may consider financial levers under specific considerations, in the form of financial de-risking measures
- CAA will not take actions if:
 - Other REMs already exist for the relevant material
 - The entity processes a low volume from Oregon
 - The entity is not financially stable

CAA will coordinate with industry stakeholders when considering practicable actions for CAA to take.

ix. Upholding Oregon's Materials Management Hierarchy

CAA will uphold Oregon's materials management hierarchy, specifically with regard to the third principle: recycle material that cannot be reused, with preference given to recycling pathways, methods and responsible end markets that result in the greatest reduction of net negative impacts on human well-being and environmental health.

CAA has identified the previously named end markets, which were informed by the outcomes of DEQ's prior LCA work. In the third program plan submission CAA will outline an initial graduated fee proposal based on current LCA rules and ecomodulation concepts. For future program plan amendments, CAA intends to extend its ecomodulation program to include additional criteria that will support the policy objectives and environmental outcomes intended to be achieved from the materials management hierarchy.

CAA will capture environmental impacts during the REM verification process. This information will include, wherever applicable, water usage, energy, waste generation, impacts of plastic pollution, etc., and will be gathered during the REMs verification process occurring throughout the course of the first program plan period.

Information gathered during the first program plan period will be used in the plan submissions for subsequent periods. CAA may be able to provide a preferred hierarchy of end markets, for PRO materials, based on that information. For USCL end markets, CAA will indicate which REMs have environmental impact information available, so CRPFs can further explore, and apply a hierarchy for material management with their end markets, if they so choose.

As new end markets are identified, the impact areas of that operation will be compared to information captured for existing REMs for similar materials.

REM auditors will note if the REM can supply information on impact areas.

Material-Specific Strategies

Based on existing information and on DEQ analysis for specific end markets, glass, cartons and polystyrene require unique materials management strategies. CAA will work on selecting specific end markets for each of those materials, and the organization may compare the solutions through an LCA that follows ISO 14040 Standard (LCA principles and framework) to identify those with the better environmental outcomes.

CAA will apply the impact area data capture efforts, described above, to REMs verification for all materials.

Strategy for Glass

Apart from when glass is used in some aggregate applications, which would not be considered a REM application, glass needs to be processed by a glass beneficiation plant before it is sent to final users. Since the first version of the program plan, CAA has engaged in discussions with representatives of Oregon glass beneficiation plant Glass-To-Glass inc. (G2G). CAA has also assessed different available markets once the material is being processed by G2G. As a result, CAA believes recovered glass could supply different glass container manufacturing and fiberglass manufacturing facilities located in the Pacific Northwest or in California.

It is CAA's belief that sufficient capacity exists for glass today, and that no new markets need to be developed. Therefore, CAA does not need to perform an environmental impact evaluation for alternative glass markets. This evaluation will only be conducted on available end markets.

CAA and G2G have signed a Letter of intent in order to engage in a supply agreement for processing glass collected through on-route collection and PRO depots. To ensure the quality of collected glass is maintained, CAA will create targeted education materials to reduce contamination of the most problematic materials, such as ceramic and heatware.

Strategy for Cartons

CAA will work in close collaboration with the Carton Council of North America (CCNA) to partner with specific end market entities that are involved in pulping activities, such as tissue production, notably in North America (e.g. Kimberly-Clark de México, S.A.B. de C.V., Sustana Fibers, and Tissue Depot formerly known as Great Lakes Tissue).

Strategy for Polystyrene

In accordance with DEQ's LCA on polystyrene, CAA will prioritize end markets that utilize mechanical recycling over non-mechanical recycling.

Strategy for All Plastics

The REM Verification process will pay specific attention to spill and leakage. A criterion in that regard is to be used during the audit, as described in section "viii. Ensuring Responsible End Markets."

d. Education and Outreach

In this subsection of the plan, CAA details how it plans to conduct education and outreach activities in support of USCL and PRO Recycling Acceptance list materials, as well as the statewide promotional campaign.

Due to the nature and timing of start-up activities required for education and outreach (previously an interim coordination task), CAA has integrated the requirements for that activity within this section. CAA and its partners plan to consult with local governments and their service providers, ORSAC, DEQ, and community-based organizations to garner feedback throughout the development of educational materials and plan formulation process.

i. Goals for Education and Outreach

1. Effectively build widespread recycling awareness among all Oregonians in the scope of the RMA, including residents living in single-family homes and multifamily communities, as well as commercial businesses, institutions, and non-governmental organizations. Awareness efforts will leave these waste generators with:
 - a. An understanding of the USCL and the PRO Recycling Acceptance List materials, as well as how to prepare those materials for recycling
 - b. Knowledge of which materials will be collected at curbside versus which materials will be handled at depot drop-off points and other drop-off locations (such as collection events)
 - c. Awareness of steps to prepare recyclable materials for collection and to limit contamination
2. Develop educational materials that are culturally responsive to diverse audiences across this state, including people who speak languages other than English and people with disabilities
3. Deliver support and messaging proven to effectively increase participation, boost capture of recyclables and reduce contamination. The education and outreach will contribute substantially to the established goal for increasing the plastics recycling rate (25% by 2028, 50% by 2040, and 70% by 2050), thereby contributing to the RMA's goal of maximizing the use of existing infrastructure
4. Include a systematic focus on and complement programmatic efforts to reduce contamination of recyclable material streams

Accomplishing these education and outreach goals ladders up to the overall program plan goals, in particular Objective 3 (improve public participation, understanding, and equity in the recycling system) and Objective 2 (increase the diversion of recyclable materials from disposal).

CAA proposes to conduct annual assessments of awareness and trust in the recycling system, as well as contamination audits to measure effectiveness of the campaigns and progress toward the goals outlined above.

ii. CAA's Education and Outreach Plan

CAA and partners, in consultation with ORSAC, will develop educational resources and promotional campaigns to promote the USCL, as well as depot recycling programs. CAA will coordinate and fund the distribution of education and outreach materials through statewide promotional campaigns following the first establishment of the USCL and after each revision of the USCL, but not more frequently than once per calendar year.

Supporting Widespread Awareness and Understanding

This section outlines CAA's proposed approach to building widespread consumer awareness and understanding of the USCL, the network for PRO Recycling Acceptance List materials and other recycling services available to them.

Audience Research: Measuring Customer Awareness and Trust

The target audiences for education and outreach efforts under the RMA are described broadly below. Residential audiences can be further segmented by demographic characteristics. A keystone workstream will be to complete in-depth audience research to effectively develop and deploy messaging that resonates with each group.

- Single-family household residents
- Multifamily household residents
 - Multifamily property management
- Residents that will utilize drop-off/depots
- Commercial businesses, institutions, and non-governmental organizations

Audience research will consist of the following activities:

- Statewide Quantitative Survey: Gather attitudes, perceptions and opinions on current recycling practices, and the current system including understanding and satisfaction
 - Explore knowledge and attitudes surrounding the recycling of certain materials
 - Identify gaps in recycling knowledge and points of confusion
 - Gather feedback on concepts/messaging in terms of relevance and motivation
- Qualitative Interviews:

- To be conducted with customers in the following languages to provide real-world insights to inform the production of non-English material: Spanish, Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian, Vietnamese, Tagalog, Hindi, Somali and Ukrainian

Anticipated audience considerations include:

- 4.2 million residents, living across 1,642,451 households
- 120,704 employer establishments (single physical locations at which business is conducted or where services or industrial operations are performed; companies or enterprises may consist of more than one establishment)
- Translations and transcreations to the following language groups: Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian, Vietnamese, Tagalog, Hindi, Somali and Ukrainian
- Responsive communications strategies to serve an increasingly diverse population
- Accounting for gaps in rural vs. urban use of internet to access government services
- An estimated 35% of Oregon's recycling is generated by the commercial sector, thus substantial investment is needed to effectively capture recyclables from this sector

Developing Messaging

Leveraging key insights from behavioral science research and best practices in motivational messaging for effective outreach, CAA and its partners propose to develop key messages tailored to different audiences in Oregon, which will likely include the Portland Metro Region, communities outside of the Metro region with more than 4,000 residents, and rural communities.

Messaging Best Practices

CAA proposes to leverage proven best practices in motivational messaging to build participant confidence, improve recycling behaviors among participants, and increase capture of recyclable materials. Motivational messages will be paired with instructional messaging, tailored to target audiences. Key messages that will be communicated to the public include but are not limited to:

- An explanation of the USCL
- An explanation of recycling services, including depots and how to sign up for/access services
- Accepted materials vs. not accepted materials
- Instructions for preparing materials for recycling
- Information on the importance of not placing contaminants in curbside recycling bins and carts
- Key messages will be clear and free of jargon

Consultation and Testing

Campaign messaging may incorporate the best practices described above but should be tested and refined to ensure local relevance and cultural sensitivity. CAA proposes to evaluate and adjust its messaging based on a statewide quantitative survey, focus groups, and consultation with Oregon recycling program staff as well as local CBOs.

Change Management

As the RMA is implemented, there will be differing changes to accepted materials lists across the state, and education and outreach will play a critical role in alleviating the burden and confusion of these changes on key audiences. For instance, as infrastructure and responsible end market development goals are met, the USCL and PRO Recycling Acceptance lists may evolve. Additionally, some communities may be exempt from implementing the USCL on the effective date and will come into compliance over time.

Importantly, the effects of these changes may be experienced unevenly across the state. For some communities, updates to the USCL could create feelings that materials are being taken away, and for others, it will be clear that materials are being added. The overall communications strategy must account for the implications of these perceptions and also strive to minimize confusion.

Material-Specific Considerations

Message development will account for the considerations identified in the Materials Strategy section above with regard to SIMs to the fullest extent possible.

For plastics in particular, the expectation is that the majority of resin types, with perhaps the exception of plastic films and expanded polystyrene (not collected curbside), may end up in curbside containers. All efforts will be made through education and outreach to limit contaminants and contamination, and advance collection of all plastics through the depot network where appropriate.

Delivering Messaging

CAA proposes adopting the following best management practices, where appropriate, for delivering communications and messaging to effectively capture attention and motivate appropriate recycling behaviors. Effective strategies will vary depending on the target audience, and are grouped as such:

General Best Practices:

- Behavioral research has not found general “awareness” campaigns to be effective in driving behavior change to increase recycling. Beyond ensuring that residents are aware of recycling in their community, efforts should focus on why and how to recycle
- To capture resident attention and motivate appropriate recycling behaviors, information should be provided to the resident close to where the behavior will occur – most likely, at home. This is what makes direct mailing effective as well as equitable in reaching communities with lower internet accessibility rates
- Recent research suggests that information should only include up to five categories of accepted and unaccepted materials with images and clear language – any more is overwhelming to the resident. CAA will develop a strategy for clearly and succinctly communicating the USCL to customers, while ensuring that they also have access to detail guidance where needed
- Residents need to make the choice to recycle each day, which requires sustained effort. At least one annual mailer is a best practice as a minimum level of recycling education
- A dedicated recycling landing page on local government websites with relevant recycling information for all user groups is a strong step to help funnel searches from residents looking for information online
- All information should be presented using clear language.
- Direct mailings with a top issue (one item that is a top contaminant) are helpful in reducing contamination, especially when paired with cart tags
- Recycling messaging delivered by multiple mailers has been observed to significantly increase recycling participation in one pilot study
- Ongoing research findings imply that multiple interventions (e.g. mailers AND cart tags AND in-person outreach) may be required to meaningfully increase recycling
- Delivering messaging by cart tag is memorable and has proven effective at increasing recycling tons in several pilot studies

Multifamily Recommendations:

- When working with multifamily properties, education and support needs to be provided to residents and property managers. Materials should be written with both audiences in mind, with separate pieces for managers and residents
- Property managers need to be provided with information on regulations, best practices for recycling, how to set up recycling at the property, and resources to educate residents about how to recycle properly
- In-unit recycling bins or totes are a promising strategy for increasing multifamily resident participation, but further research is needed to understand the impact of this tool
- Signs posted near or on recycling containers can help to increase the clarity of what is accepted in the recycling stream. [Portland's free signs](#) are a great example of a helpful tool
- Behavioral scientists recommend introducing new concepts at points of change in people's lives – such as a move. A move-in packet that includes recycling information is a helpful tool for new residents

PRO Depot/Drop-Off Recommendations

CAA will ensure that in conjunction with messaging aimed at building awareness of the USCL, educational collateral and the statewide campaign will promote the depot network, including site locations and instructions for preparing materials. In addition, once customers arrive at the depot, it is important that they are provided with clear guidance and instructions.

- Clear signage with guidance and instructions at the drop-off location (both on containers and at the facility entrance) can help drive correct behavior
- Specific messaging provided around confusing and hard-to-recycle materials, such as film, will help waste generators correctly sort their recyclables
- A single-issue postcard can be used to highlight materials that are common contaminants

Recommendations for Commercial Businesses, Institutions, and Non-Governmental Organizations:

- Conduct outreach to business associations and chambers of commerce to share information about the USCL and the PRO Recycling Acceptance List, and offer technical assistance resources to help businesses throughout the state, especially outside of the Portland Metro area to:
 - Recycle covered materials
 - Recommend the use of internal collection bins and strategies for ensuring recycling is convenient for employees to access. Co-location of recycling and garbage containers is the most convenient setup within a business, both inside the businesses and for external containers
 - Establish guidelines and a minimum recycling service standard for recycling service by business type

- Make recycling signs and instructions available to businesses
 - Create recycling sign portal with downloadable signs, or available for order and mailed to the business
 - All signs should clearly identify recyclable materials in no more than five categories and include the top five common contaminants in a “no” category
- Tailor messaging and support provided to businesses depending on size and generator type. Each of these generator types face different barriers to recycling, have different recycling systems in place and generate different types of recyclable materials:
 - Institutions: healthcare, university, schools
 - Franchise and chain businesses
 - Independent small businesses
 - Restaurants, retail and manufacturing

Developing Educational Materials

CAA will fund and coordinate the development of the following educational resources, which will be created with local government input and will help enable local governments to meet Opportunity to Recycle Act requirements. These materials will communicate:

- Materials identified for recycling as described in the USCL.
- Requirements to properly prepare materials for recycling
- The importance of not placing contaminants in commingled recycling collection
- Information about collection of materials on the PRO Recycling Acceptance List, including locations and instructions for preparing materials for drop-off

Educational Materials for Local Governments and Service Providers

Educational materials will be made available in digital and print formats for local governments. Materials will be translated and transcreated into Spanish, Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian, Vietnamese, Tagalog, Hindi, Somali and Ukrainian.

Materials will be developed and made available in an electronic format via an online portal to local governments and their authorized service providers for download and customization to local conditions. Customization options will allow local governments to easily adapt the materials below to communicate their individualized phase-in timeline to their local public. Customization is also necessary in allowing for adaptation as accepted materials lists change over time due to end market dynamics and other factors.

Specific collateral will include:

- Photos/illustrations of accepted items and photos/icons of key contaminants
- Sample text for informative, motivational, and instructional messaging via newsletters, websites or social media

- A press release
- Web domain and QR code for public-facing website
- Handouts and/or mailers, including postcards, brochures, full-page flyers, door hangers, and a billing insert
- A social media toolkit
- Signage and stickers for depots, commercial and multifamily recycling enclosures
- Label/in-mold labels for roll carts and other containers used for the setout of recyclables (translated and transcreated into the languages cited above)

To support the use of the above materials, CAA will also produce and make available to local governments and their service providers a recommended messaging timeline, as well as a statewide style guide for consistent visual appearance in education and outreach materials.

Educational materials will be produced and made available to local governments in a series of batches. The batches are described in the following graphic.



Figure 9

Plans for an Online Portal

CAA proposes to provide an online portal for local governments and their designated service providers (and any other entities such as commercial businesses, if planned) to easily access, customize, print and mail educational collateral at no cost.

Users of the portal would be able to:

- Access templates for the various educational materials listed above that has been strategically designed based on best practices to effectively deliver recycling messaging
- Accommodate educational materials for relevance to different types of recycling programs, especially curbside pick-up and drop-off programs
- Produce coordinated educational material that is thematically aligned for cohesive recycling education and outreach across the state

- Customize materials in 10 additional non-English languages spoken in Oregon
- Easily customize materials to reflect their local contact information
- Customize materials to accommodate the different bin colors across programs

CAA has built support for local governments and designated service providers in the utilization of the portal into its staffing plans.

Communicating Directly with the General Public

CAA will maintain a website for Oregon residents to learn about recycling by accessing information on the RMA, the USCL, collection points and depots, and in-home recycling best practices. CAA will also explore opportunities to implement responsive customer service tools via its website.

CAA will include messaging on its public-facing website that is aimed at building public confidence in the recycling system and the RMA. Messaging will include information about the PRO's requirement to ensure materials are transferred to responsible end markets and its methodology for doing so. Additionally, CAA will make life cycle assessments conducted by producers to meet obligations of the RMA accessible on this website and will accompany these postings with clear and jargon-free explanatory language to ensure this information is accessible to all members of the public.

Additionally, CAA will provide material for local governments to include on their websites, allowing local governments to include more detailed information about accepted and not accepted material. In this way, local governments will continue to serve as a resource for waste generators who want to learn more about recycling in their locality.

iii. A Description of the Statewide Promotional Campaign

CAA proposes to employ a phased approach to the statewide campaign that will focus on (1) communicating statewide changes to the recycling system in 2025 and introducing new resources, and (2) maintaining awareness throughout 2026 and 2027, while driving increased participation and capture to meet goals set by the RMA.

Throughout both phases of the education and outreach plan, CAA and partners will be focused on delivering messaging and collateral that builds awareness among Oregon residents and organizations and effectively introduces the USCL and PRO Recycling Acceptance List. The organization will leverage proven motivational, empathetic messaging in bold, bright colors that will appeal to recyclers who need more encouragement (based on our audience segmentation research), pairing that outreach with detailed instructions for customers to participate successfully in the new system.

The statewide campaign will provide messaging that is instructional and motivational in tone, as described in the graphic below. Instructional-toned collateral will convey basic material instructions including, but not limited to, how to prepare materials for recycling, common contaminants, and Yes/No lists. Motivational-toned collateral will focus on awareness of system change, the benefits of the new system and how to participate.

INSTRUCTIONAL TONE

Basic Materials Instructions
(Prep, Contaminants, Yes/No)

via Digital Portal

- USCL Guide & Visuals
- Style Guide
- Mailer/Poster/Brochure
- Label/In-Mold Graphic for Carts Container Sticker
- Poster (for Depot & Enclosure)
- Postcard
- Billing Insert

MOTIVATIONAL TONE

The System is Changing

via Digital Portal

- Social Toolkit
- Press Release
- Newsletter Article

via Statewide Campaign

- Media Ads
 - Video, Radio, Banner, Social, Native, OOH, Print, Search
- Website
 - The system is changing July 1 & why
 - Benefits of the new system
 - How to participate - action steps

Local Govts. can Adapt & Incorporate into Local Programs

Figure 10

Deployed by CAA at Launch

Phase One/Year 1: Program Launch

Dates: Begins July 1, 2025, extending as recommended throughout the calendar year.

Phase Description: “Change is coming!” Introduction of the USCL and PRO Recycling Acceptance List. Getting the right information to the right audiences to educate and encourage them to recycle and increase awareness.

Anticipated Channels: Television and cable, digital TV, digital pre-roll (including YouTube), radio, digital audio and podcasts, display on select Oregon news sites and banner ads, billboards and transit ads, search, print newspapers and community media to reach multicultural audiences, and residential mailings.

- Key Insight: Based on 2023 pilots, display ads were a top source of impressions and clicks, driving website traffic at a higher rate than the rest of the tactics and showed the highest click-through rate (CTR) of the channels. Display ad average CTR is 800% higher than the average industry benchmarks, making this a great potential channel for Phase 1

Special Audience Considerations:

CAA proposes to explore the option of creating (not simply translating) an original Spanish language campaign that would parallel the English statewide campaign

Desired Outcomes:

- Drive audiences to key PRO resources (i.e., the PRO’s website)
- Increase awareness of new recycling guidelines, including both the USCL and PRO Recycling Acceptance List
- Increase public confidence in Oregon’s recycling program
- Begin to drive increased participation

Phase Two/Years 2 and 3: Continued Engagement Phase / Material-Specific Supports

Dates: January 2026 through December 2027

Phase Description: Deliver support to effectively engage frequent, infrequent, and non-participating audiences and achieve increased capture of target materials. It is also possible that during these subsequent years, additional changes will be made to the USCL and PRO Recycling Acceptance List, and therefore elements of this phase will need to be focused on communicating those changes and managing customer expectations.

Anticipated priority channels:

- Leverage moments of change (e.g. recycling welcome kits for residents who fill out change of address forms)
- CBO engagements, especially for equitable outreach

- Ads: television and cable, digital TV, digital pre-roll (including YouTube), radio, digital audio and podcasts, community media, Google search, Meta, native, phone texts, CTV/OTT (streaming TV)

Desired Outcomes:

- Continue to drive audiences to key PRO resources (e.g., the PRO's website)
- Continue to build confidence in Oregon's recycling program
- Achieve increased participation in local recycling programs and PRO depots
- Increase the capture of recyclable materials, with a focus on underperforming target materials

Campaign Applications and Channels

CAA proposes the following campaign, intended to be deployed in the phased approach described above:

- Advertising assets: Video, radio, banner, social, outdoor, print, search and community media ads.
- Recycling signage/decals for depots, enclosures and carts
- Print materials: Up to three brochures or full-page flyers as well as a mailer, cart tag and a door hanger

iv. A Culturally Responsive Approach

CAA will ensure that educational materials and campaigns are culturally responsive to diverse audiences across this state, pursuant to ORS 459A.893(3). This includes, at a minimum:

- Including people who speak languages other than English and people with disabilities
- Ensuring materials, including labels/in-mold graphics for roll carts, are printed or produced in languages other than English and are accessed easily and at no cost to local governments and users of the recycling system

Translation and Transcreation

CAA proposes to translate and transcreate all education and outreach materials into those languages spoken in Oregon by at least 2,000 people over the age of five who spoke English less than very well according to the most recent American Community Survey. These languages are Spanish, Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian Vietnamese, Tagalog, Hindi, Somali and Ukrainian. CAA also plans to create a process through which local governments can request translation or transcreation into additional languages spoken in Oregon by at least 1,000 people over the age of five who spoke English less than very well according to the most recent American Community Survey.

In-language content will be transcreated, not simply translated. CAA and partners will engage linguists and multicultural experts to ensure materials resonate with intended audiences by taking into account language,

but also cultural relevancy. For example, materials for different multicultural communities would be designed with images of recyclable items that are most commonly found in the households of the community that is being targeted. CAA understands that under ORS 251.167, information on the most-commonly spoken languages in the state of Oregon and its counties is updated periodically for the purpose of disseminating accessible information on voting to the public. CAA will use this information in formulating and updating its plan to fulfill these accessibility requirements.

Translations and transcreations include up to 10 digital ads, recycling enclosure signs, three brochures or full-page flyers, and up to three print designs (either for a postcard, mailer, door hanger or similar sized piece).

Co-Creation

Co-creation will be employed for development of campaign materials and multifamily outreach. Co-creation gives community members a chance to participate in campaign design through community-level listening sessions to deepen mutually beneficial relationships. Other connective strategies could be use of an advisory board, active liaisons, or trusted advisors.

Accounting for Future Diversity

The U.S. Census Bureau considers Oregon among the states rapidly becoming more diverse with time. Any outreach plans developed to educate and inform the public about recycling should strive to be responsive to future changes to Oregon resident demographics.

CAA will closely monitor updates in the American Community Survey to ensure transcreation and other elemtns of the education and outreach strategy remain in line with demographic shifts within the state.

Engagements with Community-Based Organizations

To achieve an inclusive and equitable education and outreach program, CAA plans to engage community-based organizations (CBOs) as advisors to its education and outreach efforts, as well as implementation partners.

Throughout the program plan period, CAA will consult with at least 10 community-based organizations to secure their feedback on USCL and PRO Recycling Acceptance List images, key terms, instructions and communications strategies. CBO participants will be compensated for their participation in consultations.

To ensure that translation and transcreation work is effectively informed by local expertise, CAA also intends to work with CBOs to recruit participants for audience research relating to the creation of materials in Spanish, Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian, Vietnamese, Tagalog, Hindi, Somali and Ukrainian.

Designed for Accessibility

Educational materials created for the campaigns will follow ADA compliance and best practices as well as the principles of universal design, where products, services or environments are designed so that anyone – no matter their age or ability – can use that design with minimal or no accommodations. Examples include:

- Considering color blindness and legibility when selecting color palettes, fonts, text size and imagery. This could include avoiding small print and reverse type and leveraging color blindness testing tools for designers
- Ensuring all elements meet or exceed the Web Content Accessibility Guidelines 2.1 AA (WCAG) requirements
- Building accessible features into electronic versions of collateral that are intended for the general public so they include “alt text” for images and all copy and visuals are “screen reader ready”
- Using plain language and using simple sentences with relevant examples
- Making use of imagery, icons and other visuals rather than large blocks of text to more quickly and easily communicate information and demonstrate processes
- Providing materials in a range of formats to reach across digital access and literacy gaps (e.g. digital ads as well as television, radio, print, and outdoor ads and offering detailed information via websites as well as printed mailers and brochures)

v. Schedule Including Proposed Timings for Start-Up Approach

CAA and its partners propose to develop educational collateral and the subsequent implementation strategy of the statewide promotional campaign in a deliberate and phased approach. Batches of collateral and their expected release dates are summarized in the below graphic.



Figure 11

The visual timeline for this proposed implementation plan can be found in the preliminary program implementation timeline featured in Appendix M.

June – September 2024:

- Quantitative survey of Oregon residents, analysis, and reporting of results and key findings
- Develop campaign strategy based on survey results and existing best practices
- Preliminary concepting for the campaign
- Kick off engagement with CBOs and local governments to consult on strategy
- Work with ORSAC to set a presentation schedule through July 1, 2025
- Confirm the material approval schedule with OR DEQ through July 1, 2025.

Late September 2024:

- Proposed Activity: Consult with ORSAC Education and Outreach Committee to review and provide Quantitative Audience Survey results, campaign name and logomark.

August–October 2024:

- Develop USCL instructions/communications strategy, including key terms

- Local government review of USCL instructions/communications strategy, including key terms

Late October 2024:

- Proposed Activity: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the draft campaign concept prior to testing.
- Conduct qualitative interviews with CBOs and representatives from local governments to test and refine the campaign concepts

Early December 2024:

- Proposed Activity: Detailed report on audience research and campaign concept recommendation presented to ORSAC, with materials to be provided at least two weeks prior

December 2024 – March 2025

- Conduct qualitative audience testing to inform transcreation of outreach materials
- Produce batch 1 materials (those required for April 4, 2025 distribution): USCL guide, label/in-mold graphic for roll carts, style guide, messaging timeline, newsletter article, web domain/QR code
- Local governments to review batch 1 materials over two periods
- Initial drafting of batch 2 materials (those required for May 16, 2025 distribution): Social toolkit, press release, newsletter article, website with “change is coming” messaging, print materials – USCL mailer/poster, postcard, bill insert, depot/enclosure signage, available in agreed-upon languages
- Local governments to review the relevant parts of batch 2 materials over two periods
- Develop media planning strategy and establish hotsheet of advertising specifications

March 2025:

- Proposed Activity: Present batch 1 materials to ORSAC
- Submit batch 1 materials to DEQ for approval

Key Deliverables by April 4, 2025

The following **guidance documents and editable design files** will be available to local governments and service providers for download:

1. Images of all materials on the USCL, materials being removed from lists around the state, and contaminants of concern, in both low and high resolution
2. A label/in-mold label graphic for roll carts
3. A style guide to help ensure waste generators experience a unified aesthetic and feel whenever and wherever they receive recycling information in the state (see attached example of Metro

Multifamily Decals and Signage Playbook) that includes fonts, colors, as well as a vetted list of terms (e.g., when to use “bins” versus “carts,” “recycling” versus “recyclable materials,” etc.) in agreed-upon languages

4. A recommended phased messaging timeline for local governments and service providers to adhere to
5. A customizable newsletter-style article with “change-is-coming” messaging (i.e., “Change is coming July 1 and why, look for more information in June”)
6. A QR code to public-facing website with an identifiable and memorable domain name that local governments and service providers can use to direct their residents/customers to more information

March – June 2025

- Complete production of batch 2 materials for May 16 distribution.
- Initial drafting of batch 3 materials (those required by July 4) – Website strategy, design, development and QC to have live, updated with downloadable materials.
- Initial production of batch 4 materials (those required by August 1) in English – ad materials – video, radio, banner, social, native, OOH, print, search.
- Local governments to review batch 4 English materials over two 2-week periods
- Upon approval of English materials, transcreated materials will be developed
- PR planning, messaging and materials development (early milestone is 'change is coming' release)
- Initiate business association outreach
- Initiate mail house coordination
- Design, build and test education and outreach electronic portal

Key Deliverables by May 16, 2025

Electronic Portal launches by May 16 to support outreach efforts conducted by local government and service providers. The following materials will be available for download via electronic portal:

1. Social media toolkit with “change is coming” messaging in agreed-upon languages
2. Example and customizable brochure in agreed-upon languages that is simple, clear, and free of jargon that also serves as mailer/poster and includes:
 - a. Basic preparation information (“empty and dry”)
 - b. Top 3-5 contaminants to keep out
 - c. Limited Yes/No poster that can be posted near receptacles and includes a QR code to the public-facing website with comprehensive list of accepted items and contaminants

3. Additional example and customizable resources, including social media toolkit, newsletter, postcard, billing insert, press release, available in agreed-upon languages, that deliver the following messages:
 - a. The system is changing July 1 and why
 - b. Benefits of the new system
 - c. How to participate—action steps
4. Example and customizable container stickers and depot/enclosure posters and signage in agreed-upon languages, available in different sizes developed through consultation with local government

May – June:

- Complete production of batch 3 materials for July 4 release.
- Ongoing business association outreach
- Ongoing mail house coordination
- PR planning, messaging and materials development (early milestone is 'change is coming' release)
- PR materials development (early milestone is 'change is coming' release).
- Initiate media negotiation and coordination

Key Deliverables by July 4, 2025

The following **print materials** will be available for local governments and service providers to order for delivery by July 4, available in different sizes developed through consultation with local governments in agreed-upon languages, made of waterproof materials that are appropriate for indoor and outdoor use:

1. Signage for depots and commercial and multifamily recycling enclosures
2. Stickers for roll carts/containers

A live **public-facing website** with memorable domain name, populated with change-is-coming messaging will also be available by June 1. Information posted to the site will explain/include the items below.

Information will be available/accessible in all agreed-upon languages:

1. The Oregon recycling system is changing July 1, and why
2. The benefits of the new system
3. How to participate—action steps
4. A downloadable poster to hang near receptacles that includes:
 - a. Basic preparation information (“empty and dry”)
 - b. Limited Yes/No list
 - c. QR code to the website itself with comprehensive list of accepted items and contaminants
5. A complete Yes/No list for materials, closer to <https://www.oregon.gov/deq/recycling/Documents/rmaMatAccept.pdf>, but using customer-friendly terminology
6. Detailed preparation information and list of common contaminants

Key Deliverables by August 1, 2025

- Formal campaign launch
- All other USCL educational resources made available

2026–2027

- Campaign continues as described in the campaign section of the education and outreach plan

vi. Relevant experience

Given its widespread reputation as a leader in recycling education, The Recycling Partnership has worked with CAA to develop plans for the education and outreach aspects of the program plan. CAA will also consult with The Recycling Partnership to execute the education and outreach plan. CAA believes the team tasked with delivering this work needs to have:

- **Industry Knowledge** – A deep understanding of the recycling and waste management sector, including knowledge of current trends, challenges, and opportunities specific to Oregon. The qualified firm will have considerable experience with deploying recycling education and outreach campaigns that measurably improve the performance of recycling programs
- **Communication Expertise** – Proven experience in developing comprehensive communication strategies that resonate with diverse audiences. The firm will show demonstrated proficiency in utilizing various communication channels, including traditional media, social media, and digital platforms
- **Stakeholder Engagement** – Experience identifying and engaging with key stakeholders, including local governments and recycling service providers. This experience should extend to building collaborations to enhance the reach and impact of campaigns
- **Campaign Development** – Previous success in developing and implementing large-scale, statewide campaigns. The goal is outreach that leverages creativity and innovation to craft compelling messages and materials that effectively convey the campaign's goals
- **A Data-driven Approach** – Utilization of data and analytics to inform the development of materials and to measure the success of outreach interventions
- **Cultural Sensitivity** – Understanding of the cultural diversity within the state, ensuring that the campaign is inclusive and resonates with various demographic groups
- **Adaptability** – Flexibility to adapt strategies based on feedback, changing circumstances, and emerging trends

Financing

a. Membership Fee Structure and Base Fee Rates

i. Reporting Categories (Product Speciation for the Fee Structure)

CAA proposes a product speciation list of 60 material categories, grouped by eight material classes as described below. This list was developed based on our understanding of the RMA requirements, our experience with EPR programs in other jurisdictions, and the USCL and PRO accepted material lists developed by DEQ as a part of rulemaking. We also considered its potential for “nestability” with other EPR programs, such as California, to enable producer reporting synergies between Oregon and other state programs. Until producers report their actual weights of supplied materials in the first quarter of 2025, CAA can only provide the CAA fee methodology and interim base fee estimates. In the third program plan due in December 2024, CAA will provide an updated base fee schedule, encompassing 60 material categories and with updated system costs based on the results of the Oregon Recycling System Optimization Project (ORSOP), which is estimated to account for about 50% of program costs.

Material Class	Reporting Category - Revised	Accepted: USCL or LG Depot	Accepted: PRO RAL
Printing and Writing Paper	Newspapers	Y	N
	Newsprint (inserts and circulars)	Y	N
	Magazines, Catalogs and Directories	Y	N
	Paper for General Use	Y	N
	Other Printed Materials	Y	N
Glass and Ceramics	Glass Bottles and Jars & Other Containers	N	Y
	Ceramic - All Forms	N	N
Metal	Aluminum Containers	Y	N
	Aluminum Foil and Molded Containers	N	Y
	*Aluminum Aerosol Containers	N	Y
	Aluminum Other Forms	N	N
	Steel Containers	Y	N
	*Steel Aerosol Containers	N	Y
	Steel - Other Forms	N	N
	Metal - Small Format	Y	Y
*Pressurized cylinders	N	Y	
Paper/Fiber	Aseptic and Gable-top Cartons	Y	N

	Kraft Paper	Y	N
	Corrugated Cardboard	Y	N
	Corrugated Cardboard (Tertiary/transport) non-consumer	Y	N
	Paperboard	Y	N
	Polycoated Paperboard	N	N
	Other Paper Laminates	N	N
	Other Paper Packaging	Y	N
	Paper - Small Format	Y	N
Plastic - Rigid	PET (#1) - Bottles, Jugs, and Jars (Clear/Natural)	Y	N
	PET (#1) - Bottles, Jugs, and Jars (Pigmented/Color)	N	N
	PET (#1) - Tubs	Y	N
	PET (#1) - Thermoformed Containers, Cups, Plates, Trays	N	N
	PET (#1) - Lids	N	N
	PET (#1) - Other Rigid Items	N	N
	HDPE (#2) - Bottles, Jugs and Jars (Clear/Natural)	Y	N
	HDPE (#2) - Bottles, Jugs and Jars (Pigmented/Color)	Y	N
	HDPE (#2) - Pails & Buckets	Y	Y
	HDPE (#2) - Tubs, Nursery (plant) pots & trays	Y	N
	HDPE (#2) - Package Handles, Lids	N	Y
	HDPE (#2) - Other Rigid Items	N	N
	PVC (#3) - Rigid Items	N	N
	LDPE (#4) - Bottles, Jugs and Jars	N	N
	LDPE (#4) - Lids	N	Y
	LDPE (#4) - Other Rigid Items	N	N
	PP (#5) - Bottles, Jugs and Jars	Y	N
	PP (#5) - Tubs, Pails and Buckets, Nursery (plant) pots & trays	Y	Y
	PP (#5) - Lids	N	Y
	PP (#5) - Other Rigid Containers, Cups, Plates, Trays (non-nursery (plant))	N	N
	PP (#5) - Other Rigid Items	N	N
	*PS (#6) Expanded/Foamed Hinged Containers, Plates, Cups, Tubs, Trays, and Other Foamed Containers	N	N
	*PS (#6) White Expanded/Foamed Cushioning and Void Fill	N	Y
	*PS (#6) Colored Expanded/Foamed Cushioning and Void Fill	N	N
	PS (#6) Rigid Non-Expanded	N	N
	PLA, PHA, PHB - Rigid Items	N	N
	Other/Mixed Rigid Plastic	N	N
Plastic - Flexible	HDPE (#2)/LDPE (#4) Flexible and Film Items	N	Y

	HDPE (#2)/LDPE (#4) (Pallet Wrap) non-consumer	N	Y
	PP (#5) Flexible and Film Items	N	N
	PLA, PHA, PHB - Flexible and Film Items	N	N
	Plastic Laminates and Other Flexible Plastic Packaging	N	N
Plastic - Other	Plastic - Small Format	N	Y
	Plastic containers for motor oil, antifreeze, or other automotive fluids, pesticides or herbicides, or other hazardous materials (flammable, corrosive, reactive, toxic)	N	N
Wood and Other Organic Materials	Wood and Other Organic Materials	N	N

Table 16

ii. Development of the Base Fee Algorithm

In the fall of 2023, CAA began developing a national fee-setting methodology to be deployed to all EPR enacted states where CAA is a PRO. While the methodology development will continue in 2024, CAA developed a set of guiding principles to guide the development of fair and equitable fees payable by producers. The guiding principles underpinning the fee-setting methodology are:

CAA Fee-Setting Guiding Principles

1. **Harmonization:** The national fee-setting methodology will be used consistently across states, but the fee rates will vary by state due to state requirements and program costs.
2. **Fairness:** Producers supplying covered materials to consumers must contribute to the costs of the recycling system, **including producers that use materials that** are not recycled.
3. **Material-Specific Costs:** Fee rates will reflect **material-specific management costs in each state** using the best available data.
4. **Commodity Revenue:** Fee rates will **reflect state-specific commodity revenues**, and these revenues will be attributed to the corresponding material categories that earned them.
5. **Ecomodulation:** Fee-setting will account for measurable environmental objectives and **state-mandated ecomodulation** policies.
6. **Responsible End Markets:** Fee-setting will **factor in the development and maintenance of viable responsible markets** with any associated costs attributed to the material category that requires end market development.
7. **Clarity:** Fee-setting materials and consultations will be prepared and conducted in a manner that **clearly communicates** to producers the principles, methodologies and approach that CAA is using to determine fee rates.

These principles provide guidance for the development of a fair, transparent and effective fee-setting methodology for producers. For covered materials that are neither collected nor recycled, producers will still incur fees to cover the cost of the recycling system in accordance with the Fairness principle.

CAA Fee-Setting Methodology (Base Fees)

As part of the fee-setting development process, CAA evaluated past and present frameworks used in other jurisdictions that have implemented EPR for paper, food serviceware and packaging. CAA developed a fee-setting methodology to set the preliminary base fees for the Oregon program plan submission. This methodology is considered interim because further fee-setting considerations, such as the development of the graduated fee algorithm, will be advanced in subsequent program plan amendments. Given the complexity of preparing producers for implementation of ecomodulation, further consultation will be required with stakeholders in light of DEQ's proposed LCA impact rule concepts.

The base fee-setting methodology allocates the estimated material management costs to covered materials based on their share of supply tons. Material cost variation exists by incorporating material-specific indices generated by an Oregon-based Activity-Based Costing model into the fee allocations. The indices represent the varying costs that each material drives in the recycling system as it is being managed throughout the recycling supply chain from collection to transfer and consolidation, and then transportation to processing facilities. These are used to approximate the relative cost proportionality of covered materials managed in the program to avoid arbitrary cross-subsidization outcomes and to ensure that the statute requirement under ORS 459A.884(3)(b) is satisfied.

Program generated revenues are attributed to the materials that earned those revenues to reduce their share of material management costs.

The base fee schedule will be updated annually at a minimum, to reflect changes to producer supply tons, system operations and costs. The base fee schedule meets the state-mandated requirement under ORS 459A.884(3)(a), where the average base fee rate for covered materials that are not accepted for recycling must pay higher average fees than those materials that are accepted for recycling in Oregon.

Summary

- The CAA base fee-setting methodology ensures fairness for producers by differentiating material fees based on a material's supply, cost and revenue profiles
- Materials with the highest supply quantities and management costs pay the highest share of costs
- Materials generating the most commodity revenues benefit from the largest reduction in costs
- Materials that are recycled at high rates do not pay a higher share of costs relative to lower performing materials. This ensures that the core fee principles of Fairness, Material-Specific Costs and Commodity Revenues are upheld

Separate Allocations for USCL and PRO Recycling Acceptance List Materials

In the Oregon program, there are three separate groups of covered materials: USCL, PRO recycling acceptance list, and materials not accepted for recycling. The first two groups have distinct management systems and funding obligations, e.g. the PRO is obligated to fund the expansion of on-route collection of USCL materials but not the actual collection services of USCL materials, whereas for materials on the PRO recycling acceptance list, the PRO must develop a depot network to receive these materials and then transfer them to a sorting facility or end market. To avoid cross-subsidization of the fees between these groups, the allocation of materials management costs is done within cost boundaries between these material groups.

While materials not accepted for recycling do not incur actual management costs, they contribute their portion of fees based on their share of supply tons multiplied by cost indices of similar materials. Specifically Identified Materials (SIMs) and other strategic materials targeted for investments are assigned investment costs directly based on their needs.

Metrics and Other Data Inputs Used to Set Fees

In developing the preliminary fees, CAA relied on estimates and data modeling of critical data inputs provided by CAA project team members and those with expertise in the field. CAA relied on Oregon-specific data where possible to conform with CAA's fee-setting principles. Once the Oregon program plan launches, CAA will use actual supply and recycling data to inform fee-setting.

Allocation of Non-Material Management (Indirect) Costs

Non-material management costs include program operations and administration, program development and regulatory costs. These costs have different cost drivers than material management costs and are often borne by all covered materials. As a result, these costs are allocated to materials using a consistent but different approach than material management costs.

Publisher In-Kind in Lieu of Paying Fees (Print and Online Advertising)

In accordance with ORS 459A.884(7), CAA shall accept the value of print and online advertising services in lieu of all or a portion of fees payable by newspaper or magazine publishers. Once the fees are determined, CAA will work with the publishers to arrange for advertising products and services of value to offset CAA's education and outreach expenditures, which can be used to offset the costs CAA would incur in implementing the plan. The portion of fees payable in cash by publishers will be negotiated. CAA will not build additional "cushion" into base fees to cover in-kind contributions. It may be expected that newspaper and magazine publishers will still pay a portion of base fees to cover administrative costs. More details are forthcoming in the December program plan.

Confidentiality

As per OAR 340-090-0710(2), CAA's fee-setting methodology is considered proprietary and confidential information. The detailed methodology will be included as part of a confidential addendum to the Program Plan submission.

iii. Interim Base Fee Schedule Ranges

CAA is publishing interim fee rates for 16 different fee categories using three illustrative fee scenarios in the September program plan, in response to the need of producers to have information to budget their EPR costs in Oregon. The program costs informing these interim fees lie within the same budget range as presented in the March program plan. The goal is to provide budgetary guidance to Oregon producers on the direction of their 2025 fees, prior to June 2025.

By using the three scenarios of fees with varying levels of estimated supply tons, CAA is also creating awareness for producers about the critical impact that supply reporting has on the variability of material fee rates.

Note that uncertainty around fee rates remains in place, due to incomplete program cost information and a lack of producer supply data. Until producers report their actual amount of supplied materials in the first quarter of 2025, only the fee-setting methodology and a range of fee estimates can be provided.

In the December plan submission, CAA will publish an updated program cost budget that is informed by the outcomes of the Oregon System Optimization project (ORSOP), and CAA will also be in a position to publish an interim base fee schedule with fee rates for 60 material categories for DEQ's approval.

The final 2025 detailed fee schedule will be published in June 2025 after Oregon producers complete their supply reporting.

Interim Base Fee Rate Estimates – Simplified Fee Schedule

Scenarios	Low	Medium	High
	15 ¢/lb	21 ¢/lb	26 ¢/lb
Material Categories	Low	Medium	High
Printing and Writing Paper	4.0 ¢/lb	5.0 ¢/lb	7.0 ¢/lb
Paper/Fiber - Accepted	12.0 ¢/lb	17.0 ¢/lb	21.0 ¢/lb
Paper/Fiber - Non-Accepted	13.0 ¢/lb	18.0 ¢/lb	22.0 ¢/lb
Paper/Fiber - Corrugated Cardboard (Tertiary/transport) non-consumer	4.0 ¢/lb	5.0 ¢/lb	6.0 ¢/lb
Rigid Plastics - Accepted	36.0 ¢/lb	51.0 ¢/lb	63.0 ¢/lb
Rigid Plastics - Non-Accepted	70.0 ¢/lb	98.0 ¢/lb	121.0 ¢/lb
Rigid Plastics - Expanded PS	140.0 ¢/lb	195.0 ¢/lb	242.0 ¢/lb
Flexible Plastics - Accepted (PE film)	53.0 ¢/lb	75.0 ¢/lb	92.0 ¢/lb
Flexible Plastics - Non-Accepted	82.0 ¢/lb	115.0 ¢/lb	142.0 ¢/lb
Flexible Plastics - HDPE (#2)/LDPE (#4) (Pallet Wrap) non-consumer	16.0 ¢/lb	23.0 ¢/lb	28.0 ¢/lb
Plastic - Other	117.0 ¢/lb	163.0 ¢/lb	202.0 ¢/lb
Metal - Accepted	16.0 ¢/lb	22.0 ¢/lb	27.0 ¢/lb
Metal - Non-Accepted	17.0 ¢/lb	24.0 ¢/lb	29.0 ¢/lb
Glass	13.0 ¢/lb	18.0 ¢/lb	22.0 ¢/lb
Ceramics	92.0 ¢/lb	128.0 ¢/lb	158.0 ¢/lb
Wood and Other Organic Materials	20.0 ¢/lb	28.0 ¢/lb	35.0 ¢/lb
Accepted Materials	12.4 ¢/lb	17.4 ¢/lb	21.6 ¢/lb
Not Accepted Materials	43.1 ¢/lb	60.3 ¢/lb	74.6 ¢/lb

Table 17

Note the fees are directly proportional to the reported volumes, underpinning the importance of accurate producer reporting in advance of the July 1, 2025 program start date.

With the completion of ORSOP late 2024, CAA will be in an improved position to finalize the program budget and present fee rate estimates for the proposed 60 fee reporting categories in the third Program Plan submission. The rates can only be finalized, however, once producer supply data is received in the first quarter of 2025.

Flat Fees

In accordance with ORS 459A.884(6), CAA proposes tiered uniform fees for low volume producers with gross revenues of less than \$10 million or covered materials sold for use in Oregon of less than five metric tons. Producers with gross revenues of less than \$10 million but supplying covered materials sold for use in Oregon greater than five metric tons may also choose to pay a flat fee according to the following schedule:

Tiered Flat Fee Structure (for producers with gross revenues of \$5m up to \$9.999m)			
Annual Supply Tons (Metric)	Low	Med	High
1 to 2.5 tons	\$600	\$800	\$1,000
Over 2.5 tons to 5 tons	\$1,300	\$1,800	\$2,200
Over 5.0 to 7.5 tons	\$2,100	\$2,900	\$3,600
Over 7.5 tons to 10 tons	\$2,900	\$4,000	\$5,000

Table 18

DEQ’s feedback to CAA from the first program plan was to extend the tonnage tiers to allow low volume producers with greater than five tons to participate. DEQ also suggested that low volume producers who do not wish to declare which tier they belong to should pay the highest level of flat fees. Low volume producers who are eligible to pay flat fees have the option to:

1. Report all packaging weights and pay actual base fees
2. Report against a flat fee tier reflecting a producer’s total weights, and pay the corresponding flat fee,
or
3. Not report at all, and pay the highest flat fee

iv. Producer Fee Incentives, Other Than Graduated Fee Adjustments

Oregon’s Recycling Modernization Act mandates that the average fee rate for covered materials that are not accepted for recycling be higher than the average fee rate for covered materials that are accepted for recycling, as outlined in ORS 459A.884(3)(a). This statutory requirement is arguably a fee incentive that is implemented within the base fee structure, outside of Graduated Fees.

v. Meeting the Statutory Requirement

In accordance with ORS 459A.884(3)(a), the preliminary base fees for both base and high scenarios satisfy the requirement for the average base fees for covered material not accepted for recycling to be higher than the average base fees for covered materials that are accepted for recycling in Oregon. These are shown in the table on the next page.

Avg. Fee	Base Case	High Case
USCL	6 ¢/lb	10 ¢/lb
PRO	27 ¢/lb	50 ¢/lb
N/ A	31 ¢/lb	57 ¢/lb
	15 ¢/lb	26 ¢/lb

Table 19

As the materials not accepted for recycling tend to be costlier to manage than USCL and PRO recycling acceptance list materials, their resulting average fee rate is higher than that of materials that are accepted for recycling.

In addition, the fee-setting methodology incorporates a discretionary state-adjustment factor to ensure that this condition is met. It is activated only when the average fee of not accepted materials is lower than the average fees of accepted materials. To satisfy the state-mandated condition, this factor shifts material management costs from the group of accepted materials to non-accepted materials using the “goal seek”¹³ function in Microsoft Excel, to generate a positive delta between the average base fees of not accepted materials and accepted materials. Once transferred, the costs are allocated amongst the non-accepted materials based on their material management cost proportions. Below are the calculation steps for the state-adjustment factor:

1. One hundred percent of the material management costs are allocated by material specific supply tons using the material cost indices generated from activity-based costing. The non-material management costs are allocated by the material management cost allocation ratio.
2. The average fees of accepted and not accepted material are calculated, as shown in the below table. If the accepted material fee is lower than the not accepted material fee, then the requirement is met, and no further action is required.
3. However, if the accepted material fee is higher than the not accepted material fee, as in the below example where the fee per ton for not accepted materials is at \$88.98 and accepted material is at \$103.24 (which is lower by \$14.26), then the requirement is not met.
4. In the next step, an optimized percent (8%) of material management cost is assigned to not accepted materials to make their fees higher than accepted materials. Excel goal seek function (Newton-Raphson method) is used to calculate the optimized percent to create a positive difference between accepted and not accepted materials. The remaining 92% of material management cost is allocated using the supply tons and material cost index.

¹³ Technically known as the Newton-Raphson method.

5. The non-material management costs are allocated by the new material management cost allocation ratio after the state-adjustment factor calculation.
6. The new fee per ton will meet the requirement as demonstrated in the table below:

The numbers mentioned in the example are for illustrative purposes only.

Material Type	Average Fee per Ton	Average Fee per Ton with State-Adjustment Factor
Accepted	\$103.24	\$95.10
Not Accepted	\$88.98	\$96.10
Difference	-\$14.26	\$1.00

Table 20

This factor and its application are designed so that:

- Only the minimum required costs are redistributed from accepted materials to non-accepted materials to ensure minimal cost impact on producers in the non-accepted group because they exert no control over whether their materials are accepted or not, and
- There is no need to determine arbitrary costs to assign onto non-accepted materials because the model algorithm will calculate the minimum costs required to be transferred.

b. Graduated Fee Algorithm and Methods

i. The Algorithm and Accompanying Descriptive Text for the Proposed Graduated Fee Structure

As per ORS 459A.875(2)(a)(F), the Oregon program shall encourage producers to make continual reductions in the environmental and human health impacts of covered materials. This is to be administered through a graduated fee structure, also called ecomodulation, as described in ORS 459A.884, that can be used to adjust fees for producers who make or have made impactful changes to the ways in which they produce, use and market covered materials in Oregon. According to DEQ's latest "Guidance on Ecomodulated Fees," while the law requires PRO(s) to consider at a minimum the five factors¹⁴ listed in the statute, it does not require any of those factors to be included in the fee schedule.¹⁵

CAA fully supports the notion of developing a graduated fee structure to incentivize producers to continually reduce environmental and human health impacts and commits to implementing a fee methodology that meets these regulatory requirements.

Because ecomodulation relies heavily on robust SKU-level packaging data, CAA needs to ensure sufficient readiness on the part of producers to capture this type of data and on the part of CAA's internal portal and systems to be able to intake non-weight supply-based data. To be prudent, CAA will also need to model out financial impacts to the program with the introduction of any ecomodulation scheme. Introducing ecomodulation in the first program plan period is challenging. Generally, in other jurisdictions where PROs have introduced ecomodulation adjustments, they have done so for mature programs that already have established material base fees, have had time to ensure accurate producer reporting, and have the historic data necessary to model the financial impacts of different types of fee adjustments.

CAA supports the notion of developing ecomodulation to incentivize producers to continually reduce environmental and human health impacts. CAA's approach to providing ecomodulation in line with Oregon legislation and administrative rules is described below.

DEQ's proposed draft life cycle evaluation (LCE) rules, specifically OAR 340-090-0910(3), require producer responsibility organizations to offer two bonuses for voluntary disclosure in a project report of a producer's

¹⁴ The five factors listed in 459A.884(4) are (a) The post-consumer content of the material, if the use of post-consumer content in the covered product is not prohibited by federal law; (b) The product-to-package ratio; (c) The producer's choice of material; (d) Life cycle environmental impacts, as demonstrated by an evaluation performed in accordance with ORS 459A.944; and (e) The recycling rate of the material relative to the recycling rate of other covered products.

¹⁵ DEQ (2024). Guidance on Ecomodulated Fees – Plastic Pollution and Recycling Modernization Act (SB 582, 2021), pg. 3.

life cycle environmental impacts of one or more of its covered materials. CAA will comply with these rules, if adopted by the Environmental Quality Commission, in this initial program plan. The second bonus required by DEQ, the Substantial Impact Reduction Bonus, requires producers interested in obtaining the bonus to make a before and after life cycle evaluation of the impacts of a change to a covered material. This evaluation includes data and comparison on the following covered material attributes.

In the first program plan period, CAA will offer two voluntary LCA bonuses¹⁶ to producers. The high-level principles underpinning the design of these bonuses are:

- Phase in implementation and introduce caps to limit financial exposure to the program
- For Bonus A, the level of incentives should correlate with the level of supply
- For Bonus B, the level of incentives should correlate with the level of supply and environmental impact reduction
- The level of incentives must not exceed the producer's base fees for a material category
- All producers are paying their fair share of fees and will be eligible to receive bonuses proportional to their level of impact

To align with administrative rules, both bonuses require the producer to conduct an LCA in accordance with DEQ's life cycle evaluation rules (LCE rules) and prepare a qualifying project report for certain covered materials in their packaging portfolio. The cost of LCAs can vary widely, depending on whether each producer has in-house capabilities to develop LCAs or will need to contract out the development of LCAs. The process of third-party verification of the LCAs, which is also required by the LCE rules, will also impact the costs.

Because of this wide variability in costs on producers, the level of the bonus set should correlate with the level of impact or action of a producer's packaging. Accordingly, CAA will index the bonuses to a producer's supply quantity of the covered material. This approach creates more of a level playing field for all producers, because producers are paying fees and receiving bonuses proportional to their supply quantities and are eligible to receive bonuses proportional to their level of environmental impact.

Bonus A – Awarded to Producers for Evaluating the LCA of a SKU (or Batch¹⁷ of SKUs) and Disclosing the Results in an LCA Project Report

CAA will provide Bonus A to producers that perform an LCA and disclosure on up to 10 stockkeeping units, or SKUs, in accordance with DEQ's LCE standards. In future years, CAA may consider a revision to the number of SKUs per producer eligible for this bonus, pending feedback from DEQ. The LCA needs to be completed

¹⁶ These LCA evaluation requirements for the bonuses are separate from the LCA mandated requirements of the top 25 producers who are required to conduct LCAs on their 1% of SKUs.

¹⁷ DEQ proposed rules allow for batch evaluations (an LCA performed on multiple SKUs using the same primary packaging material or that are part of the same product category).

on or after July 1, 2025. CAA will set Bonus A at 10% of base fees,¹⁸ associated with all primary materials in the SKU that is being assessed. Bonus A will be capped at \$20,000 for each SKU or batch of SKUs that are evaluated and disclosed in a project report that conforms to the final LCE rules and procedures. As CAA gathers more data and understanding of the impact of bonuses on the budget and on producer participation, CAA will reassess the cap on the bonus.

Bonus A will be applied to all primary packaging materials reported and associated with the SKU or batch of SKUs. Secondary and tertiary (transport) packaging will not be eligible for the bonus because these types of packaging typically are not part of producer packaging decisions.

CAA will pay out Bonus A as a credit to the fee invoice to be issued in the program year following receipt and approval of a compliant LCE project report (i.e., Bonus A LCEs received in 2025 will be paid out in 2026).

The theoretical example below shows the impact of Bonus A.

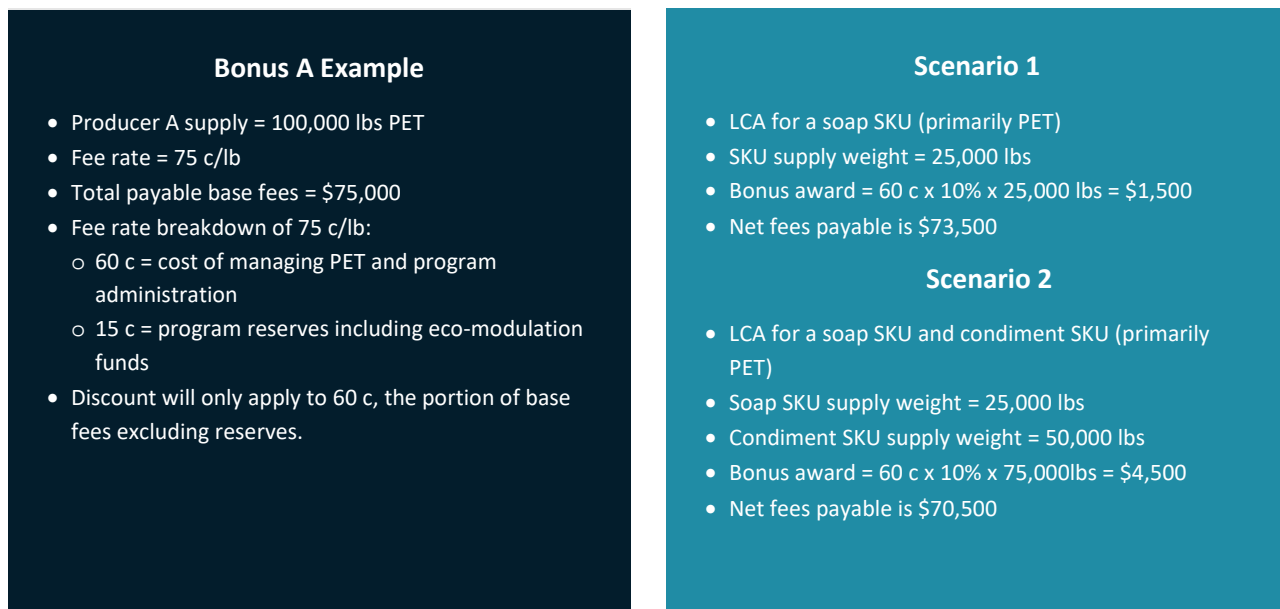


Figure 12

¹⁸ Base fees are the material-specific fees associated with the primary material under LCA evaluation (before any bonuses). Base fees will cover the costs of material management, non-material management and accumulation of program reserves. The 10% bonus will be calculated on the base fees, excluding the portion for program reserves.

Bonus B – Awarded to Producers for Evaluating the LCA of a SKU (or Batch of SKUs) and Disclosing the Results in an LCA Project Report, and Demonstrating Significant Impact Reductions to their Packaging

Bonus B is still under development and will be further updated in the December program plan submission. The current plan for Bonus B is that it will be provided to producers that conduct an LCA that demonstrates significant impact reductions through a packaging change they performed on a SKU or batch of SKUs. Changes to packaging on or after July 1, 2025 qualify; the LCA demonstrating the significant impact reduction needs to be completed and submitted to CAA no earlier than July 2027, to be applied to any payable 2028 program fees.

CAA will provide a graduated level of bonus based on three impact reduction tiers:

- Tier 1: impact reduction of 10%–25%
- Tier 2: impact reduction of greater than 25%–40%
- Tier 3: impact reduction of greater than 40%

CAA will set Bonus B higher than Bonus A across all three impact reduction tiers. The total bonus CAA awards will be based on a multiplier applied to Bonus A up to an appropriate cap that will provide greater incentive for producers to apply for Bonus B than for Bonus A.

Bonus B will be applied to the core primary packaging material associated with the SKU or batch of SKUs only. Secondary and tertiary (transport) packaging will not be eligible for the bonus because these types of packaging typically are not part of producer packaging decisions.

Bonus B is currently still under development and will be further updated in the December program plan submission. CAA will develop business and eligibility rules for qualifying producers, which will include processes for document retention and verification.

CAA will set the bonus levels and caps to ensure that the total bonus amounts of Bonus B will always exceed those of Bonus A, to give extra incentive to producers to apply for Bonus B rather than Bonus A.

For each SKU or batch of SKUs, a producer will be eligible for either Bonus A or Bonus B, but not both bonuses. This approach will be taken is because Bonus A is intended to incentivize producers to conduct an LCA and disclose the results to the public. This bonus is paid out in one year. Bonus B is intended to incentivize producers to make changes to packaging that result in impact reductions, which can be demonstrated through an LCA evaluation. Bonus B is set higher than Bonus A because of the extra effort taken, along with the resulting impact reductions achieved.

For the same SKU/batch evaluated in the LCA, there is no need to provide the producer with both bonuses because Bonus B already accounts for the effort taken to carry out the LCA comparisons and the public disclosure. CAA continues to collaborate with DEQ and producers to determine the best structure for Bonus B to ensure the bonus is equitable and accessible to producers of all sizes, the award is considered

substantial relative to the resulting environmental impact reduction, and the award does not exceed the cost of performing the comparative lifecycle evaluation. CAA aims to structure Bonus B in a way that creates a stronger incentive for producers to apply for the substantial impact reduction bonus for any chosen SKU or batch, rather than the voluntary disclosure bonus.

For each eligible SKU or batch of SKUs, a producer is eligible for either bonus every three years because CAA encourages producers to make assessments and packaging changes that result in impact reductions across as many SKUs as possible.

Bonus Application Timelines

CAA will offer Bonus A starting in the 2026 program year (the year in which producers will pay 2026 fees). CAA will require producer LCA project reports to be submitted in early fall 2025, before CAA sets the 2026 base fees in October 2025. Therefore, producers will know the bonus percentage they will be eligible for when they submit their project reports, but they will not know the actual dollar amount of the bonus because it is relative to their base material fees, which would not yet have been set.

CAA will offer Bonus B starting in the 2028 program year, to allow producers extra time for data collection, to conduct LCA analyses of their impact reductions and to convert packaging to the improved design.

Note that beginning in August 2025, DEQ will announce the top 25 producers. These producers are required to disclose LCAs for 1% of SKUs by December 31, 2026. It is CAA's intention to allow the SKUs used in these top 1% disclosures to be used in a producer application for Bonus B, provided they qualify for a bonus, but not Bonus A.

CAA will issue net fee invoices with bonuses credited beginning in January 2026. Beginning in 2026, producers will submit LCA reports and bonus applications along with their producer supply reports on May 31 of each year. Thereafter, CAA will issue fee invoices, including bonuses awarded, each January of each following year.

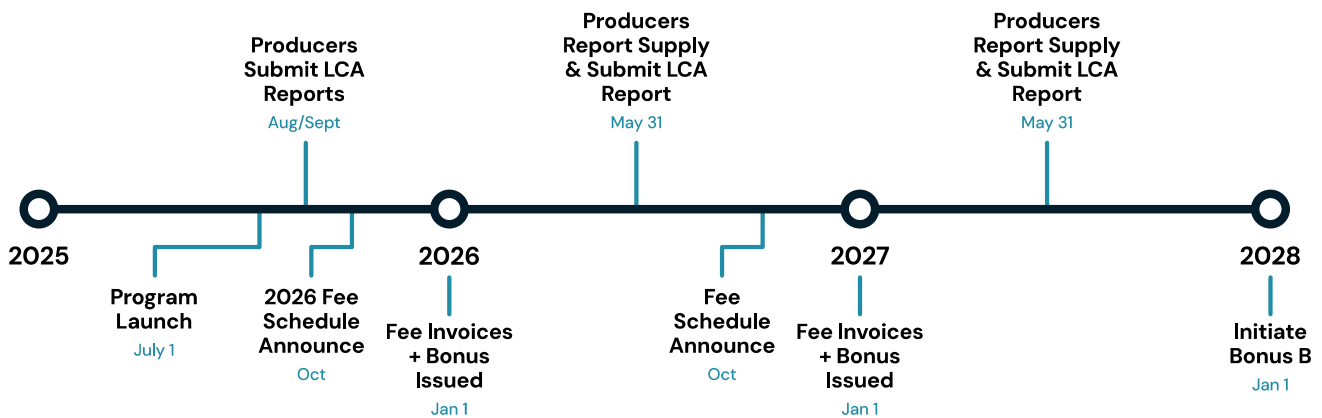


Figure 13

Reporting Requirements and Eligibility for Bonuses

Producers will be required to submit LCA project reports as a PDF in the fall of 2025 for the first year. In future years, they will report by May 31 as part of the annual reporting cycle. Each bonus is only applicable to the portion of the supply weight/fees associated with the SKU(s) in the LCA evaluation, and not to the supply weight/fees payable for the entire material category.

Packaging under evaluation must be supplied in Oregon and must have been on the market for at least one year prior to application.

More detailed eligibility rules will be developed as part of the ORSAC consultation process, and the ecomodulation section will be further updated in the December program plan submission.

Funding the Bonus

As per the CAA reserves policy, a portion of the reserves may be used for the purpose of funding incentives in the initial years when maluses are not in use.

Prior to having detailed producer data, CAA cannot foresee the number of producers that will apply for bonuses but will still need to budget for providing the bonuses to qualifying producers. Whereas in a fully mature ecomodulation program, maluses may be introduced to help fund part of the bonuses, CAA will need to use a part of the program reserves (separate ecomodulation reserve funds for different material categories) to help fund the bonus program.

Each producer will contribute their proportionate share toward the reserve funds through the base fees they pay. This will allow for ecomodulation to move forward on a temporary basis.

Program reserves could be made up of operating reserves and ecomodulation funds (at the material class level).

- Operating reserves are used for risk management, working capital, cost overruns or revenue shortfalls
- Ecomodulation funds are used to administer bonuses where maluses are inadequate to offset the bonuses
- With this approach, all producers will pay into both reserves each time they pay fees, but how much they actually pay is proportional to their supply weights

The ecomodulation reserve fund will exist in addition to operating reserves, which the PRO will use for risk management, working capital, cost overruns or revenue shortfalls. CAA will use ecomodulation reserves, on the other hand, to administer bonuses. All producers will pay into both reserves each time they pay their fees, but the amount they will pay will be proportional to their supply weights. The bonuses will be paid out from each applicable material class (paper, rigid plastics, flexible plastics, etc.) ecomodulation reserve fund, until CAA develops enforceable maluses to in whole or in part replenish funds in each of the material class reserve pools.

CAA considered two options to limit its financial exposure in the design of its LCA bonus program for the Oregon program plan. For the initial years of the program, CAA considered either: (1) allocating a total dollar amount to each of the two types of bonuses required to be offered (i.e., a limited pool of bonus funds that is first-come, first-serve), or (2) capping the amount of the bonus offered to an individual producer's SKU.

If, after the first year, it is determined the capped amounts are too low, CAA will raise the individual bonus cap amounts in subsequent annual ecomodulation fee schedule updates to encourage more producer participation.

In addition, CAA also decided, as a principle, the basis for setting the level of bonus is not intended to cover costs but to be correlated to impact.

The level of the bonuses is one area that is not set in the rules, and just like fees it should be at the discretion of the PRO and its producers, which are funding the program.

Consideration of Other Ecomodulation Factors

ORS 459A.884(4) requires producer responsibility organizations to consider five factors for ecomodulation in their graduated fee structure. These five factors are:

- a. The post-consumer content of the material, if the use of post-consumer content in the covered materials is not prohibited by federal law;
- b. The product-to-package ratio;
- c. The producer's choice of material;
- d. Life cycle environmental impacts, as demonstrated by an evaluation performed in accordance with ORS 459A.944; and
- e. The recycling rate of the material relative to the recycling rate of other covered materials.

Post-consumer content of the material

A literature review of life cycle assessments generally shows that use of recycled materials results in a lower product environmental footprint than use of virgin materials within the same material category. The amount of the reduction varies by material. DEQ's life cycle evaluation (LCE) rules in OAR 340-090-0930 Core Product Category Rule (1)(b)(E) states, "If a covered materials will use recovered materials, fuels, or energy then those inputs must be included in the assessment in such a way as to avoid double counting or undercounting of burdens, as described in ISO 21930:2017 §7.1.6." Inventory data associated with recycled materials in comparison to virgin materials will be included by producers in their LCEs. If a producer increases recycled content in a material category, the single score impact factor will show the impact and benefit of increasing the use of post-consumer recycled content. Consideration of post-consumer content of the material, therefore, is already included in the LCE rules, and producers are incentivized to increase their use of post-consumer recycled material. The LCEs, however, must ensure that the benefit of recycling the material as well as the benefit of using recycled content is not calculated in a way that results in double

counting of environmental benefits. Instances when CAA will consider additional bonuses or maluses related to post-consumer content in a future program plan or amendment to this plan are described later in this section.

Product-to-package ratio

DEQ's LCE rules require producers' project reports to present results on the functional unit basis of one cubic meter of capacity or one square meter of coverage, whichever is applicable to the covered material. Producers that make a change to improve their product-to-package ratio and apply for a Substantial Impact Reduction bonus will be incentivized for making this improvement – this is because the functional unit as defined in the LCE rules measures and reports on the basis of product-to-package ratio, or the amount of product delivered per kilogram or square meter of packaging. As a producer reduces the amount of packaging used to deliver an equivalent amount of product to consumers, the environmental benefit of doing so will be realized by producers in two ways. First, in reduced base fees (because less packaging is used to deliver products to consumers), and second, through the Substantial Impact Reduction bonus, which awards a bonus on the basis of product-to-package ratio. Because incentives to producers are already provided through base fees and the Substantial Impact Reduction Bonus, CAA does not envision providing additional incentives for this factor in Oregon.

Producer's choice of material

As with the other factors specified in the RMA, a producer's choice of material is reflected in the inventory data used to construct the life cycle impact assessment. A material that is less impactful on the environment on an equivalent functional unit basis than another will have a better single score impact factor calculation, and if a producer switches to it, that producer can receive a Substantial Impact Reduction bonus. In this respect, a producer's choice of material is already reflected in the Substantial Impact Reduction bonus that CAA has included in this program plan. Instances where CAA will consider additional bonuses or maluses related to a producer's choice of material in a future program plan or amendment to this plan are described later in this section.

Life cycle environmental impacts

DEQ's LCE rules require the use of this factor. CAA will comply with the rules and provide bonuses for Voluntary Disclosure and Substantial Impact Reduction (including awarding bonuses for a producer transitioning from single-use to reusable covered materials if the LCE shows a reduction in impacts). At the current time, CAA does not anticipate providing additional bonuses or maluses for the assessment of life cycle environmental impacts beyond those required by DEQ.

The recycling rate of the material relative to the recycling rate of other covered materials

DEQ's life cycle evaluation (LCE) rules allow for providing a Substantial Impact Reduction bonus when a producer switches between materials where the recycling rate of the material increases as per OAR 340-090-0930 Core Product Category Rule (2)(c)(G), "The outputs from recycling (e.g. recycled materials) that substitute for primary production of like materials shall be granted as a credit." In this sense, the existing LCE rules already include ecomodulation incentives to switch to higher recycling rate materials. However, depending on the material, switching from a lower recycling rate material to a higher recycling rate material may increase overall environmental impacts. Because of this, CAA fully supports the use of the single score impact approach in the LCE rules as the litmus test to be used for incentivizing changes among materials with different recycling rates, but only when doing so will result in a reduction of environmental impacts. CAA does not anticipate incentivizing shifts among materials simply on the basis of recycling rate.

It is not a best practice to implement ecomodulation of producer fees in the initial couple of years of a new EPR program because doing so introduces risk to the financial solvency of the program. This is because costs and revenues are unknown at program start due to a lack of firm data. Therefore, CAA does not intend to implement any other ecomodulation factors beyond the Voluntary Disclosure and Substantial Impact Reduction bonuses required by DEQ in its LCE rules. As part of its annual report and review process under this initial program plan, CAA will assess when the timing may be right to add in additional ecomodulation factors beyond the initial two DEQ requires. CAA will add any additional ecomodulation factors in a subsequent program plan or a plan amendment to this program plan.

c. Alternative membership fee structure (if applicable)

CAA is not considering developing an alternative fee structure at this time.

d. Adequacy of Financing

Note: There are no updates to the program cost estimates for this plan submission. Upon completion of ORSOP, CAA will update its system cost estimates and detailed base fee schedule for the December program plan submission.

In accordance with ORS 459A.875(2)(i), CAA is required to establish fees that adequately fund the program operations, ensuring the fulfillment of the RMA requirements and enabling program implementation. These fees shall cover the expected management costs of materials, including collection service expansion, depot network setup and CRPF compensation as well as REM and other strategic development costs. The fees will also cover reimbursement of DEQ costs related to administering the program, a waste prevention and reuse fee, administrative fees, PRO operations and program reserves.

For the first year of the program, CAA developed a range of program cost estimates that informed the amount of producer fees to be generated.

- Under the base case scenario, CAA expects to generate \$226 million in producer fees to cover estimated program costs of \$219 million.
- Under the high case scenario, CAA expects to generate \$292 million in producer fees to cover estimated program costs of \$287 million.

Note that the difference between forecasted fee revenues and program cost budgets is due to fee rate rounding – in both cases, CAA has forecasted revenues exceeding expenses, including budgeted contributions to program reserves. See Appendix E for details.

Program Reserves and Contingencies

CAA is committed to striking an appropriate balance between maintaining a healthy balance sheet while also running an efficient organization with high value for fees for participating producers. Guided by a corporate reserves policy (which is included in the confidential Appendix G), CAA has established a reserve target and a funding strategy based on the working capital needs, risk mitigation and other financial needs of the Oregon program.

As per ORS 459A.875(2)(m), the preliminary fee budgets under the two scenarios include provisions for program reserves and contingencies. Under the base case scenario, the provision is budgeted at \$46 million and under the high case scenario, the provision is budgeted at \$70 million.

These reserve levels reflect the amounts to be raised in the first year of fees. These will accumulate over two and half years to reach the reserves target by the end of the 2027 program year, which is being considered as steady-state. The reserve target reflects six months of projected annual variable operating costs under a steady-state program year in 2027.

Program reserves are intended to cover the most variable and hard to predict elements of program implementation, namely the operations and recycling services which are affected by many unforeseeable

factors. CAA considered fixed operating expenses to be more controllable but will consider adjusting the level of reserves to account for fixed costs in addition to variable costs in the December program plan submission.

Variable expenses include: transportation reimbursement, contamination programming and evaluations, PCRf and CMF fees, PRO depot operating costs, local government curbside collection incentives, etc. or any costs tied to tonnages or households.

Program reserves could be comprised of operating reserves and ecomodulation funds (at the material category level). Operating reserves are used for risk management, working capital, cost overruns or revenue shortfalls and contingencies. Ecomodulation funds are used to administer bonuses where maluses are inadequate to offset the bonuses. Operating reserves shall be larger than ecomodulation funds, but the details of these policies are still in development.

With this approach, all producers will pay into both reserves each time they pay fees, but how much they actually pay is proportional to their supply weights.

As per the CAA reserves fund policy (included in Appendix G), reserves are intended to provide the organization with the requisite level of liquidity to fund ongoing operations and other cash needs; enable CAA to continue to meet its financial obligations to the program in the event of unanticipated financial impacts and changes in organizational circumstances as a result of macroeconomic risks, operating challenges, and rate changes; enable CAA to continue to meet its financial obligations in the event of substantive revenue shortfalls such as producer exits and payment defaults; provide CAA with additional funds for the purpose of administering incentives to producers whose packaging choices lead to positive environmental outcomes; and maintain the ability to position CAA for future success and growth in line with the organization's strategy and mission. CAA will consider making this more explicit in the December version of the program plan. The initial reserve targets referenced in the program plan budget, and rate of accumulation, will be further evaluated before the next version of the program plan submission.

Equity

There is no one-size-fits-all solution to recycling because motivators and barriers vary across age, region, race, ethnicity and other factors.¹⁹ In particular, CAA recognizes that the following factors may influence equity and outcomes in the Oregon recycling system:

- Lack of access to infrastructure and/or practical knowledge about how to recycle properly
- Lack of transportation
- Functional barrier of preparing items to recycle (cleaning, emptying, breaking down items)
- Ability and disability (for example, color blindness might affect a resident's ability to understand educational materials)
- Knowledge barriers (for example, residents might not feel confident in their ability to recycle properly)
- Recycling programs not being set up for full community participation
- Investment in relevant resources and tools as well as information shared differently across the resident population
- Language barriers
- How community members see themselves represented in the education and outreach materials (visuals, language, staff handing out resources)
- Geography/location and practical considerations tied to location
- Process for actively identifying and evaluating equity gaps within the recycling system
- Following the identification of equity gaps, working to resolve those gaps, and continuing to measure progress towards equity

CAA's Proposed Approach to Equity

CAA's approach to equity is to strive toward meeting our program goals while being as fair and inclusive as possible in providing access to recycling services and recycling information in Oregon. CAA will align with the definition of equity adopted in the State of Oregon for administering the program in Oregon.

To help meet this objective, CAA has sought the expertise of the community-based organization (CBO) Trash for Peace in developing the equity components of this plan. If selected, CAA will continue to work with Trash for Peace and other CBOs in operationalizing its plan in Oregon.

¹⁹ <https://recyclingpartnership.org/equitable-recycling-outreach>

To assess and review equity issues during program plan implementation CAA will consult regularly with the ORSAC and the DEQ to ensure that CAA's activities in Oregon align with the equity requirements of the RMA and CAA's goals for equity.

CAA also proposes some specific equity approaches corresponding to key aspects of its operations plan:

Equity in the Establishment of a PRO Depot Network

CAA proposes to explore a number of approaches to ensure its depot network is tailored to the varying needs of different Oregonians.

First, the depot network will adhere to statutory and regulatory requirements around convenience standards. Meanwhile, CAA will identify opportunities to provide collection for people with mobility challenges, including considering funding for at-home collection, store drop-off, and neighborhood collection events.

Because transportation is an equity issue, CAA proposes to prioritize events and mobile collections that bring recycling closer to communities that must travel farther distances to existing recycling depots.

Furthermore, CAA will work to identify any depot sites on Tribal lands, and once identified, CAA will prioritize contracting with these sites. Through a continually growing understanding of the Oregon landscape, CAA has initially identified the following existing depots on Tribal land and we intend to explore incorporating these two depots in the system as well as have conversations with the other seven Tribes about opportunities to create collection points in their communities:

- Tribal Environmental Recovery Facility, Pendleton, OR – operated by the Confederated Tribes of the Umatilla Indian Reservation which represents a union of the Cayuse, Umatilla and Walla Walla Tribes.
- Grand Ronde Depot, Yamhill County – operating on the land of the Confederated Tribes of the Grand Ronde Community of Oregon, which represents over 30 Tribes and Bands from western Oregon, northern California, and southwest Washington.

CAA will also explore how compensation plans for collection point staff can be made fair and equitable. After consulting with permitted and existing facilities, as required by statute, CAA plans to prioritize conversations with CBOs to fill in any program gaps. If costs to contract with CBOs are prohibitive, defined as exceeding 110% of the average costs for depots, then CAA will continue to explore other avenues. CAA plans to provide a per ton material rate to incentivize greater collection and thus move Oregon closer to its recycling rate goals. A living wage for CBO-managed sites will be built into the base service fee CAA will pay monthly, based on the projected number of employee hours needed to handle PRO materials. And CAA will explore partnerships with community groups that collect PRO depot materials but may not qualify for permits or meet the definition of "depot" or "drop off center." Identification of these opportunities is still ongoing and will continue to be top of mind throughout the ORSOP and program implementation process.

Equity in Responsible End Markets

CAA will work to ensure that new markets for materials collected in Oregon are developed in ways that minimize risks to public health and worker health and safety.

For materials CAA owns, and wherever possible, CAA will also explore options to:

- Provide opportunities to businesses that are small businesses, veteran owned businesses, owned by a disadvantaged class, are not-for-profit businesses, or are B Corp certified
- Provide opportunities to businesses with affirmative labor practices, such as hiring preferences for underserved groups, providing living wages, or utilizing organized labor

Equity in Education and Outreach

As described in the Education and Outreach section above, CAA plans to ensure that educational materials and campaigns are culturally responsive to diverse audiences across Oregon by:

- Translating and transcreating all education and outreach materials into Spanish, Simplified Chinese, Traditional Chinese, Korean, Arabic, Russian, Vietnamese, Tagalog, Hindi, Somali and Ukrainian
- Applying a co-creation approach to give community members a chance to participate in campaign design through community-level listening, Partnering with CBOs as advisors to education and outreach development, as well as implementation partners
- Designing for accessibility, ensuring all collateral follows ADA compliance and best practices as well as the principles of universal design, where products, services or environments are designed so that anyone – no matter their age or ability – can use that design with minimal or no accommodations
- Accounting for disparities in access to information technology, ensuring rural audiences are engaged as well as urban populations

Equity in PRO Administration

When contracting work to third parties, CAA will develop an approach that provides opportunities to businesses that have certification under the Oregon Certification Office for Business Inclusion and Diversity (COBID) as minority-owned businesses, women-owned businesses, service-disabled veteran-owned businesses, or emerging small businesses. We are engaging with every hauler in the State and continuing to offer equal opportunities for system expansion and depot collection, which we believe creates a level playing field for small and minority-owned haulers, ensuring that investments are made comparatively to ensure that market share for these identified haulers is not being negatively impacted throughout the RMA. CAA will utilize the COBID website to obtain information on these potential business partners.

The RMA was designed to place 30% of the financial responsibility of the recycling system on the PRO. Additionally, the RMA has created opportunities to bring new functions into the State to support the system, such as developing the statewide contamination evaluation system. As CAA develops new job opportunities in the state, the organization will abide by equitable employment practices that create opportunities for all Oregonians. Hiring within Oregon has already begun with the onboarding of an Oregon-based Oregon Executive Director and other staff. Preference for Oregon-based staff will remain top of mind throughout the hiring process.

CAA Management and Compliance

In this section, CAA describes its plans for day-to-day management of the program, communications, data gathering, and reporting processes; managing producer compliance; and related policies and procedures. This section directly addresses CAA's Objective 4 for this program plan: "Create a system that fulfills the needs and regulatory requirements of the PRO, its members, and all other relevant stakeholders."

CAA is committed to upholding the highest standards of ethics, integrity, and compliance with all relevant local, state, and federal laws and regulations. CAA recognizes the importance of adhering to legal requirements to ensure the trust and confidence of our stakeholders, including the Oregon Department of Environmental Quality (DEQ), producers, partners, employees, service providers, local municipalities, and the state of Oregon as a whole.

a. Overall Day-to-Day Management

CAA will provide management of the program's overall day-to-day program operations, steward services, finance and administration, and local government and community activities, utilizing key qualified personnel dedicated to the Oregon program. Collaboration with CAA National and additional CAA state program personnel will occur to ensure all programs are functioning in the most consistent and efficient manner. The CAA management team will conduct activities in accordance with defined policies and procedures.

CAA will staff the program with dedicated resources responsible for the success of the overall program. The CAA National office will also provide support where applicable.

The following resources will be the main points of contact and responsible for program compliance:

Primary Contact

Name: Kim Holmes

Position: Oregon Executive Director

Phone: (833) 424-7285

Email: info@circularaction.org

Secondary Contact

Name: Shane Buckingham

Position: EPR Program Planning Lead

Phone: (833) 424-7285

Email: info@circularaction.org

A full list of CAA Oregon team members and their roles will be maintained on the staff page on the website. CAA will notify DEQ within 30 days of key personnel changes related to the Oregon program.

b. Communications

In this subsection, CAA describes its planned approach to communication and coordination with key stakeholders as part of the implementation of this plan. It also outlines a proposed approach to gathering data and key metrics to inform the measurement of key outcomes, and how key metrics will address elements of the annual reporting structure required by the RMA.

CAA Plans for Communication and Coordination

CAA understands that effective collaboration and communication with Oregon recycling stakeholders is critical to CAA successfully meeting RMA obligations and delivering on anticipated recycling system improvements.

CAA proposes several multi-stakeholder coordination and communication activities and welcomes feedback from Oregon DEQ regarding these proposals. Note that the frequency of each activity will, by necessity, fluctuate to reflect the program's evolving needs. A set cadence for each effort will be determined that is agreeable to the relevant stakeholders and reflects the program's ongoing needs.

CAA will engage with other stakeholders not specifically highlighted here as necessary.

General Communications

CAA's website already features a professionally designed and maintained section dedicated to Oregon and the Recycling Modernization Act. This online resource is currently geared toward potential producers, but it will be expanded to target additional audiences, including sections tailored to Oregonians (waste generators), service providers, local governments, and others.

CAA expects it will employ other effective communication tools as demand for information is established in both format and frequency.

Oregon DEQ

CAA will establish meetings between relevant CAA representatives and Oregon DEQ. CAA and Oregon DEQ would select the appropriate project team members to be included on the recurring event, and each party would be expected to invite others when relevant for specific discussion items identified in advance. This step builds on the strong communication ties that have already been developed between CAA and DEQ.

CAA will also communicate updates and data to DEQ through required reports and according to recommendations developed in consultation between CAA/DEQ and ORSAC.

Oregon Recycling System Advisory Council (ORSAC)

CAA will appoint a single point of contact for ORSAC, and CAA will have standing attendance at ORSAC meetings and offer the opportunity for consultation as needed.

CAA expects to engage in a regular series of meetings with ORSAC and DEQ to review implementation issues that could arise after submission of this program plan.

Local Governments and Service Providers

CAA has undertaken a significant amount of communication and coordination activity with local governments and their service providers as part of the proposed Oregon Recycling System Optimization Project.

As detailed in the “Collection and Recycling of USCL Materials” section of this plan, CAA intends to utilize an online portal to process local government and service provider funding requests under different local government reimbursement programs. These programs will be supported by dedicated CAA operations staff that will facilitate stakeholder participation.

CAA will also provide an online portal for local governments and their designated service providers to easily access, customize, print and mail education and outreach collateral at no cost, as described in the “Education and Outreach” section of this plan.

CAA will also host dedicated webinars to support program implementation, and local governments and service providers will be a key audience for these communication efforts.

In addition, CAA will plan to connect with and inform local government stakeholders through connections with groups such as the Association of Oregon Counties and the League of Oregon Cities.

Commingled Recycling Processing Facilities (CRPFs)

CAA will form a CRPF working group to establish a forum for interaction with processors and also to provide technical assistance, review relevant program timelines and requirements, discuss investment opportunities, and more. CAA will continue to cultivate relationships with processors on an individual level as well in an effort to understand needs and shifting realities at the materials processing level.

CAA will establish standing meetings with the Oregon Refuse & Recycling Association (ORRA), a statewide trade group that serves as a key conduit to processing entities.

Producers

CAA acknowledges that it is critical for producers to fully comprehend their compliance requirement in order to facilitate successful implementation. Regardless of whether a producer is just starting to learn about their EPR obligations in Oregon or whether they have been following the RMA from its inception, CAA is

committed to being transparent about the implementation process and to supporting producers in their EPR journey.

To support producers with their compliance goals, CAA has created educational, informational, and guidance resources, which are summarized below.

Producer Resource Center

CAA created the [Producer Resource Center](#) (available on CAA's website) to help producers better understand and prepare for their obligations in states that have enacted EPR laws for paper and packaging. The Producer Resource Center features answers to commonly asked questions, action items for producers, and links to webinars and other opportunities for producers to engage with CAA. CAA's website also features an evolving FAQ.

Producer Onboarding Sessions

CAA has been hosting [Producer Onboarding Sessions](#) since May 2024. In these regularly scheduled webinars, the basics of EPR, CAA, producer requirements, and producer registration with CAA are covered. The webinars are geared towards companies just starting their EPR journey and substantial time is reserved to address producer questions. Participation is open to all producers, trade associations representing producers, and legal counsel to producers.

Producer Working Group

CAA has been hosting Producer Working Group (PWG) meetings since November 2023, and more than 2,700 individuals representing hundreds of companies have attended. PWG meetings are a monthly opportunity for producers, their legal representatives, and trade associations to learn about and discuss priority producer issues. PWG meetings are a step deeper than the Onboarding Sessions, where CAA shares information and answers questions on the details of a wide variety of EPR topics, with a focus on producer compliance. Previous PWG meeting topics have included:

- A preview demonstration of the producer reporting portal currently in development.
- A high-level review of CAA's fee modeling approach, including the guiding principles adopted by CAA in the fee-setting process.
- A discussion of the Participant Producer Agreement (PPA), a legal agreement between CAA and the producer that outlines terms and conditions, confidentiality, and verification and auditing requirements for producers.
- A review of preliminary reporting categories and preliminary fee schedules.
- An explanation of recyclability determinations, i.e. USCL, PRO Acceptance Lists, Specifically Identified Materials.

CAA also maintains a library of past PWG meeting summaries and slide decks for registered producers to reference at their convenience.

Stakeholder Update Webinars

CAA has hosted four informational webinars in the past year, which were designed for a broader, multi-stakeholder audience, e.g., value chain members, converters, trade associations, and others. These webinars generally highlight status updates on CAA's latest activities in EPR states, including timelines and producer registration.

Participation in DEQ hosted webinar series

DEQ has contracted with the Product Stewardship Institute (PSI) to host a series of webinars to help producers understand compliance obligations. CAA coordinated with DEQ to prepare for content for these webinars and participated in each event, offering information about how producers can register with CAA.

Other Communications

CAA's monthly email newsletter has an open rate that is 300% higher than the industry average open rate, and CAA's LinkedIn engagement rate is 240% higher than the average LinkedIn engagement rate. These statistics demonstrate that CAA is providing information – particularly guidance – that producers want and need.

Producer Consultation

CAA also values a consultative relationship with all producers and has held hundreds of one-on-one meetings with producers since December 2022. Through one-on-one meetings and customized group meetings with coalitions and trade associations, CAA has discussed producers' statutory obligations, the development of CAA, and reporting and fee payment requirements for producers. Recently, CAA's engagement with producers has centered on the contents and process for producers to sign the Participant Producer Agreement, or the legal agreement that each producer will be required to sign with CAA as a requirement of participation in the program.

Producer Reporting Guidance

CAA is currently developing reporting guidance for producers and plans to release it in the fourth quarter of 2024. The goal of the reporting guidance is to provide a single resource for companies that meet the definition of obligated producer in Colorado, California, and/or Oregon. Among other things, the reporting guidance will outline details to support producers' EPR reporting and compliance.

The reporting guidance will be accompanied by access to a producer portal, through which producers can initially find a Producer Registration form and necessary legal agreements. In future releases, the portal will include a reporting questionnaire to help producers determine if they are covered and, if so, in which states and step-by-step process to input or upload data. The portal will also ask for additional information such as a producer's legal structure to determine its affiliation status and the methodology used for calculating its data.

CAA has been hosting a monthly Producer Working Group (PWG) since 2023 and will continue to do so. The PWG offers a forum for information-sharing and discussion among companies with producer obligations, providing practical guidance on producer-specific topics such as deadlines, requirements, reporting, and more.

PWG members also have access to the Producer Working Group Library, which includes past PWG meeting summaries and materials.

In addition, CAA's website features a [Producer Resource Center](#), which is regularly updated.

For producers, the CAA portal will enable secure registration and password protected login, transaction and balance history, and reports and notices. It will also allow producers to submit their production volumes to CAA for annual fee calculations via data exchange, structures file upload, or direct entry.

Trade Associations

The Association of Oregon Recyclers (AOR) is an important stakeholder relationship, as AOR membership spans the entire materials management industry in Oregon. CAA will participate in the organization's annual conference (including presenting at the discretion of AOR's conference planning committee) and collaborate on educational forums and/or webinars for AOR members. CAA is open to other forms of engagement that mutually benefit CAA and AOR.

As mentioned earlier, ORRA is another important stakeholder relationship, with ORRA members accounting for a large portion of the solid waste management sector in Oregon. Ongoing communication and relationship-building within ORRA has been, and will continue to be, a key focus for CAA.

Other PROs and Multi-PRO Coordination

Currently, CAA is the only PRO that has submitted an RMA PRO program plan. If additional PROs indicate an interest in submitting program plans, CAA will work with DEQ and those prospective PROs to develop an interim coordination process as required by the RMA framework.

With respect to program plan development tasks, CAA is tracking all program development costs that should be shared with future PROs if they join the Oregon RMA program prior to CAA's recovery of those start-up costs from membership fees.

CAA will include a breakdown of 2024 start-up costs in the proposed 2024 Annual Report anticipated by DEQ in its Phase II RMA rule concepts. CAA's 2025 Annual Report will also identify program development start-up costs incurred in 2025 prior to the start of the program that will need to be recovered from producer fees once the program starts on July 1, 2025.

CAA will then track the recovery of these start-up costs over time so that in the event a new prospective PRO emerges, DEQ and CAA can identify remaining program start-up costs applicable to that new PRO at the time of its proposed entry into the RMA program.

c. Reporting

Metrics and Data Collection

Many aspects of this plan will require tracking of key outcomes and metrics to measure the achievement of program goals articulated in the “Program Goals” section. CAA will use its interactions with key stakeholders to collect data relevant to the goals, objectives, expected outcomes, and key metrics discussed in that section. CAA will establish survey, reporting, and other data collection mechanisms for routine program measurement. CAA will develop standardized reporting templates to ensure consistency of records and provide clear guidelines to all stakeholders required to report data to CAA.

CAA will also ideally receive critical information from DEQ on key elements, in particular related to inbound contamination, capture rate and outbound bale quality at CRPFs. CAA may in some instances pursue studies or other data-gathering exercises to collect essential information. It will use this data and corresponding analytics to report annually to DEQ on plan implementation and goal achievement. CAA will also use this performance information to update its goals, to adjust its plan, and to suggest or recommend overall adjustments to RMA implementation. CAA’s intention is to use the submittal of its five-year plan updates as the main mechanism for altering program goals.

Producer Reporting

CAA will provide participant producers with access to a secure online reporting portal to facilitate the submission of annual supply data. This reporting portal will allow for CAA to capture and aggregate the information that must be submitted to Oregon in the PRO Annual Report, as well as the applicable individual producer data where required.

CAA will monitor the effectiveness of this reporting portal and make adjustments as necessary to improve efficiency and accuracy. CAA will also provide necessary training and support to all producers and relevant stakeholders on the reporting portal’s use.

Annual Reporting

CAA will submit Annual Reports to Oregon DEQ no later than July 1 of each program year, starting in 2026. CAA’s Annual Report will contain all information required by 459A.887(2)(a), OAR 340-090-0660(1)(a), OAR 340-090-0670(4), and OAR 340-090-0700(1)(d). It will be written and presented in a manner that can be understood by the general public. The Annual Report will be delivered each year to Oregon DEQ as a searchable electronic file.

CAA will follow the outline for annual reporting proposed in DEQ’s management directive including the following elements.

PRO Description: Total amount, by weight and type of material, of covered materials sold or distributed in or into this state by participating producers in the prior calendar year

Goals of the Program: Description of progress toward meeting topline goals in relation to identified program plan outcomes and metrics along with any recommendations to improve recovery and recycling outcomes.

Program Operations: Summary of program operations including:

- Progress toward implementing local government recycling system service expansions and improvements
 - Progress toward meeting PRO Recycling Acceptance List material collection targets and convenience and performance standards
 - Measures taken to address the recycling of specifically identified materials
 - Summary of performance in relation to fulfilling responsible end market (REM) obligations including:
 - A summary of quarterly disposition reports and evaluation of adequacy of REMs
 - A summary of actions taken in support of REMs
 - A summary of certification and verification results
 - A description of actions taken in relation to upholding progress in relation to achieving the statewide plastic recycling goal
 - A summary of education and outreach activities, with metrics on the utilization of online resources by local governments and haulers
 - Results of any in-person site inspections, material tracking or other audits conducted during the reporting year, including whether any major safety or environmental management practices were not properly followed and, if so, the corrective actions taken

Financing and Budget: Annual reports would include:

- A summary of the financial status of CAA, including annual expenditures, revenues and assets
- A description of the membership fee schedule, along with information on the number of producers that received fee adjustments and total fee revenues and an evaluation of the effectiveness of membership fee adjustments in reducing the environmental and human health impacts of covered materials
- A complete accounting and summary of payments requested by local governments and local governments' service providers and paid by CAA related to:
 - Service expansion requests
 - Transportation funding
 - Contamination reduction funding
 - Roll cart funding
 - Contamination reduction evaluation funding
- A summary of payments requested by local governments or local governments' service providers that were denied or reduced by CAA
- A summary of payments made to CRPFs

- A summary of all other payments made to satisfy CAA's obligations under ORS 459A.860 (Legislative Findings) to 459A.975 (Rules), including but not limited to payments made to support responsible recycling of specifically identified materials (SIMs), as described in ORS 459A.917

Finally, annual reports will include any additional information required by RMA rules and statute. Reports will detail updates around organizational compliance and include findings from an independent accountant's audit of CAA's financial statements.

d. Managing Compliance

To encourage the compliance of all stakeholders with the RMA, CAA will offer robust support and training to educate producers about program plan requirements. Any material changes to program plan requirements impacting stakeholders will be communicated to producers.

Records pertaining to CAA's implementation and administration of its producer responsibility program will be retained in accordance with applicable law and with CAA's records retention policy.

CAA is committed to maintaining open lines of communication with state and local rule makers and will actively seek clarification on any regulations deemed unclear. Internal controls will be designed to promote adherence to regulatory standards.

Producer Compliance

Per ORS 459A.869(8), CAA will establish a searchable registry on its website disclosing all CAA's compliant members and the identities of any members determined to be non-compliant members through DEQ enforcement processes alongside the reasons for their non-compliance. In instances where a member or non-member organization is potentially non-compliant with the program plan and/or the RMA, CAA will notify DEQ and the allegedly delinquent producer of the deficiency and provide the producer an opportunity to respond and to cure the delinquency as applicable.

CAA will endeavor to monitor compliance by producer members by conducting periodic operational and record audits, utilizing an audit cycle that will include desktop audits. When a desktop audit is performed, documentation via photos, promotional efforts, and compliance documentation will be requested. In the event of a non-compliant finding, CAA will send a notification to DEQ after certain internal compliance processes and timelines have passed.

Designated CAA personnel will be assigned to providers to cultivate relationships with providers and foster on-going communication, trust, and transparency to identify and address issues as soon as possible.

Preventive Measures

CAA is undertaking several producer education activities prior to the start of the program plan designed to educate producers of their obligations under the RMA in Oregon. This includes direct outreach to producers, informational webinars, and engagement with relevant trade associations to disseminate broad awareness of the new program requirements. CAA will also develop additional outreach materials to facilitate producer packaging reports required by the program as the RMA moves closer to implementation.

These preventative measures are intended to support the processes outlined below for notifying DEQ, ORSAC, and producers of potential non-compliance.

Membership Rules

CAA will develop a Membership Rules Schedule related to fee payments and reporting requirements. Membership rules will specify producer reporting and fee payment obligations, and may address such issues

such as membership reporting obligations, voluntary reporter agreements, reporting timelines and categories, errors in reports, membership-initiated adjustment requests, billing process, timing of fee payments, penalties and interest associated with late payments, verification audits process, and compliance process along with a timeline by which a non-compliant member would be referred to the DEQ for potential disciplinary action and/or dispute settlement.

Compliance Process

Below are components of a compliance process that could be incorporated into the Membership Rules:

- Duty to Pay Required Fees – CAA may impose financial penalties and interest on members for failure to pay invoices in accordance with membership rules
- Retention of Records – CAA members will be required to retain records to substantiate and verify the accuracy of the information submitted in their reports for a to-be-determined period of time following the submission, and such records will be subject to inspection by CAA
- Duty to Comply with Requests for Documentation – Upon written request from CAA, members shall provide documentation in support of their reports to CAA. This may include specific data, calculation methodologies, and/or audit reports, among other items.
- Duty to Provide Access – Members will be required to grant access during business hours to CAA or its authorized representatives to inspect and review records relevant to information submitted in their reports as maintained in accordance with the Retention of Records policy
- Duty to Cooperate with a Verification Audit – At the request of CAA, members must cooperate with CAA’s verification process, described in the “Responsible End Markets” section of this plan. This may include providing requested documentation, data, records, and reports within a reasonable timeline of such requests, providing confirmation from a senior officer with authority to confirm and oversee reporting, and providing access to the member’s business premises.

Notification of Non-Compliance

For non-compliance related to a producer who is or was a member of CAA in accordance with RMA requirements, but which failed to comply with membership reporting and/or fee payment requirements, CAA Membership Rules would include notification to DEQ after certain internal compliance processes and timelines had passed.

CAA would notify DEQ of any members that are not in good standing (this may include a membership suspension and process), subject to a time frame outlined in the Membership Rules. For example, members who had failed to report and/or pay fees within the specified time frame could be:

- Suspended by CAA and considered members not in good standing, following requisite due process of the reasons for the suspension and the steps necessary to remove the suspension or become in good standing
- Reported to DEQ to take such corrective action as DEQ deems necessary or appropriate

CAA would also propose that in a multiple PRO situation, a searchable online database be maintained where PROs could confirm whether producers were members of an approved PRO and in compliance with RMA requirements.

Obligated Producers under the RMA

CAA membership reporting review and assessments may identify situations where there is a dispute between producers about which entity is an obligated producer with respect to a particular material application. In such circumstances, CAA may consult with DEQ regarding the interpretation of RMA “obligated producer” provisions to ensure that the application of the RMA to producers is consistent with DEQ’s intentions.

CAA may also become aware of producers that are not CAA members but that appear to be obligated producers under the RMA. CAA will conduct outreach to encourage such producers to register with a PRO to fulfill their obligations under the RMA. In such situations, however, CAA may not necessarily have access to information that would confirm whether a non-member producer is actually obligated under the RMA. If such producers fail to take action, CAA would refer these producers to DEQ, along with the information that led it to believe the producer was obligated under the RMA, for DEQ to take such action as it may deem necessary.

Non-Compliance with LCA Requirements

Failure of a CAA member to conduct and report on required LCA requirements in the case of the 25 largest producers in the state is also a potential RMA compliance issue. Given the unique nature of LCA process and related rules, CAA would propose to develop specific compliance reporting processes and protocols related to this issue that would likely be different than processes and protocols in place to address violations of CAA producer reporting and fee payment requirements. CAA would propose to develop a specific membership compliance process and policy related to producer LCA requirements and would consult with DEQ regarding timelines and steps that would be taken to regain compliance.

e. Dispute Resolution (Local Governments and CRPFs)

A number of areas under the RMA will require dispute settlement processes to address potential disagreements between CAA and local governments and other stakeholders that are receiving funding from CAA under various RMA programs.

In many cases, standard commercial dispute settlement mechanisms, such as an agreement by the parties to refer a dispute to a third-party arbitrator, can be utilized to resolve such disputes. As noted in other program plan sections, CAA is proposing to finalize the details of various funding programs through further consultation with relevant stakeholders. This would include a review of proposed dispute settlement procedures for each program funding area. Based on the results of stakeholder consultation and input, CAA will provide a more detailed description of the dispute settlement procedures for individual funding programs as part of its anticipated program plan revisions to be submitted in December 2024.

As also noted earlier, program funding in relation to local government service expansion requests may involve more difficult dispute resolution issues than those normally associated with typical commercial contracts as there may be different interpretations about what qualifies as costs associated with the expansion and provision of recycling collection service for covered materials. CAA is proposing that one of the objectives of the Oregon Recycling System Optimization Project (ORSOP) will be to identify possible areas of disagreement between local governments and CAA regarding eligible funding requests. Once more clarity on individual local government funding requests is received, CAA is proposing to create a working group consisting of representatives from CAA, local governments, and DEQ to attempt to mediate disagreements over service funding requests between the approval of the third program plan and the start of the program plan on July 1, 2025. This process would be intended to minimize potential disagreements between CAA and local governments prior to the processing of individual local government service expansion requests once the program begins as of July 1, 2025.

Given that some funding request eligibility issues may require a resolution of the interpretation of the RMA and its implementing rules, parties would retain the right to address issues through legal mechanisms in the event that CAA and local governments and the DEQ cannot align on the same understanding of what the RMA requires.

f. General Policies, Procedures, and Practices

CAA will regularly monitor the state of operations for the entirety of the program. CAA recognizes that defined and consistently executed policies, procedures, and practices are critical for ensuring the well-being of its personnel and the integrity of data provided to various stakeholders.

CAA has developed national and state specific (where applicable) policies, procedures, and practices to enable consistent handling of activities while providing services required to operate key aspects of the program. The policies, procedures, and practices are defined to address specific tasks and to ensure the below concepts are addressed where applicable.

Consistent with best practices, CAA anticipates that it will periodically review and update its policies, procedures, and practices as determined to be necessary or appropriate.

i. Management of Contracts

CAA will maintain appropriate records of contracts that have been entered into in writing pertaining to the Oregon Recycling Modernization Act. Prior to execution, written contractual agreements between CAA and relevant parties will undergo appropriate internal review in accordance with CAA's business practices and policies.

ii. Workplace Safety and Conduct

CAA is committed to maintaining a safe work environment. In order to provide a safe and healthy work environment, personnel will be required to take appropriate and reasonable precautions by complying with established safety and workplace conduct standards. CAA is committed to providing proper equipment, procedures, and training in safe practices to aid in awareness and prevention of potential individual and community safety issues. Employees will be encouraged to familiarize themselves with their safety and conduct responsibilities, to follow safety and conduct practices at all times, and to make every effort to prevent accidents and injuries. Failure to adhere to safety and conduct rules could result in disciplinary action, up to and including termination of employment.

CAA will promptly and thoroughly investigate all reports of suspected nonconformance by personnel with safety or conduct requirements.

CAA will comply with all applicable laws pertaining to workplace safety and conduct.

iii. Protection of Confidential Information

CAA will adopt an information security plan that outlines appropriate technical, physical, and organizational measures designed to protect against unauthorized or accidental access, destruction, loss, alteration, or disclosure of nonpublic information subject to confidentiality undertakings.

The information security program will address native encryption of all data, event monitoring, audit trails, and other relevant topics. When information is no longer needed or required to be maintained by organizational policy or applicable law, CAA will securely dispose of all data and records in accordance with its records retention policy and information security program requirements.

All personnel will be required to periodically undergo appropriate training on their responsibilities for protecting confidential information.

iv. Successful and Timely Delivery

CAA will establish contractual agreements with service providers that outline the requirements and expectations designed to foster the successful and punctual achievement of project objectives by contractors.

Communication will be maintained with all contractors, with verbal and written notifications issued if timelines are not met or project outcomes are delayed. Additionally, contractors will be asked to submit status reports as deemed necessary by CAA.

CAA will request the contractual capability to inspect contractors and conduct quality checks to ensure that projects meet the standards of the program. Furthermore, CAA will offer comprehensive training and support to all contractors to ensure they understand and meet CAA's expectations.

v. Retention of Information

Per ORS 459A.962, CAA will retain records related to the implementation and administration of its producer responsibility program plan for at least five years and have them available for inspection by DEQ upon request. All documents are stored and managed by CAA's national organization within the Microsoft Azure cloud and in our DocuSign Contract Management system. This architecture ensures secure access, maximizes uptime, and maintains backups for all CAA mission-critical information. CAA does not intend to store documents physically in the State of Oregon, as there is no legal requirement to do so. A copy of CAA's records retention policy is available upon request.

CAA will designate a records custodian who will be responsible for the administration of the records retention policies. These documents will facilitate the creation of the annual report elements specified in ORS 459A.878 and addressed in the "Reporting" section of this plan. The annual report will be submitted to DEQ on July 1 of each year.

g. Closure Plan

CAA financing proposals include the development of program reserve targets equivalent to at least six months of variable operating expenses. Recent experience with the wind up of a number of stewardship programs in the province of Ontario suggests that the six-month reserve policy will provide any ample buffer for fully resolving all CAA obligations related to a potential closure of its program. While there are different ways to measure wrap-up or closure costs, the range of these costs in Ontario for different programs has been between 15 and 30 percent for different stewardship programs.²⁰ Six months of reserves will ensure that CAA has the necessary resources for a transition period in the event CAA ceases operations as a PRO in Oregon.

Potential closure scenarios related to CAA operations in Oregon may include but are not limited to:

1. A decision by the CAA Board of Directors to cease operations in Oregon
2. Failure to maintain membership representing 10% market share or other qualifying criteria of a PRO as is required by the RMA
3. Changes in relevant laws, regulations, or other RMA program requirements

With respect to Scenario 3 above, CAA assumes that a change to the statutory and/or regulatory framework requiring CAA to cease operations in Oregon would likely be accompanied by conditions that provide notification and timing of required program termination dates. As such, this closure plan will focus on the other two possible closure scenarios.

In the case of an internal CAA decision to cease operations in Oregon (Scenario 1 above), CAA will endeavor to give its producers, service providers, DEQ, the ORSAC, local governments and other RMA stakeholders a minimum of six months' notice that it intends to cease operations as a PRO in Oregon. CAA would also endeavor to align such a decision, if suitable under the circumstances, with the renewal dates associated with RMA Producer Plans.

In the case of Scenario 2 above, where CAA closure is due to a failure to maintain membership representing the required 10% market share or other qualifying criteria, CAA would implement a closure plan that aligns with timelines related to closure of operations associated with OAR 340-090-0730.

A notice of closure would include the intention for the termination of CAA's Oregon program, the anticipated CAA program termination date, and an outline of the steps CAA would take to wind up its operations in Oregon in an orderly fashion.

The CAA closure plan will include the following information:

²⁰ Ontario transitioned to a new legislative structure for EPR programs which resulted in the wind up of existing stewardship programs for tires, waste electronics, hazardous waste and packaging (the Ontario Tire Stewardship program was the first to wind up on December 31, 2018). While the transition of the Stewardship Ontario program for blue box packaging is not yet complete, actual and estimated wind-up transition costs for these programs has ranged between 15 and 30 percent of annual operating costs (less reserve contributions). More information on the wind up of these programs and related costs is available on the Resource Productivity and Recovery Authority website at <https://rpra.ca/>.

- Key steps and activities CAA will undertake before and after the termination date to ensure:
 - That RMA obligations have been maintained during the wind up of activities
- That service providers, local governments, and other stakeholders are given adequate notice of the wrap up of individual CAA programs and contractual arrangements
- Implementation timelines, key steps and cut off dates for various program operations (final day to submit transportation compensation claims, for example)
- Communications plan and stakeholder notifications
- A closure financial plan and budget, including the process to ensure resolution of any liabilities and resolution of tax and other financial issues
- A plan to disburse any remaining assets and reserves once all financial and operational obligations have been addressed

Please note that in order to cease operations, CAA will have to conduct a number of activities after the termination date for the CAA RMA program. This would include final payments required under the RMA for activities that took place prior to the termination date.

Once CAA completes the steps required under the closure plan, it will provide notice to DEQ of the completion of the closure plan.

Certification and Attestation

a. Contents

i. Contact Information

Authorized Representative:	Jeffrey Fielkow
Title:	CEO
Address:	20 F Street NW, Suite 700, Washington, D.C. 20001
Phone Number:	833-424-7285
Email Address:	info@circularaction.org

ii. The Prospective PRO's Employer Identification Number

The Employer Identification Number for Circular Action Alliance is **92-3197259**.

iii. Proof of the Prospective PRO's Status as a Nonprofit

Documents showing proof of Circular Action Alliance's status as a nonprofit, 501(c)3 organization able to operate in Oregon are located in the [Appendices](#) as follows:

- Circular Action Alliance's bylaws of incorporation as a nonprofit corporation: [Appendix H](#)
- Circular Action Alliance's 501(c)3 determination letter from the Internal Revenue Service: [Appendix I](#)
- Circular Action Alliance's proof of status in Oregon (proof of registration as a charitable organization with the Oregon Department of Justice): [Appendix J](#)
- Circular Action Alliance's proof of registration as a foreign corporation with Oregon's Secretary of State: [Appendix K](#)
- Circular Action Alliance's revised bylaws: [Appendix L](#)

iv. Certifying Statement

I hereby declare under penalty of false swearing (Oregon Revised Statute 162.075ⁱ and ORS 162.085ⁱⁱ) that the above information and all of the statements, documents and attachments submitted with this plan are true and correct.

Jeffrey Fielkow – Chief Executive Officer, Circular Action Alliance

Date: September 27, 2024

Signed

A handwritten signature in black ink, appearing to read "Jeffrey Fielkow", written over the "Signed" label.

Appendices

The following appendices are available in separate documents:

- Appendix A: Definitions
- Appendix B: List of Member Producers and Market Share Calculation
- Appendix C: CAA Organizational Structure
- Appendix D: Stakeholder Engagement
- Appendix E: Itemized Budgets by Program Year
- Appendix F: PRO Depot Lists and Coverage
- Appendix G: Detailed Fee-Setting Methodology (confidential)
- Appendix H: CAA Articles of Incorporation
- Appendix I: 501(c)3 Letter of Determination
- Appendix J: Proof of Registration as a Charitable Organization
- Appendix K: Proof of Registration – Foreign Corporation
- Appendix L: CAA Revised Bylaws
- Appendix M: Updated Program Implementation Timelines
- Appendix N: Response to Oregon Recycling System Advisory Council Feedback
- Appendix O: Legal Notices

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Appendix A:

Definitions

Below are the definitions used in **ORS 459A.863**, along with additional terms that have been used in this program plan.

- (1) **“Brand”** means any mark, word, name, symbol, design, device or graphical element, or a combination thereof, including a registered or unregistered trademark, that identifies a product and distinguishes the product from other products.
- (2) **“Certification Body”** as adapted from ISO 17000, means an independent organization contracted to provide the service of auditing, certifying an entity’s conformance with an established protocol. Certification bodies must meet defined standards for governance, impartiality, capability, confidentiality, and personnel management.
- (3) **“Certification Schemes”** as adapted from ISO 17000, also referred as Third-party Certification, means specially designed methods for verifying conformance of a product, process, or organization. Certification Schemes specify rules and procedures, objects of conformity, requirements, and the methodology for performing conformity assessments. These are frequently based upon internationally developed standards, such as those from ISO or ANSI. Certification Schemes approve Certification Bodies to perform auditing and certification of their scheme according to the defined methodology.
- (4) **“Certification Scheme Owner”** means, who is responsible for the development, publishing, and maintenance of the Certification Scheme. These organizations could be government agencies, NGOs, and certification bodies themselves.
- (5) **“Collection rate”** means the percentage of a specific material that is collected for recycling calculated by dividing the tonnage collected into the tonnage generated on an annual basis.
- (6) **“Commingled recycling”** means the recycling or recovery of two or more materials that are mixed together and that generally would be separated into individual materials at a commingled recycling processing facility in order to be marketed.
- (7a) **“Commingled recycling processing facility” means a facility that:**
 - (A) Receives source separated commingled recyclable materials that are collected commingled from a collection program providing the opportunity to recycle; and
 - (B) Separates the recyclable materials described in subparagraph (A) of this paragraph into marketable commodities or streams of materials that are intended for use or further processing by others.
- (7b) **“Commingled recycling processing facility” does not include:**
 - (A) Scrap metal recycling facilities;
 - (B) Scrap automotive or appliance recycling facilities;
 - (C) Full-service redemption centers or dealer redemption centers, as those terms are defined in ORS 459A.700, and recycling facilities owned and operated by a distributor cooperative established under ORS 459A.718;

- (D) Recycling facilities handling covered electronic devices, as defined in ORS 459A.305;
- (E) Recycling processing facilities that process only noncommingled, source separated recyclable material from commercial entities;
- (F) Recycling processing facilities that recover commingled recyclable material primarily from the construction and demolition debris waste stream;
- (G) Recycling depots;
- (H) Recycling reload facilities; or
- (I) Limited sort facilities, as defined by rule by the Environmental Quality Commission.

(8) “Community Based Organization” means a public or private nonprofit organization that has demonstrated capability in representing or meeting the needs of a specific community or a significant segment of a community.

(9) “Contaminant” means:

- (A) A material set out for recycling collection that is not properly prepared and on the list of materials accepted for recycling collection by a recycling collection program; or
- (B) A material shipped to a recycling end market that is not accepted or desired by that market.

(10) “Contamination” means the presence of one or more contaminants in a recycling collection or commodity stream in an amount or concentration that negatively impacts the value of the material or negatively impacts a processor’s ability to sort that material.

(11a) “Covered product” means:

- (A) Packaging;
- (B) Printing and writing paper; and
- (C) Food service ware.

(11b) “Covered product” does not include:

- (A) A beverage container, as defined in ORS 459A.700.
- (B) Bound books.
- (C) Napkins, paper towels or other paper intended to be used for cleaning or absorbing liquids.
- (D) Rigid pallets used as the structural foundation for transporting goods lifted by a forklift, pallet jack or similar device.
- (E) Specialty packaging items that are used exclusively in industrial or manufacturing processes, including but not limited to:
 - (i) Cores and wraps for rolls of packaging sold by a mill to a packaging converter or food processor; and
 - (ii) Trays, whether designed for a single use or multiple uses, used for the transport of component parts from a parts supplier to a manufacturer that assembles those parts.
- (F) Liquefied petroleum gas containers that are designed to be refilled.
- (G) A material that the producer demonstrates is exempt under section ORS 459A.869.
- (H) Pallet wrap or similar packaging used to secure a palletized load if added by a person that is not the producer of the palletized covered products.

(I) Packaging related to containers for architectural paint, as defined in ORS 459A.822, that has been collected by a producer responsibility organization under the program established under ORS 459A.820 to 459A.855.

(J) Any item that is not ultimately discarded inside this state, whether for purposes of recovery or disposal.

(K) Items sold on a farm or used on a farm, including items used for farm use, as defined in ORS 215.203, or for processing on a farm, provided that an item used on a farm is not subsequently sold at a retail establishment that is not located on a farm.

(L) Items used by a nursery licensed under ORS 571.055 that generates the majority of the nursery's revenue through the sale of nursery stock, as defined in ORS 571.005, provided that the items are not sold through retail sales.

(M) Packaging and paper products sold or supplied in connection with:

- (i) Prescription drugs as defined in ORS 689.005;
- (ii) Nonprescription drugs as defined in ORS 689.005;
- (iii) Drugs marketed under a brand name as defined in ORS 689.515; or
- (iv) Drugs marketed under a generic name as defined in ORS 689.515.

(N) Packaging and paper products sold or supplied in connection with drugs that are used for animal medicines, including but not limited to parasiticide drugs for animals.

(O) Packaging and paper products sold or supplied in connection with:

- (i) Infant formula as defined in 21 U.S.C. 321(z);
- (ii) Medical food as defined in 21 U.S.C. 360ee(b)(3); or
- (iii) Fortified oral nutritional supplements used for individuals who require supplemental or sole source nutrition to meet nutritional needs due to special dietary needs directly related to cancer, chronic kidney disease, diabetes, malnutrition, or failure to thrive, as those terms are defined as by the International Classification of Diseases, Tenth Revision, or other medical conditions as determined by the commission.

(P) Wine and spirit containers for which a refund value is established under Oregon law.

(Q) Packaging for products:

- (i) That are required under 40 C.F.R. 156.140, or other federal regulation pertaining to toxic or hazardous materials, to state on the label or container that the packaging should not be recycled or should be disposed of in a manner other than recycling; or
- (ii) Identified by the commission by rule as product that is required by law to state on the label or container that the packaging should not be recycled or should be disposed of in a manner other than recycling.

(R) Any other material, as determined by the commission by rule, after consultation with the Oregon Recycling System Advisory Council.

(12) **“Desk audit”** means an analytical process that is conducted using data or information readily available on the computer that does not entail additional on-site or field-based research or analysis.

(13) **“Eco-modulate/Eco-modulation”** means the utilization of positive and negative incentives (bonuses and maluses) in producer responsibility packaging fees designed to encourage or achieve specific environmental

outcomes, such as reducing overall material usage, enhancing recyclability, reducing package to product ratios, or increasing recycled content.

- (14) **“Food service ware”** means paper or plastic plates, wraps, cups, bowls, pizza boxes, cutlery, straws, lids, bags, aluminum foil or clamshells or similar containers:
- (A) That are generally intended for single-use; and
 - (B) That are sold to a retailer or a dine-in food establishment or a take-out food establishment, regardless of whether the item is used to prepackage food for resale, is filled on site for food ordered by a customer or is resold as is.
- (15) **“Generator”** means a household, business, or other entity that utilizes and then discards packaging or printed materials to be managed as waste or as reusable, refillable or recyclable material.
- (16) **“Large producer”** means a producer that is among the 25 largest producers of covered products based on market share.
- (17) **“Licensee”** means a person that is licensed by a brand and manufactures a covered product or a packaged item under that brand.
- (18) **“Litter”** means waste that is improperly placed so as to be a nuisance or aesthetic, health or environmental concern.
- (19) **“Local government”** means:
- (A) A city;
 - (B) A county; or
 - (C) A metropolitan service district.
- (20) **“Local government’s service provider”** means:
- (A) A collection service franchise holder under ORS 459A.085;
 - (B) Any person authorized by a city or county to provide recycling collection services described in subsection (25)(a) to (d) of this section; or
 - (C) Any person authorized by a metropolitan service district to provide recycling collection services described in subsection (25)(d) of this section.
- (21) **“Market share”** means a producer’s percentage of all covered products sold in or into this state during a specified time period, as calculated in accordance with methods established by the commission by rule.
- (22) **“Mechanical recycling”** means a form of recycling that does not change the basic molecular structure of the material being recycled.
- (23) **“Metropolitan service district”** means a metropolitan service district established under ORS chapter 268.
- (24) **“Nonprofit organization”** means an organization or group of organizations described in section 501(c)(3) of the Internal Revenue Code that is exempt from income tax under section 501(a) of the Internal Revenue Code.
- (25) **“Opportunity to recycle”** has the meaning given that term in ORS 459A.005.
- (26a) **“Packaging”** means:

(A) Materials used for the containment or protection of products, including but not limited to paper, plastic, glass or metal or a mixture thereof;

(B) Single-use bags, including but not limited to shopping bags; and

(C) Nondurable materials used in storage, shipping or moving, including but not limited to packing materials, moving boxes, file boxes and folders.

(26b) “Packaging” does not include:

(A) Food service ware; or

(B) Sharps, as defined in ORS 459.386.

(27) “Parent facility” means a preexisting permitted or other larger facility that may also host a potential PRO depot.

(28) “Person” has the meaning given that term in ORS 459.005.

(29) “Printing and writing paper” includes, but is not limited to, newspaper, magazines, flyers, brochures, booklets, catalogs, telephone directories and paper used for copying, writing or other general use.

(30) “Processor” means a person that owns or operates a commingled recycling processing facility.

(31) “Producer” means a person that is determined to be the producer of a covered product under ORS 459A.866.

(32) “Producer responsibility organization” means a nonprofit organization established by a producer or group of producers to administer a producer responsibility program.

(33) “Producer responsibility program” means a statewide program for the responsible management of covered products that is administered by a producer responsibility organization pursuant to a plan approved by the Department of Environmental Quality under ORS 459A.878.

(34) “Recyclate” means recycled material that is used in the manufacturing of new packaging or other products.

(35) “Recycling collection” means the act or process of gathering recyclable materials by:

(A) On-route residential collection from the generator at the place of generation;

(B) On-site nonresidential collection from the generator at the place of generation;

(C) Multifamily on-route residential collection from each multifamily dwelling that has five or more units;

(D) Recycling depots at a disposal site or another designated location that is more convenient to the population being served and expanded depots as described in ORS 459A.007; or

(E) Other collection methods included in an approved producer responsibility program plan.

(36) “Recycling depot” means a location where recyclable materials are accepted from the public or commercial businesses and transported to a location for processing or to an end market.

(37) “Recycling rate” means the percentage or ratio of a material or set of materials that is collected and processed for recycling divided into the amount of that material or set of materials that is generated.

(38) “Recycling reload facility” means a facility other than a recycling depot where recyclable materials are received, consolidated and made ready for transport to another location for processing or to a responsible end market.

- (39) **“Recycling system”** means all aspects of the programs and participants that have a role in Oregon’s statewide recycling structure, including producers of products sold in or into Oregon, generators of recyclable materials, governments that regulate materials management programs, businesses that collect and process recyclable materials and persons that receive recyclable materials to convert to new feedstock or products.
- (40) **“Responsible end market”** means a materials market in which the recycling or recovery of materials or the disposal of contaminants is conducted in a way that benefits the environment and minimizes risks to public health and worker health and safety.
- (41) **“Responsible management”** means the handling, tracking and disposition of covered products from the point of collection through the final destination of the collected material in a way that benefits the environment and minimizes risks to public health and worker health and safety.
- (42) **“Responsible recycling”** means the handling of covered products for recycling and removal of contaminants by a certified or permitted processor and disposition to a responsible end market.
- (43) **“Reverse logistics”** means the process of returning discarded materials that were distributed to generators back through a supply chain to reuse, refillable or manufacturing end uses.
- (44) **“rPET”** designates PET (polyethylene terephthalate) resin derived from discarded PET that has been collected, sorted, and processed into feedstock for the purpose of manufacturing new packaging or other products.
- (45) **“Small producer”** means a producer that:
- (A) Is a nonprofit organization;
 - (B) Is a public body, as defined in ORS 174.109;
 - (C) Has a gross revenue of less than \$5 million for the organization’s most recent fiscal year;
 - (D) Sold in or into Oregon less than one metric ton of covered products for use in this state in the most recent calendar year;
 - (E) Is a manufacturer of a beverage sold in a beverage container, as those terms are defined in ORS 459A.700, that sold in or into Oregon less than five metric tons of covered products, including but not limited to secondary and tertiary packaging for beverage containers, for use in this state in the most recent calendar year;
 - (Fa) Is a restaurant, food cart or similar business establishment that primarily sells to members of the public food that is generally intended to be consumed immediately and without the need for further preparation, either on or off the premises; and
 - (Fb) Is not a producer of food service ware as described in ORS 459A.866; or
 - (G) Operates a single retail sales establishment, has no online sales and is not supplied or operated as part of a franchise or a chain.
- (46) **“Specifically identified material”** means a material or covered product identified by the department under ORS 459A.917.
- (47) **“Transcreation”** means text that is made coherent and understandable in another language, not simply translated word for word.
- (48) **“Uniform statewide collection list”** means the list of materials established in accordance with the requirements of ORS 459A.914 (4).

- (49) **“Wasteshed”** means a designated area where material is physically generated and managed for disposal, reuse, refilling or recycling.

Appendix B:

List of Member Producers and Market Share Calculation

The companies on the list of registered producers with CAA may be adjusted once the final Phase II rules are published clarifying the definition of producer. Given the ongoing rulemaking process, inclusion on the list of registered producers at this time does not in itself serve as verification of whether a company is an obligated producer.

List of Member Producers

As of August 2024, CAA received over 1,200 producer registrations representing producers in Oregon. Approximately 90-95% appear to be above the \$5 million revenue de minimis threshold based on preliminary third-party data. CAA's 20 Founding Members as well as a full list of the registered companies is given in the table below.

CAA's 20 Founding Members are:

- | | |
|------------------------|----------------------------|
| 1. Amazon | 11. Mondelez |
| 2. Clorox | 12. Nestlé USA |
| 3. Colgate-Palmolive | 13. Niagara Bottling, LLC |
| 4. Danone | 14. PepsiCo |
| 5. Ferrero US | 15. Procter & Gamble |
| 6. General Mills | 16. SC Johnson |
| 7. Keurig Dr Pepper | 17. Target |
| 8. Kraft Heinz | 18. The Coca-Cola Company |
| 9. L'Oréal | 19. Unilever United States |
| 10. Mars, Incorporated | 20. Walmart |

Producers registered with CAA in Oregon are:

Company Name

3M, Meguiars	American Studio Designs Ltd
5.11 Inc.	American Textile Company, Incorporated
6th Sense Lure Co. LLC.	American Tuna Inc
8th Avenue Food & Provisions	Amesbury Industries Inc. d.b.a. AmesburyTruth
A. O. Smith Corporation	Amika Benefit LLC
AAON, Inc.	Amway Corporation
Abbott Laboratories	Amy's Kitchen Inc.
Abercrombie and Fitch Company	Anagram International, LLC
Acer America Corporation	Anastasia Beverly Hills, LLC.
Acme Smoked Fish Corporation	Anchor Packaging, LLC
Acqua di Parma LLC	Andersen Corporation
Adams & Brooks, Inc	Anheuser-Busch, LLC
adidas America, Inc	Aniket Metals Pvt Ltd
Advance Stores Company, Incorporated	Ansell Healthcare Products LLC
AE Outfitters Retail Co.	Apple Inc.
AFTCO MFG CO, INC.	Aqua Divers, Inc.
AG1 USA Inc.	Aqua Leisure Recreation, LLC
AGREM BTY, LLC	ARAMARA BEAUTY LLC dba Glow Recipe
Agri-Mark, Inc. DBA Cabot Creamery Cooperative	Arbonne PBC
AKU Outdoor Inc.	Arista Networks, Inc.
Albaugh LLC	Armstrong World Industries, Inc.
Albertsons Companies Incorporated	Arthur Schuman Incorporated
AlEn International Inc.	Artoy Industrial Limited
Alimentation Couche-Tard / Circle K Stores, Inc.	Artsana USA, Incorporated
ALKHEMY LLC	AS America d/b/a American Standard Brands
All-One-God-Faith, Inc. DBA Dr. Bronner's	Ashley Furniture Industries, LLC
Allbirds, Inc.	Aspire Bakeries LLC
Altenloh, Brinck & Co. US, INC.	Atlantic Corporation of Wilmington, d.b.a. "Atlantic Packaging"
Altria Client Services LLC	Atlas Roofing Corporation
AMAZING CONCEALER COSMETICS INC	ATTENDS HEALTHCARE PRODUCTS, INC & ASSOCIATED HYGIENIC PRODUCTS LLC
Amazon.com Services, LLC	Australian Gold, LLC
American Honda Motor Company, Inc.	Axiology LLC
American Licorice Company	Axium Foods
	B D Loops, Inc

B.F. Ascher & Co., Inc.
 Bahlsen North America Inc.
 Bakerly LLC
 Ball Corporation
 Ball, Bounce and Sport, Incorporated
 Ballard Pacific Resources, Inc.
 Balsam Brands Inc.
 Bandai Namco Toys & Collectibles America Inc.
 Banzai International Limited
 Bard Manufacturing Company, Inc.
 Barilla America, Inc.
 Basic Fun, Inc.
 Bath & Body Works
 BAYER U.S. LLC
 Baylis & Harding PLC
 BEF Foods Inc.
 Behr Process LLC
 Beiersdorf Inc
 Beko
 Bel Brands USA
 Bendon, Inc.
 Bento Inc.
 Berry Global
 Best Buy Co., Inc.
 Bestway (HongKong) International Ltd
 BESTWAY (HONGKONG) INTERNATIONAL LTD.
 Betallic, LLC
 Betco Corporation LLC
 Better Earth, LLC
 Better Planet Brands LLC
 Beyond Meat Inc.
 beyondGREEN biotech, Inc.
 BHARAT EXPORT
 Bi-Mart Corporation
 BICO INTERNATIONAL CO.,LTD
 Bicycle Tools Incorporated dba Park Tool Company
 Big Lots, Inc.
 Big Tree Farms Inc.
 Bigelow Trading, LTD.
 Bimbo Bakery USA
 BioBag Americas, Inc
 Bioceres Crop Solutions Corp.
 BISSELL Homecare, Inc.
 BKBG Enterprises aka Devanco Foods
 Black Diamond Equipment
 Blistex Inc.
 Blount Fine Foods, Corp
 Blue Diamond Growers
 BlueTriton Brands, Inc.
 Bob's Red Mill Natural Foods, Inc.
 Bosch Thermotechnology Corporation
 Boston Beer Company
 Bradford White Corporation
 Brand Evangelists for Beauty Incorporated
 Brandt Consolidated, Inc.
 Brasscraft Manufacturing Company
 Britannica Home Fashions
 Britax Child Safety, Inc., Britax
 Broan-NuTone LLC
 Brooklyn Brands Inc.
 Brother International Corporation
 BRP US Inc.
 BSH Home Appliances Corporation
 Buckle Inc.
 Buffalo Games
 Build A Bear Retail Management
 Bumble Bee Foods, LLC
 Bunzl Distribution USA, LLC
 Burnham Holdings, Inc.
 ButcherBox OpCo LLC
 BUZZ BEE TOYS (HK) CO. LIMITED
 C.A.L Marketing Proprietary Limited
 C.A.M.P. SpA Costruzione Articoli Montagna Premana
 C.P Loewen Enterprises Ltd.
 Cadres Columbia Inc
 Cafe Valley, Inc.
 Califia Farms, LLC
 California Cedar Products Company
 dba BLACKWING



California Olive Ranch Inc.
Calipak LLC DBA Queen of Cups
Campbell Soup Company
Campers World Apparel
Canon U.S.A., Inc.
CAP Barbell, Inc.
Capital Lighting Fixture Company
Car-Freshner Corporation
Carboline Global
Cargill, Incorporated
Carhartt, Inc.
Carl Karcher Enterprises Restaurants Inc.
Carma Laboratories, Incorporated
Carrier Corporation
Cascade Designs Incorporated
Cascade Ice, LLC
CCA and B, LLC dba The Lumistella Company
CELLAP LABORATOIRE SA
Centric Brands
Certified Origins INC
cfeb SISLEY
Champion Petfoods USA Inc.
Chanel
CHANGYA NEWMATERIAL TECHNOLOGY CO., LTD
Chap Mei Plastic Toys Mfy Ltd.
CHARLES KOMAR & SONS, INC. (Komar Brands)
Chase Products Company
CHEM-PAK INC
Chick-fil-A, Inc
China Window Industry Co., Ltd.
Chobani, LLC
Chocolate Quality Chocolate, Inc.
Christian Dior Perfumes LLC
ChromaDex, Inc.
Church & Dwight Co., Inc.
Cimpress USA Manufacturing Incorporated
CIRANDA INC.
Cisco Systems, Inc.
CITGO Petroleum Corporation
CJDE Treats LLC d/b/a Treat House
CKF Incorporated
Clarins USA Inc.
Clean Age Inc
CLEAN BEAUTY COLLECTIVE INC.
Clean Beauty for All, Inc.
Clean Body Care, LLC
Clean Control Corporation
Clipay Corporation
Closet Complete, LLC
Club Car, LLC
Cocofloss, Inc.
Colgate-Palmolive Company
Colonial Chemical, Inc.
ColorMetrics LLC
Columbia Frame Inc.
Columbia Sportswear Company
Combe Incorporated
Compass GreenTech Limited
Compass Minerals America Inc.
Conagra Brands
Conagra Brands Inc.
Condair Group AG
Conquest Sport Group, LLC
Consilium Tech Limited Liability Company (LLC)
Constellation Brands, Inc.
Continental Mills, Inc
Contract Packaging Association
Cooperative Regions of Organic Producer Pools
Copeland LP
Copra Inc
Cornerstone Brands, Inc.
Corteva Agriscience
Cosco Home & Office Products
COSMETICS FACTORY INC
Cosonic Intelligent Technologies Co., Ltd.
Costco Wholesale Corporation
COTY USA
COUNTRY MAID, INC

CP Flexible Packaging
 Crazy Aaron Enterprises
 CRC Industries, Inc.
 Crocs, Inc.
 Crofters Food Ltd.
 Cummins, Inc.
 Curio Brands, LLC
 Custom Accessories, Inc.
 CVS Pharmacy
 CY Top, PTE
 D.P.I. (H.K.) LIMITED
 D&S Cable Industries (HK) Limited
 Da Bomb LLC
 Dairy Farmers of America
 DANESSA MYRICKS BEAUTY, LLC
 Danfoss A/S
 Danone US, LLC
 DAP Global Inc.
 Dart Container
 Dawn Food Products Inc.
 DBK (HK) COMPANY LIMITED
 Decathlon America LLC
 DECIEM USA LLC
 DEHUIDA VIETNAM TECHNOLOGY COMPANY LIMITED
 Delorio Foods Incorporated
 Del Monte Foods, Inc.
 Delicato Vineyards, LLC
 DELL Technologies
 Delta Faucet Company
 Delta Galil Industries
 Delta T LLC dba Big Ass Fans
 Density Inc.
 DEZI Cosmetics, LLC
 Diageo Americas, Inc.
 Diamond Vogel, Inc.
 Direct Pack, Inc.
 DiscoverFresh Foods Inc
 DBA DiscoverFresh Foods
 Distinctive Foods, LLC
 Diversey, Inc.
 Dixon Ticonderoga Company
 Doctor Rogers Skin Solutions Inc
 DOLAN DESIGNS INCORPORATED
 Dollar General Corporation
 Dollar Tree Stores, Inc.
 Domino's Pizza, Inc.
 Domo Industry Inc
 Domtar Paper Company, LLC
 Dongguan Lung Cheong Technology Co.,LTD
 Dongguan Xinhai Environment-Friendly Materials Co. , Ltd
 doTERRA Intl, LLC.
 Doughboy Commissary, LLC.
 Douglas County Bottling Company
 Dr. Squatch
 Dr. Wolff USA Distribution Inc.
 Dream On Me Industries, Inc.
 DreamHigh Toys Co., Ltd
 Driscoll's, Inc.
 DS Services of America (DBA Primo Water)
 Duchess Cookies, Inc.
 Duckhorn Wine Company
 Duke Cannon Supply Co.
 Dulcich, Incorporated
 Dunn-Edwards Corporation
 Dynamic Discs Inc
 Dyno, LLC
 E.D. Bullard Company
 e.l.f. Cosmetics, Inc
 Earth Animal Ventures, Inc.
 East West Tea, LLC.
 Eastman Kodak Company
 EastPoint Sports Ltd.,LLC
 Eco-Chic LLC dba Credo Beauty
 Eco-Shell, LP
 Ecolab Inc.
 Ecosense Environmental Technology Sdn. Bhd.
 Edgewell Personal Care LLC
 Edward Don and Company
 Elanco US Inc.

Electrolux Consumer Products, Inc.
 ELENCO ELECTRONICS, LLC
 Elevate Outdoor Collective, LLC
 Elmich joint stock company
 Emerson Electric
 Energizer Holdings
 Epic Designer Limited.
 Epic Trend & Distribution Services Inc.
 EPIC GARMENTS DWC-LLC
 Epoca International, LLC
 Equal Exchange, Inc.
 ESI Cases & Accessories
 ESSICK AIR PRODUCTS, INC
 Estee Lauder Companies
 ET Browne Drug Co Inc
 Etekcify Corporation
 Ethical Earth Brands LLC
 EuroPharma, Inc
 Eurow O Reilly Corporation
 Eva NYC Benefit LLC
 Everest Group USA, INC.
 Evereve
 Everlane Inc
 Exxel Outdoors, LLC
 Fanimation, Inc.
 FAR OUT TOYS (HK) CO., LIMITED
 Fascinations, Inc.
 Fastenal Company
 Faultless Brands
 FCA US LLC
 Federated Group, INC
 Feit Electric
 Fenix Outdoor Import LLC
 Fera Pets, Inc
 Fera Pets, Inc
 Ferguson HVAC West Coast
 Ferrara Candy Company
 Ferrero U.S.A., Inc.
 FGF Brands LLC
 Fine Americas Inc.
 First Day Life Inc.
 First Learning Company Limited
 First Lite, LLC
 First Quality Tissue
 Fizz Creations Ltd
 Floor and Decor Outlets of America, Inc.
 Flowers, Inc.
 Fluidra
 Flybar, Inc.
 FMC CORPORATION
 Fonterra USA, Inc.
 Food Northwest
 Foppen Paling en Zalm
 Ford Motor Company
 FORMA Brands, LLC.
 Fortune Brands Innovations
 Fortune Brands Water Innovations LLC
 FOURSTAR GROUP INC.
 FOUSINE (HONG KONG) INDUSTRIAL HOLDINGS LIMITED
 Franke Home Solutions North America, LLC
 Franklin Sports Incorporated
 FRATELLI BERETTA USA, INC.
 Free Fly Fishing Company, LLC
 French Pharmacie, LLC dba French Pharmacie
 Freshpet, Incorporated
 Frog Bikes Inc
 Frontier Distribution, LLC
 FUJIFILM North America Corporation
 Fujitsu General America, Inc.
 Funai Corporation Inc.
 FUNBOY, INC.
 Furlani Foods Corporation
 G-III Apparel Group Ltd.
 G-Tex Apparel Inc.
 GAF
 Gallo
 Games Workshop Retail Inc.
 GANZHOU DEHUIDA TECHNOLOGY CO., LTD.
 Gap Inc.



Garden-Fresh Foods, Inc.
Gardner Enterprises inc.
Garmin International
Garven LLC
GE Appliances, a Haier Company
Generac
General Mills
General Motors Company
Genesis Industries Limited
Genie Supply Inc
Genpak, LLC
Georgia-Pacific LLC
Gerber Childrenswear LLC
GESIN (ZHANGPU) CO., LTD
GG Brands Company
GI-GO TOYS FACTORY LTD
Gillyboo Corporation
Ginsey Industries, Inc
Give Back Beauty LLC
Giving Beauty LLC
Glanbia Performance Nutrition (NA), Inc.
Global Uprising (PBC) - Known as Cotopaxi
Global-Pak, Inc.
Glossier, Inc.
Go BRIXY, Inc.
Goetze's Candy Company, Inc.
GOJO Industries, Incorporated
Gold, Inc., dba Goldbug
Golden Cannoli Shells Co. Inc.
Golden West Trading LLC
Good Smile Company U.S., Inc.
GoodCrop Inc
Google LLC
Google, Inc.
GoPro
Gorton's Inc
Gowan Company
Granny B's Cookies
Graphic Packaging International
Great Lakes Label LLC
Greenheck Fan Corporation
Greensource Brand Apparel, Inc.
Grocery Delivery E-Services USA, Inc. dba HelloFresh
Group Rossignol USA INC
Groupe SEB USA
Grove Collaborative Holdings, Inc.
Gruma Corporation
Grundens USA, Ltd.
Grupo Alsur USA, Inc.
GS Beauty LLC
Guangdong Compass GreenTech Limited
Guangdong Ecosource Environmental Technology Co., Ltd.
Guayaki Sustainable Rainforest Products Inc
Guthy-Renker, LLC
H&M Fashion USA, Inc. / H&M Group
Habermass Corp. Inc.
Haddad Apparel Group Limited
Hakubaku USA, Inc.
HAKVIR, LLC dba Reflekt
Haleon US Holdings LLC
Halfdays Apparel Corp.
Hallmark Cards, Incorporated
Hamedata Technology Co., Limited
Hamilton Beach Brands, Inc.
HAN Skincare Cosmetics
Hanchett Paper Company d/b/a Shorr Packaging Corp
hand2mind
HANGZHOU GREATSTAR INDUSTRIAL CO.,LTD
Hansgrohe INC
Happy Arts & Crafts Ningbo Co., Ltd
Harmless Harvest, Inc.
Hartex Rubber Private Limited, India
Hartford-Jackson, LLC
Hasbro Inc.
Hawaiian Host Group
Haws Corporation
Heineken USA Incorporated
Helen of Troy L.P.



Helena Agri-Enterprises, LLC
HELLY HANSEN U.S., INC.
Henkel Corporation
Herb Pharm LLC
Herbert Malarkey Roofing Company
Herbruck Poultry Ranch, Inc.
Heritage Specialty Foods
HERO ECOTECH LIMITED
HESINGINT ' L TRADING CO.,LTD
Highline Warren LLC
Hillyard, Inc.
Hilti
Himatsingka Linens (A division of Himatsingka Seide Ltd.)
HLB90067, Inc.
Hoffmaster Group, Inc.
Holcim Solutions and Products US LLC
Home Depot USA, Inc
Honey Can Do International, LLC
Honeysticks Limited
Hong Kong Etech Groups Ltd
HONGKONG HONOR HIGH TECH CO., LIMITED
HOPPE North America, Inc.
Horizon Group USA, Inc.
Hormel Foods Corporation
HP Hood LLC
HP Inc
HR Beauty aka rhode skin
Hubei Aishida Electrical Equipment CO Ltd
Hughson Nut, Inc.
Huhtamaki
HUIZHOU WEIDE ELECTRONICS CO., LTD
Hunter Fan Company
Husqvarna Professional Products, Inc.
Husmann Corporation
Hyper Bicycles, Inc.
IERO BEAUTY LLC
IKEA Food Supply (US) Inc.
IKEA North America Services
IKEA Supply AG
ILIA Inc.
Illinois Tool Works Inc.
Image International Manufacturing, LLC dba Image Skincare
Impossible Foods Inc.
Independent Bakers Association (IBA)
Indo Count Industries Ltd
Innersense Organic Beauty, Inc
Inno-Pak, LLC
Innovative Water Care Global Corporation
Inspired Beauty Brands, Inc.
Intel Corporation
International Vitamin Corporation
Intertape Polymer Corp.
Intex Recreation Corp
Intradeco Apparel Inc
Irving Consumer Products Ltd
ITG Holdings USA Inc.
Itoen North America Inc.
J&B Importers, Inc
Jack in the Box Inc.
Jackson Family Wines, Inc.
Jadex Inc.
Jafra Cosmetics International Inc
JAM Packaging LLC.
Jamieson Wellness Inc.
Jazwares, LLC
JDEP Blue Moon
JELD-WEN
Jelly Belly Candy Company
Jelmar LLC
Jiangsu Phoenix Art Materials Technology Co., Ltd.
Jim Beam Brands Co.
JMW Sales, Inc.
101 A Street Ashland, OR 97520 USA
JOANN Inc.
Jockey International, Inc.
John B. Sanfilippo & Son, Inc.
John Paul Mitchell Systems
John Soules Foods, Inc
Johns Manville



Johnson Controls, Inc.
Johnson Outdoors Inc.
Joie Children's Products, Inc.
Josh Rosebrook Skin and Hair Care LLC
JSP Limited
Just Born, Inc.
JustSteven, LLC dba Jones Road Beauty
JVCKENWOOD USA Corporation
Kai Rui Company Limited
Kai Rui Enterprises (Hong Kong) Limited
KAI USA LTD.
Kan-Pak, LLC
KAO USA
Kaper Industrial Limited
Kari Gran Incorporated
Kellanova
Kem Krest
Ken's Foods, Inc.
Kendo Holdings Inc.
Kent International Inc.
Kent Precision Foods Group, Inc.
Keurig Dr Pepper
KHANG AN FOODS JOINT STOCK COMPANY
Kichler Lighting LLC
KIK Consumer Products
Kimberly-Clark Corporation
Kinfield, Inc.
KIRK'S NATURAL LLC
Kitchen Fresh Candies, Inc.
Klean Kanteen, Inc.
Klein Tools, Inc.
KnitWell Intermediate, Inc.
Kodiak Cakes, LLC
Kohler Company
Koki Holdings America Ltd.
Kolbe and Kolbe Millwork Co., Inc.
Kosas Cosmetics, LLC
KQS INC.
Kraft Heinz Foods Company
Kraus USA Plumbing LLC
KraveBeauty LLC
Kruger Products Inc.
KSF Acquisition Corp.
Kuat Innovations LLC
Kubota North America
KUIU LLC
Kunal Housewares Private Limited.
L. L. Bean, Inc.
L. Perrigo Company
L'Occitane, Inc.
L'Oréal
La Jolla Group Inc
LA SAVONNERIE ROYALE
La Sportiva N.A., Inc
La Sportiva N.A., Inc.
LA-CO Industries Inc.
Lachman Imports Inc.
LaCrosse Footwear, Inc.
Lamb Weston Holdings, Inc.
LAMUES TECHNOLOGY CO., LTD.Ã
Lancaster Colony Corporation
Land O'Lakes, Inc.
Lassonde Pappas and Company, Inc.
LATICRETE International, Inc
Lawson Products
Leapfrog Product Development, LLC
Learning Resources
Leclerc Foods USA, inc.
Lee Kum Kee (U.S.A.) Inc.
LEGELITE TECHNOLOGY LIMITED
Legend Brands
LEGO Brand Retail, Inc.
Legrand AV, Inc.
Lenovo (United States) Inc.
Lenox Corporation
Leprino Foods Company
Les Aliments Dainty Foods Inc.
Levi Strauss & Co.

LG Electronics USA, Inc.
 Lian Sheng (Dongguan) Packing & Printing Co., Ltd
 Lian Sheng (Putian) Packing & Printing Co., Ltd
 Lian Sheng (Xiamen) Offset Printing Co., Ltd
 Liansheng Corporation
 Liberty Hardware Manufacturing Corporation
 LIBRA PACIFIC CO., LTD
 Life 360 Inc.
 LifeWave Inc.
 LIMINAL, LC
 Lindt & Sprüngli (North America), Inc
 LINHAI BOLI-FAR LIGHTING PRODUCING CO., LTD
 Linhai Pingfeng Lighting Co., Ltd.
 Linhai Yinhe Electric Lamp Company
 Liphatech, Inc.
 Liqui Moly GmbH
 LIXIL
 Ljulja Beauty Inc. dba Makeup by Mario
 LOLE BRANDS CANADA ULC
 Lorax EPI
 Loveland Products, Inc.
 Lowe's Companies, Inc.
 lululemon usa inc.
 Lush USA Inc
 Lutron Electronics Co., Inc.
 Luxshare Precision Limited
 LVMH
 Lynden Door Inc.
 M+ODE Products LLC
 Macy's, Inc.
 Maelys Cosmetics USA Inc
 Maesa LLC
 Maestri d'Italia Inc.
 Mahco Inc
 MAKALOT Industrial Co., Ltd.,
 Makhteshim Agan of North America, Inc.
 MANSCAPED, INC
 Mantose-Haeuser Co.
 Maple Leaf Foods Inc.
 Mars Incorporated Inc.
 Martin's Famous Pastry Shoppe, Inc.
 Mary Kay Inc.
 Masco Canada Limited
 Massimo Zanetti Beverage USA, Inc.*
 Masterfit Enterprises, Inc.
 Mattel, Inc.
 Max Base Industrial Limited
 Maxim (Taiwan) Company Ltd.
 Maxim Company (Taiwan) LTD.
 McCain Foods Limited
 McCormick & Company, Inc.
 McDonald's USA, LLC
 MCG international
 McKee Foods Corporation
 McLaughlin, Gormley and King
 MCS Industries, Inc.
 Mead Johnson & Company, LLC
 Medal Sports Taiwan Corp.
 Mederer of North America, Inc.
 MegaMex Foods, LLC
 Mellow, Inc
 Mercuries Asia Ltd.
 Merkury Innovations LLC
 Meta Platforms Technologies, LLC
 Metagenics LLC
 Mettler-Toledo, LLC
 Michael Kors (USA), Inc.
 Michaels Stores, Inc.
 Microsoft Corporation
 Midlab, Inc.
 Migoal Technology Co., Ltd
 MILIKA INC
 MillerKnoll
 Millet Mountain Group SAS
 Mindful Nourishment LLC dba Zing Bars
 Minnark Group LLC
 Mitsubishi Electric US Holdings, Inc.
 Mizkan America, Inc.

MJC Confections LLC
MOB BEAUTY INC.
Mobility Holdings, Limited
Molson Coors Beverage Company
Mon Chateau LLC
Mondelez International
Morinaga America, Inc.
MOS Inc.
Motherlove Herbal Company
Mountain Rose Herbs
Musco Olive Products Inc.
Musco Sports Lighting, LLC
NAOS USA INC.
Nash Publishing Group, LLC
Nation Botanics
National Presto Industries, Inc.
Natural Factors Nutritional Products Inc.
Nature's Path Foods Inc.
Natures Treats LLC
Navitas LLC dba Navitas Organics
NCH Corporation
Neal's Yard Holding Inc.
Negative Inc.
Nehemiah Manufacturing Company, LLC
Neo G USA Inc.
Neoteric Cosmetics, Inc.
Nestle USA
NetApp, Inc.
NETGEAR, Inc.
New Balance Athletics, Inc.
New Belgium Brewing Company, Inc.
New Milani Group LLC
New WinCup Holdings, Inc.
New World Imports, Incorporated
Newegg Inc.
Newell Brands, Inc.
Niagara Bottling, LLC
Nice-Pak Products Inc.
Nichols Pistachio
Nicole Tonic Studios Inc.
Nien Made Enterprise Co., LTD.
Nike Incorporated
Nikwax North America Inc.
Ningbo Beslight Imp.&Exp.,Ltd.
Ningbo Brothers Optoelectronics Technology Co., LTD.
Ningbo Feihong Stationery Co.,Ltd
NINGBO FEIHONG STATIONERY LIMITED CORPORATION
NINGBO FENGZE DAILY-USE COMMODITY CO., LTD
NINGBO FULLRIGHT ELECTRONIC CO.,LTD
NINGBO GOLDLAND INDUSTRY AND TECHNOLOGY CO.,LTD
NINGBO KINGTOP INDUSTRY AND TECHNOLOGY CO.,LTD
Ningbo Lisi Import and Export Co Ltd
NINGBO MERRYART GLOW-TECH CO.,LTD.
Ningbo Paramount US Inc.
NINGBO TAIOR COOKWARE CO., LTD
Ningbo Zhonghao Electric Co., Ltd.
Ninghai Xiecheng Rubber and Plastic Co.,Ltd.
Nintendo of America Inc.
Nisco (Thailand) Co., Ltd
Nissan Motor Co. Ltd.
Nissin Foods (U.S.A.) Company, Inc.
Niu Body Inc. o/a Three Ships
No7 Beauty Company
Nordstrom, Inc.
Northern Technologies International Corporation (NTIC)
Novolex Holdings LLC
Nu Skin Products, Inc.
Nulastin, Inc.
Nuna Baby Essentials, Inc.
Nursery Supplies, Inc.
Nutraceutical Corporation
Nutrien Ag Solutions, LLC
NUVIK USA Inc. DBA Crocodile Cloth
Oatly AB
Ocean Spray Cranberries, Inc. dba Ocean Spray
Odele, LLC
OFD Foods, LLC
Olam Holdings Inc.



Olaplex Inc.
Old hickory smokehouse
Old World Spices and Seasonings, dba OWS Foods, LLC
Olds Products Co of Illinois
Ole Smoky Distillery
Ollie
OLLY Public Benefit Corporation
Once Upon A Farm, Public Benefit Corporation
One Frozen LLC
ONNIT LABS, INC
Oral Care Products, LLC
Orangebox Limited
Orbit Irrigation Products, LLC
Oregon Potato Company
Oregon Potato Company
Oregon Precision Industries, Inc. D/B/A Paktech
Ornua Foods North America
Orora Packaging Solutions
Ortlieb USA LLC
Otis Mcallister, Inc.
Otter Products, LLC
Over & Back LLC
90 Adams Ave. Ste B Hauppauge, NY 11788
Overseas Food Trading LTD.
Owens Corning
P.J Chonburi PARAWOOD co.,LTD.
PAC Worldwide
Paceline Products, Inc.
Pacific Coast Producers
Pacifica Beauty, LLC
Packaging with Print
Pact Collective
Pactiv Evergreen Inc.
Paisley Crafts, LLC, DBA iLoveToCreate
Panasonic Corporation of North America
Panera Bread, LLC
Papatui LLC
PARADISE KIDS LLC
Parfums de Coeur Ltd
Paris Presents Incorporated
Patagonia Works
PCHI
Peanut Butter & Co, Inc.
Peerless-AV
Peet's Coffee, Inc
Pella Corporation
Peloton Interactive, Inc.
Penn Emblem Company
Penny Plate, LLC
Pentland Brands Limited
PepsiCo, Inc
Perfetti Van Melle Group
Performance Designed Products LLC
Perlick Corporation
Peruana de Moldeados S.A.C.
Pescanova Inc.
Pescanova, Inc.
Petcurean Pet Foods Ltd.
Peter Thomas Roth LLC
PetSmart
Pfizer
Pharmaceutical Specialties, Incorporated
Pharmavite LLC
Pierre Fabre Dermo-Cosmetique Inc.
Pilot Pen Corporation of America
Piping Rock Health Products, LLC
Plaine Products
Plastic Perfect
PLAYGO TOYS ENTERPRISES LIMITED
Playground For All, Inc.
Plexus Worldwide, LLC
PLZ Corp
Polaris Industries Incorporated
Poly-America, L.P.
Polygroup North America, Inc.
Polyvinyl Films, Inc.
Pompeian, Inc.
Popzup Popcorn
Porsche Cars North America, Inc.

POSHI LLC
 Positec Technology China Co., Ltd.
 Post Holdings, Inc.
 Powpack LLC
 Pregis LLC
 Premier Nutrition Company
 Premium Waters, Inc.
 Pressed Paperboard Technologies, L.L.C.
 Prestone Products Corporation
 Prime Resins, Inc.
 Prime Time Toys Ltd.
 Primera Technology, Inc.
 Printing Partners Group OU
 ProAmpac Holdings LLC.
 Productos Alimenticios DIANA, S.A. de C.V.
 Professional Disposables International, Inc. (PDI)
 Professor Puzzle Ltd
 Prokoz, Inc.
 ProVia
 PT.LUNG CHEONG BROTHERS INDUSTRIAL
 PurposeBuilt Brands
 Pyramex Safety Products, LLC.
 QTOP USA INC
 Quality Bicycle Products
 Quebec Inc.
 QuestSpecialty Corporation
 QVC, Inc.
 R. M. Palmer Company, LLC
 R&G Divergency LLC
 Rad Power Bikes
 Radians, Inc.
 Rainbow Balloons Inc.
 Ralph Lauren Corporation
 Rana Meal Solutions, LLC
 Rand Design Ltd
 Rare Beauty, LLC
 Raw Sugar Living, LLC.
 Razor USA, LLC
 RB Health (US) LLC
 Real Value LLC. DBA Simple Modern
 Reckitt Benckiser LLC
 Recochem
 Recreational Equipment, Inc
 Recycline, Inc dba Preserve
 Red Bull North America
 Red Gold, Inc.
 Red River Foods Inc.
 RefrigiWear, LLC
 Regal Rexnord Corporation
 Renfro Foods, Inc.
 Repligen Corporation
 Republic Plastics LTD
 Reser's Fine Foods
 RESPONSIBLE PRODUCTS LIMITED
 Revlon Consumer Products LLC
 Revolution Sustainable Solutions, LLC
 Reynolds American Inc.
 Reynolds Consumer Products
 Rheem Manufacturing Company
 Rheya Inc.
 Ribbon Communications Operating Company, Inc.
 Rich Products Corporation
 Richemont North America, Inc.
 Righteous Gelato LTD
 Riverside Natural Foods Ltd.
 RL INDUSTRY COMPANY LIMITED
 RMS Organics, LLC
 Rob's Brand's LLC D?B?A Vegan Rob's
 Robert Bosch LLC
 Rockline Industries, Inc.
 Ronpak, Inc.
 Room & Board, Inc.
 Ross Stores, Inc.
 Royce Too LLC
 RPM Industrial Coatings Group, Inc.
 Ruff Wear, Inc.
 Rust-Oleum Corporation
 S.C. Johnson and Son, Inc.

S.M. Products (B.C.) Ltd.
 Sabert Corporation
 Sabra Dipping Company, LLC
 Saigon Furniture Company Limited
 Saint-Gobain Corporation
 Salem One Incorporated
 Sales Force Won! LTD
 Sally Beauty Holdings, Inc.
 Sambazon Inc.
 Samsonite LLC
 Samsung Electronics America, Inc.
 Samsung Lennox HVAC North America, LLC
 Santoki Limited Liability Company
 SAP SE
 Saputo Cheese USA, Inc.
 Sara Lee Frozen Bakery, LLC
 Sargento Foods Inc.
 Savant Technologies LLC
 Savencia Fromage & Dairy
 SBM Life Science Corp
 Scale Media, Inc
 Scentsy, Inc
 Schneider Electric IT Corporation
 Schroeder & Tremayne, Incorporated
 Schwabe North America, Inc.
 Schwan's Company
 Schylling Inc.
 Science of Skincare dba Innovative Skincare
 Sealed Air Corporation
 Seaman Paper of Massachusetts, Inc.
 Second Bite Foods, Inc.
 Seda North America
 See's Candy Shops, Incorporated
 Seirus Innovative Accessories Inc.
 Seneca Foods corporation
 SePRO Corporation
 Sev-Rend
 Shakedown street
 SHANDONG EXCEL LIGHT INDUSTRIAL PRODUCTS CO.,LTD
 Shandong Glassware Corporation
 Shanghai Phoenix Imp. & Exp. Co., Ltd
 Shaoneng Group Guangdong Luzhou ECO Technology Co., Ltd.
 SharkNinja Operating LLC
 Shenzhen Cannice Technology Co.,Ltd
 Shenzhen Fenda Technology CO., LTD.
 FENDA (HONG KONG) HOLDING CO., LIMITED.
 SHINWON CO.
 Shiseido Americas Corporation
 Shurtape Technologies, Limited Liability Company
 Sierra Pacific Windows (a division of Sierra Pacific Industries)
 Signify North America Corporation
 Simple Mills
 SiriusXM Radio, Inc
 Skims Body, Inc.
 Skinfix Inc.
 Sky Organics LLC
 SM GLOBAL KOREA CO., LTD.
 SM Global, LLC.
 Smart Planet Technologies, Inc.
 SmartyPants Inc.
 SMEG S.p.A.
 Smith Sport Optics, Inc.
 Smithfield Foods, Inc
 Smithfoods, Inc.
 Snap-on Incorporated
 Snow Peak USA, Inc.
 Sol de Janeiro USA, Inc.
 Solspring Market
 Solventum Corporation
 Sonos Inc.
 Sony Corporation of America
 Sound n Light Animatronics Co. Ltd.
 Southern Telecom Inc
 Southwire Company LLC
 Spangler Candy Company
 Spartan Chemical Company, Inc.
 Specialty Technologies LLC dba SVS
 Specialty Technologies, LLC
 Spectrum Brands, Inc.

Spin Master, Inc.
 Sprite Industries Incorporated
 SRAM, LLC
 Starbucks Corporation
 Stark Future USA LLC
 StarKist Co.
 State Industrial Products Corporation
 Ste. Michelle Wine Estates LLC
 Steelcase Inc
 STERIL-AIRE, LLC
 Steven Madden Limited
 Stevison Ham Company
 STIHL Incorporated
 Stila Styles, LLC
 Stonhard, Division of StonCor Group, Inc.
 Storck USA, L.P.
 Stout Stuff, LLC
 Streamlight Inc.
 Suave Brands Co, LLC
 Subaru of America, Inc.
 Subzero Group, Inc.
 Suit Up Brands LLC.
 Summer Fridays LLC
 Sun Bum. LLC
 Sunkist Growers, Inc.
 SUNNY DAYS ENTERTAINMENT, LLC
 SunOpta Grains and Foods Inc.
 Sunshine Makers, Inc.
 Superior Foods, Inc.
 Superior Group of Companies, Inc. SGC, Inc.
 SUPPLIER
 Sustainable Packaging Industries LLC
 Sutter Home Winery, Inc.
 Suzuki Marine USA, LLC
 Suzuki Motor USA, LLC
 Swanson Health Products
 Swedish Match North America LLC
 Sweet Candy Company
 Swen Products, Inc.
 Sylvamo North America, LLC
 Syngenta Crop Protection, LLC
 Sysco Corporation
 Tack Cheung Plastic Manufactory Ltd
 Taco Bell Corp.
 Taffy Town, Inc.
 Taizhou Honglai Electronic Technology Co., Ltd
 TaiZhou HuangYan ZhaoXing Crafts Co.,Ltd
 TAIZHOU JUJIN ARTS&CRAFTS CO.,LTD
 Taizhou Meiqile Handicraft Co., Ltd
 Talking Rain Beverage Company, Inc.
 Target Corporation
 Tarte
 Tatcha LLC
 Taylor Fresh Foods, Inc.
 TC Transcontinental Packaging Inc.
 TCF Holdings, Inc
 Tempur Sealy International, Inc.
 Tenacious Holdings Inc.
 TENWEI (HONGKONG) TECHNOLOGY CO., LIMITED
 TePe Oral Health Care, INC.
 Textron Specialized Vehicles
 The Bazooka Companies, LLC
 The Body Firm, LLC
 The Brass Key Inc.
 The Children's Place, Inc.
 The Clorox Company
 The Coca-Cola Company
 The Decorated Cookie Company, LLC d/b/a Corso's Cookies
 The Dow Chemical Company
 The Finish Line Inc.
 The Foreign Candy Company, Inc.
 The Future of Latinx Beauty Inc.
 The Hain Celestial Group, Inc.
 The Hartz Mountain Corporation
 The HC Companies
 The Hershey Company
 The Honest Company, Inc.
 The J.M. Smucker Company
 The Kroger Co.



The Kyjen Company LLC, dba Outward Hound
The Lagunitas Brewing Company
The LIV Group Inc.
The Martin-Brower Company, L.L.C.
The Marvin Companies, Inc.
The Modern Fan Company
The Nunes Company, Inc.
The Original Cakerie Co.
The Pampered Chef, Ltd.
The Pictsweet Company
The Procter & Gamble Distributing LLC
The Purple Cow Advents LLC
The Purple Cow America Inc.
The QUIKRETE Companies LLC
The Radio Flyer Company
The Scotts Miracle Gro Company
The Sherwin-Williams Company
The TJX Companies, Inc.
The Toro Company
The Walt Disney Company
The Wendy's Company
The William Carter Company
The Wonderful Company LLC
Thea Pharma Inc.
Theo Chocolate Inc
Thermos L.L.C.
Thomas Foods International USA
Three Trees Foods, Inc.
Tillamook County Creamery Association
Time's Up Inc
Timex Group USA Inc
TIONG TAT PRINTING INDUSTRY SDN BHD
Toaster Labs LLC, DBA Pulse
Todson Inc.
Tommy Bahama Group, Inc.
Topco Associates, LLC
Topgolf Callaway Brands Corporation
Topway EM Enterprise Ltd
TOY BOX LIMITED
Toyota Motor North America
TPBI Public Company Limited
Tractor Supply Company
Treehouse California Almonds, LLC
Trek Bicycle Corporation
TREMCO CPG, INC.
Trinidad Benham Corporation
True Sons Grooming Inc
TTE Technology, Inc. dba TCL North America
Tu-K Industries
Tube Investments of India (Unit - TI Cycles of India)
Tumi, Inc.
Uline, Inc.
Ulta Inc.
Ultraorganics Worldwide
Under Armour, Inc.
Unilever
Unique Industries, Inc.
United Legwear and Apparel Company
United Natural Foods, Inc. dba UNFI
United States Bakery dba Franz Family Bakeries
UNIVERSAL CANDLE CO LTD
Universal Candle Vietnam Company Limited
Universal Protein Supplements Corp. DBA Universal Nutrition
UPL NA Inc.
UPM-Kymmene Investment, Inc.
Uponor, Inc.
Urban Farmer, Limited Liability Company
Ursa Major Natural Care LLC
US Foods, Inc.
USANA Health Science
Utz Brands, Inc
UV RESOURCES, LLC
Valent USA LLC
Valken, Inc.
Vanguard Soap LLC
Vanicream
Vegamour Inc.
Velong Enterprises Co., LTD;VELONG (CAMBODIA) INDUSTRIES CO., LTD
VELUX America LLC
Ventura Foods, LLC



Verde Bioresins
Versuni USA Corporation
VF Corporation
Victoria's Secret & Co
Viega LLC
ViewSonic Corporation
Virtue Labs, LLC
Vista Outdoor, Inc and/or Revelyst, Inc.
(Vista Outdoor is in the process of spinning/separating companies)
Vital Farms, Inc.
Vital Farms
Vitamin World USA Corporation
Viva 5, LLC doing business as Growve
VIZIO, Inc.
Volkswagen Group of America, INC.
Volm Companies
Vornado Air LLC
VOXX Electronics Corporation
Vuori, Inc.
W Sternoff LLC
W. F. Young Incorporated
W. L. Gore & Associates
W.L. ACTIVEWEAR
W.M. Barr & Co., Inc.
W&K Import and Export Company Limited
Wahl Clipper Corporation
Wahoo Fitness L.L.C.
Wald Family Foods Limited Liability Corporation Company

Walgreens
Walker and Company Brands
Walmart, Inc
Water Tech Corp
Watkins Incorporated
Watts Water Technologies, Inc.
WAY DONG COMPANY LIMITED
Wayfair
WD-40 Company
We evolvetogether Limited Liability Company
Weather Shield Mfg., Inc.
WEIHAI LUDA ART&CRAFT CO., LTD
Welch Foods Inc., A Cooperative
WeldWerks Brewing Co., LLC
Wellness Pet Company
Wells Enterprises, Inc.
WELLWARES (SHIJIAZHANG) LIMITED
Welly Health PBC (Public Benefit Corporation)
Wenzhou Jinfeng Crafts Co.,Ltd
West Liberty Foods LLC
Western Ice Company, LLC
Westinghouse Lighting
Westman Atelier, LLC
WestRock CP Limited Liability Company
Wheels Manufacturing, LLC
WHIRLPOOL CORPORATION
Whole Foods Market Services, Inc
Wilbur-Ellis Holdings II, LLC
Wildlife Research Center, inc.

CAA Oregon Market Share Calculation Methodology

CAA took the following steps to calculate an estimate of CAA's member companies' supply to the Oregon market.

Estimate of CAA Producer Member Supply (Numerator)

To estimate the numerator, CAA carried out a data analysis and modeling exercise to develop a potential range in the amount of supplied material from producer members. Because the majority of producers have not submitted any data to CAA as yet, there is a relatively high degree of uncertainty in the estimated range. The following steps outline the process that CAA undertook to calculate producer member supply:

- For the first program plan submission, CAA asked its 20 founding member companies to provide the total tons of packaging they supplied into Oregon in 2022. The 20 Founding Member companies listed above represent an array of consumer-packaged goods firms and hold significant market share nationally across an array of consumer products that are under the scope of Oregon’s Recycling Modernization Act. CAA provided instructions to these companies on the types of packaging to include and exclude (e.g., exclude packaging covered under Oregon’s container deposit program). Once this data was received, CAA made minor adjustments to ensure all data was in the same unit (pounds). Some member companies were only able to provide national data. For the companies that provided national data, we used U.S. Census data to calculate the percentage of the U.S. population living in Oregon and applied that percentage to the companies’ national data to extrapolate a supply estimate for Oregon.
- Subsequent to the submission of the first program plan, further analysis of the supplied data and subsequent revisions provided by some of the founding members suggested that the expected supplied tons from founding members would likely lie within the range of 130,000 tons to 160,000 tons.
- In preparation for the second program plan, CAA modeled the amount of supply tons based on current membership. CAA estimates that currently registered producers are supplying around 380,000 to 630,000 tons of covered material to the market.

Until data is reported by producer members, there is a high degree of uncertainty in the numbers and these modeled outputs should be taken as directional only.

Between now and the data reporting deadline of March 31, 2025, it is anticipated that additional producers will register with CAA, and therefore the total supplied tons from member producers will increase from the estimate range given above. As it is not known how many or what size of producers are still to register, it is not possible to estimate additional tons with any accuracy. However, an additional 5% is added to the supplied tons to anticipate some further increase. This gives an estimated range of member producer supplied tons between 400,000 and 660,000.

Please note: CAA anticipates that the scope of obligated covered product packaging for purposes of producer supply reports will become clearer for producers once related RMA rulemaking processes are completed and CAA develops more detailed educational and resource materials. As such, actual member supply tonnage may vary.

Estimate of Total Print and Packaging Generation in Oregon (Denominator)

Oregon DEQ provided access to data developed for DEQ by the consulting firm Cascadia Consulting Group, Inc. that was used to estimate impacts of infrastructure improvements and various material collection scenarios. CAA used the data from the 2020 pre-RMA work to produce an estimate of the overall covered paper product and packaging supply to Oregon for the purpose of calculating a market share denominator.

Please Note: Although this data represents the best available diversion data at this time for the purposes of estimating total covered product supply, more accurate information will become available when all producers generate supply reports as the Program Plan begins operations. Total state covered product supply based on producer supply reports may be significantly lower than this initial estimate.

Utilization of this dataset required a set of “reduction” elements to account for materials which are not covered products under the RMA, including Bottle Bill materials, some industrial or other non-consumer facing materials, and materials produced by “small producers.” These factors were deployed against the denominator estimate to reduce the overall number.

The Cascadia dataset includes the material volumes generated from residential and commercial sources in 2017 and projected for 2025 (forecast to 2026), for a total of 50 materials. Forty of those materials are considered to be print and packaging related. Note that the data suggests that ~35% of materials are generated from residential routes while ~54% are generated from commercial routes. See table below.

Total Print & Packaging Tonnage	2017	2026 (Projected)	Change
		1,476,000	1,630,000
Share of Total Percent			
Single-family Residential (on route)	29%	27%	-2%
Multifamily Residential (on-route)	7%	6%	0%*
Commercial (on-route)	31%	31%	0%
Other Commercial	22%	24%	2%
Self-Haul (excl. Bottle Bill)	7%	7%	0%
Bottle Bill	5%	5%	0%
TOTAL	100%	100%	0%

Table i

Between 2017 and 2026, volumes are projected to increase by 154,000 tons or 10.4%. Cardboard, PE film and HDPE tubs are expected to increase the most during this period (on a percentage basis) while newspaper, printing and writing paper are expected to decrease the most.

The average year-over-year percent change in volumes for each material over the 10-year period was applied to the 2017 baseline and escalated to the 2022 year, which is the year for which producer supply data is being requested. This results in total generated tons of **1,561,000 tons**.

In accordance with the scope of the Oregon program, further analysis was undertaken to reduce the total estimated tons to account for exemptions and exclusions.¹ The following reductions were estimated from the Cascadia dataset and applied to the estimated tonnage in 2022:

Exclusions	Reduced Tonnage	Reason and Assumptions
Compostable paper	86,857	
Non-Recoverable Material ²	121,973	
Beverage Containers on Deposit ³	141,965	Tonnage of PET, HDPE, aluminum, steel, glass beverage containers on deposit was reduced

¹ Based on definitions under ORS 459A.863(6).

² Cascadia defines 'non recoverable material' as material which is not covered under the RMA.

³ Based on beverage container definition, under ORS 459A.700.

Small Producers' Materials ⁴	181,531	Tonnage associated with packaging materials generated by small producers and free riders. The de minimis thresholds are less than \$5 million in gross revenues or up to one ton of packaging supplied. Assumed 15% reduction to overall net tons based on past experience in Canadian jurisdictions.
Contamination/Moisture Adjustment to Collected Materials	102,867	Tonnage associated with contamination and moisture in the collected materials will not be reported by producers as supply. Assumed 10% reduction to overall net tons.
TOTAL	925,807	

Table ii

In addition, an analysis was undertaken of the differentials between the reporting from PROs in Canada and the figures above, taking into account the following factors to ensure comparable extrapolation:

- Purchasing power parity
- Disposable household incomes
- Adjustments for historic lightweighting effects of participation in fee payable paper and packaging stewardship (EPR) schemes
- Scope of materials – particularly the difference in coverage of commercial waste streams

Resulting Market Share Estimate

As mentioned above, there is a high degree of uncertainty in the market share projections at this point, due to the very limited data available prior to reporting deadlines in March 2025.

Dividing the range of numerator estimates by the range of denominator estimates results in an estimate of current CAA member companies covered product market share supply by weight in Oregon. The lowest likely market share projection is around **40%**. This is over double the estimated market share presented in the previous Program Plan submission, showing at a minimum a large increase. A larger market share is possible, but the availability of data limits certainty.

CAA anticipates further increases in membership that will add to the total CAA market share prior to program plan implementation, with more accurate estimates of market share being possible after member company data has been submitted and verified.

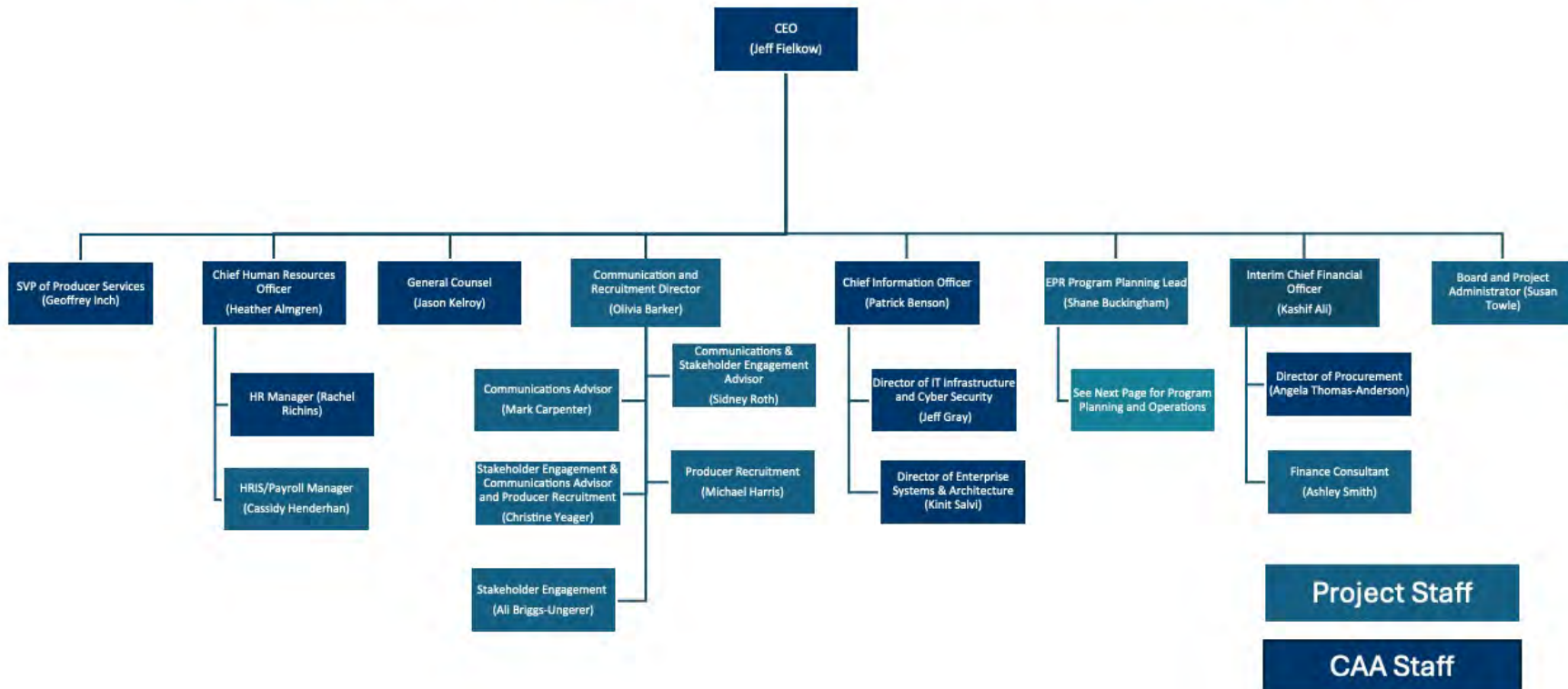
⁴ Based on ORS 459A.863(32). Volume of material associated with small producers will be difficult to accurately assess until all producers are reporting supply into the Oregon market.

Appendix C:

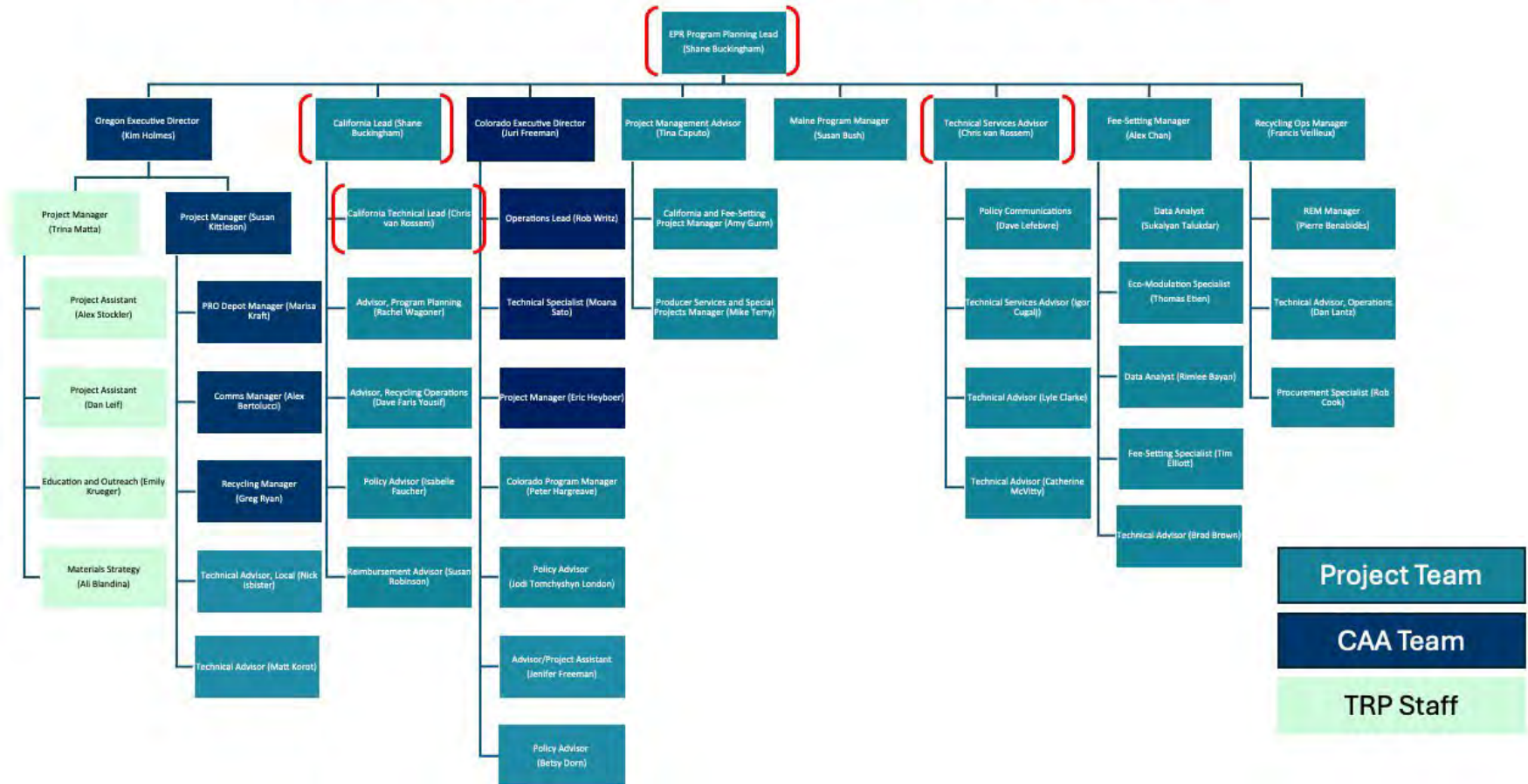
CAA Organizational Structure

As noted in the program plan, Circular Action Alliance (CAA) is a nonprofit organization established to fulfill producer obligations related to EPR statutes in a number of states, including Oregon. CAA has utilized the services of The Recycling Partnership (TRP) to support the development of the Oregon program plan. An organizational chart is included on the following pages.

Current State – Overall CAA Organizational Structure



Current State – Program Planning and Operations



Appendix D:

Stakeholder Engagement

During the development of this program plan, CAA and its partners have engaged and consulted with a large number of relevant stakeholders. While insights from some have been included within the narrative of the plan, others preferred their perspective to remain unofficial at this stage.

Local Governments, Service Providers (select groups and existing depot operators)

Note: The list below does not include all entities that participated in the Oregon Recycling System Optimization Project (ORSOP).

- Metro Regional Governments (group) – multiple engagements across different topic areas
- City of Salem and service providers
- Columbia County Government
- Deschutes County Government with Cities and service providers
- Lane County Government with Cities and service providers
- Marion County Government with Cities and service providers
- Lincoln County Government with Cities and service providers
- Milton-Freewater and DEQ regional rep
- City of Corvallis
- Rogue Disposal (dba Waste Connections), Thompson Sanitary, Dahl Disposal, Pendleton Sanitary
- Tillamook County Government with Cities and service providers
- Washington County and all cities in the IGA
- Waste Management
- Recology of Oregon
- Waste Connections
- Republic Services
- Dahl Disposal Services
- North Lincoln Sanitary
- Thompson Sanitation
- Southern Oregon Sanitation
- Brandt’s Sanitary Service
- Royal Refuse
- Loren’s Sanitation Services
- Dahl & Dahl, Inc
- Valley Recycling
- Nestucca Valley Recycling
- Sutherlin Sanitary
- Humbert Refuse
- Roseburg Disposal Company
- Pacific Sanitation
- Suburban Garbage Service
- Pride Disposal and Recycling Company
- Apex Recycling and Disposal
- D&O Garbage Service, Inc
- City Sanitary Service
- Cascade Disposal Co.
- South Umpqua Disposal Company
- Valley Recycling and Disposal

Potential Additional Depot Material Partners

- Habitat ReStore
- St. Vincent de Paul
- BRING
- Mattress Recycling Council
- PaintCare
- Metro HHW program
- Ridwell
- Oregon Beverage Recycling Cooperative
- James Recycling
- Ground Score
- The Arc of Portland

End Markets

- D6
- DirectPack
- Denton Plastics
- EFS-Plastics
- Merlin Plastics
- ORPET
- Indorama
- KW Plastics
- FoamCycle
- Intco
- Polystyvert
- Rennueva
- FreePoint Ecosystems
- Nexus Circular
- PureCycle
- Royal Interpack
- Reynolds Foil
- Gottlieb
- Real Alloy
- Recycle Aerosol
- NORPAC
- Sonoco
- Cascade
- Nucor
- PakTech
- New Indy Recycling
- Georgia Pacific
- Pratt Industries
- Port Townsend Paper
- Indorama
- K&S Recycling
- Juno LLC
- Glass-to-Glass Inc.
- Sibelco (formerly Strategic Materials)
- Knauf Insulation
- CellMark
- SeaPort International
- Canusha Hershman
- Town Trading
- National Fiber
- Potential Industries
- ICF Global
- Pioneer International
- Allan Company
- America Chung Nam
- Federal International
- rPlanet Earth
- Cascades

CRPFs

- EFI Recycling
- Far West Recycling
- Garten Services
- Eco Sort
- Pioneer Recycling Services
- Walla Walla Recycling
- Waste Connections of West Vancouver
- Waste Management

Other / Trade Associations

- American Forest & Paper Association (AF&PA)
- Association of Plastic Recyclers (APR)
- Can Manufacturers Institute (CMI)
- Carton Council of North America



- Closed Loop Partners / NextGen Consortium
- Foodservice Packaging Institute (FPI)
- Glass Packaging Institute (GPI)
- Household and Commercial Products Association (HCPA)

- North American Insulation Manufacturers Association (NAIMA)
- Oregon Refuse & Recycling Association (ORRA)
- The Recycling Partnership
- RRS

Community Based Organizations (CBOs)

- The Arc of Portland
- Ground Score

- St. Vincent de Paul
- Trash for Peace

Appendix E:

Itemized Budgets by Program Year

Preliminary Program Cost Estimate Ranges over 3 Years of Operations

There are no updates to the program cost estimates for this plan submission. Upon completion of ORSOP, CAA will update its system cost estimates and detailed base fee schedule for the December program plan submission.

CAA developed a range of preliminary program cost estimates to be published in the Program Plan. Presenting a range of anticipated program costs is reasonable given the absence of program data and uncertainty with estimates at this early stage.

To inform these estimates, the CAA project team relied on best available data on covered material volumes, current understanding of future system needs and costs in advance of completing the Oregon Recycling System Optimization Project. Insights were also drawn from EPR programs in other jurisdictions. Given the high degree of uncertainty associated with these estimates, a conservative base case and high case scenario were developed.

	Base Case		
	Pre-Program + 2025	FY2026	FY2027
Local Government Collection Services Expansion	\$53,900,000	\$143,100,000	\$158,900,000
Contamination Reduction Programming	\$13,100,000	\$13,100,000	\$13,100,000
Transportation Reimbursement	\$4,800,000	\$12,600,000	\$9,500,000
Others	\$1,100,000	\$1,200,000	\$1,200,000
Payments to CRPFs	\$25,300,000	\$50,400,000	\$76,600,000
PRO Materials Management (Depots)	\$33,900,000	\$54,100,000	\$56,800,000
REM Development and Verification	\$2,900,000	\$3,200,000	\$3,200,000
Special Material Investments incl. SIMs	\$7,750,000	\$2,000,000	\$2,000,000
Education and Outreach	\$10,400,000	\$7,500,000	\$7,600,000
Regulatory	\$8,150,000	\$9,417,000	\$15,600,000
PRO Management and Administration	\$11,800,000	\$10,300,000	\$11,050,000
Program Reserves	\$45,500,000	\$27,300,000	\$18,200,000
Total Budget	\$219,000,000	\$335,000,000	\$374,000,000

Table iii. Preliminary program plan cost estimates – base range.

	High Case		
	Pre-Program + 2025	FY2026	FY2027
Local Government Collection Services Expansion	\$70,070,000	\$186,030,000	\$206,570,000

Contamination Reduction Programming	\$13,100,000	\$13,100,000	\$13,100,000
Transportation Reimbursement	\$6,240,000	\$16,380,000	\$12,350,000
Others	\$1,430,000	\$1,560,000	\$1,560,000
Payments to CRPFs	\$32,890,000	\$65,520,000	\$99,580,000
PRO Materials Management (Depots)	\$44,070,000	\$70,330,000	\$73,840,000
REM Development and Verification	\$3,770,000	\$4,160,000	\$4,160,000
Special Material Investments incl. SIMs	\$10,000,000	\$2,600,000	\$2,600,000
Education and Outreach	\$12,800,000	\$9,750,000	\$9,880,000
Regulatory	\$8,150,000	\$10,871,000	\$16,500,000
PRO Management and Administration	\$14,200,000	\$13,390,000	\$14,430,000
Program Reserves	\$70,000,000	\$42,000,000	\$28,000,000
Total Budget	\$287,000,000	\$436,000,000	\$483,000,000

Table iv. Preliminary program plan cost estimates – upper range.

Description of Budget Category Estimate Methodology

Local Government Collection Services Expansion

Local government collection services expansion covers the anticipated costs of funding local government recycling service expansions and improvements. This includes capital requirements for on-route service, depot and reload facility upgrades and expansions. It also includes eligible operating costs relating to existing local government depot operations and reload facilities.

Data included in the 2023 Needs Assessment was not detailed enough to support accurate estimates of local government service expansion requests. For example, the number of new trucks associated with local government information in the Assessment could be interpreted to be as high as 1,500. Based on assumptions regarding an increase in material volumes in many jurisdictions and the anticipated expansion of on-route services in select jurisdictions, CAA assumed a requirement for approximately 200 trucks with a price of \$400,000 per vehicle. With respect to depots and recycle reload facilities, CAA assumed both an expansion of existing facilities and the sourcing of approximately 30 new facilities over the course of the first Program Plan. CAA capital asset costs have not been amortized in these estimates.

Some estimates are fixed because they depend on known parameters with known allocations. In other cases, the calculations are based on assumptions subject to significant variability based on interpretation or unknown parameters. The base case reflects a preliminary estimate of costs based on current information while the high estimate represents the margin of error that exists given the lack of information available. Based on existing information, there is a high level of uncertainty regarding these estimates, the eligibility of various local government funding requests and the timing of expenditures. CAA will be in a substantially improved position to estimate these costs once the Oregon Recycling System Optimization Project is complete.

Contamination Reduction Programming



CAA has assumed a funding requirement equivalent to the \$3 per capita cap created under the RMA. This includes contamination measurement such as periodic assessments and evaluations.

Transportation Reimbursement

Based on preliminary information, CAA has assumed that local governments and their service providers will transport approximately 128,000 tons of material that is eligible for transportation subsidies on an annual basis. Transportation cost estimates were based on industry hauling rates published by the American Transportation Research Institute (ATRI) for the year 2023. These rates were applied to distances between wastesheds and the closest commingled recycling processing facility available for processing (where transportation distances were greater than 50 miles). CAA also factored some facility handling costs into this estimate.

Others

Others represents an initial estimate of the program to cover the price premium to ensure post-consumer content in roll carts.

Payments to CRPFs

These costs relate to anticipated CAA payments to CRPFs (that are reflective of commodity revenues), compensate them for receiving and sorting covered materials, disposing of contaminants and residue, managing material cost fluctuations and implementing facility improvements required to meet CRPF RMA requirements.

Estimates of CAA payments to CRPFs were largely based on volume estimates and fee rates for the Processor Commodity Risk Fee (PCRF) and the Contamination Management Fee included in *Study Results Processor Commodity Risk Fee Contamination Management Fee: March 7, 2024 Final Report* by Crowe. These estimates will be revised once RMA rules related to the calculation of these amounts are finalized.

PRO Materials Management

These costs relate to CAA's obligation to establish a depot system to manage PRO materials from collection to recycling. These costs reflect the estimated funding requirements based on Oregon system needs to operate PRO depots, set up collection events and activate curbside collection of certain PRO materials. The exact number of collection points required to meet the RMA convenience standards will be determined through the program development process. This may result in additional required collection points to meet DEQ standards.

In developing this preliminary estimate, CAA assumed that approximately 85% of existing depot locations would be interested in operating as a collection partner for PRO Recycling Acceptance List materials. CAA also assumed that certain PRO Recycling Acceptance List materials would continue to be collected through curbside collection programs. Depot cost estimates were based on CAA cost modeling informed by the costs of managing similar materials through depots in other jurisdictions and cross-referenced with material volume and cost estimate information from [Overview of Scenario Modeling: Oregon Plastic Pollution and Recycling Modernization Act](#).

There is high level of uncertainty with respect to these cost estimates and the number of existing depots that will actually choose to partner with CAA in collecting PRO acceptance list materials. CAA will be in a significantly improved position to estimate these costs once the Oregon Recycling System Optimization Project is completed.

REM Development and Verification

REM development and verification costs were budgeted based on an estimate of the number of audits to be conducted during the course of the program (~200-250) along with required REM infrastructure and potential costs associated with CAA actions taken to address REM compliance. Individual audits were estimated at \$10,000 per audit, confirmed by two standard developers using a third-party verification body to undertake audits. The estimated number of audits was determined by listing all potential buyers of different commodities. REM development and verification costs were estimated separately for USCL and PRO Recycling Acceptance List materials.

Special Materials Investments including SIMs

These costs relate to CAA estimates of investments (research, trials, studies, etc.) earmarked to improve the recycling of SIMs and other materials. CAA has identified 11 materials that are candidates for investments and their associated costs of initial studies and field trials. PET thermoforms and glass are two high focus materials at present. This preliminary estimate may be adjusted as further outreach with producers and other stakeholders focuses on potential recycling changes for additional covered product materials.

Education and Outreach

These costs represent CAA’s estimates of the cost to deliver the RMA mandated statewide education and outreach program to support local government communications activity related to the collection of USCL materials as well as driving awareness among residents about the acceptance of PRO materials at PRO depots. The budget was developed with The Recycling Partnership (TRP), which has extensive experience in the design and delivery of recycling communications. Estimates include research, creative development and distribution of materials as well as multilingual translations. On average, the proposal costs close to \$2 per capita.

Regulatory

Regulatory costs include the Program Plan review fee, annual administrative fees payable to DEQ and potential CAA contributions to the Waste Prevention and Reuse Fund. As per ORS 459A.941, CAA’s initial estimate has assumed annual contributions equivalent to 10% of its annual expenditures based on a rolling three-year average, starting in 2026. These estimates will be revised once RMA rules related to the calculation of these amounts are finalized.

PRO Management and Administration

These estimates reflect CAA’s initial estimate of PRO administration and operational costs in Oregon necessary to administer various RMA programs. This includes Oregon PRO office expenses, staffing, overhead, and services support received from National CAA. This includes pre-program start-up and program development costs. These costs were reviewed by a third-party public accounting firm.

Program Reserves

Program reserves estimates were established based on working capital and risk mitigation needs of the program, guided by CAA finance policy. The proposed program reserves targets reflect six months of “variable” operating expenses under steady-state program operations (assume 2027).

A portion of fees collected will contribute to the accumulation of the reserves target.

Appendix F:

PRO Depot Lists and Coverage

The separate appendix list of existing depots (Tab 1 of Appendix F Excel) was used to inform the mapping and convenience standards efforts to inform the PRO Recycling Acceptance List section of this Plan.

This list makes no assumptions about facilities' willingness to partner with CAA as no formal negotiations have taken place. However, initial discussions with some existing depot operators have generally been encouraging. CAA has also been maintaining a list of "back-up" locations which it plans to use as necessary to supplement provision in areas where convenience standards may otherwise not be met, including suitably-sized hauler yards and facilities run by other organizations CAA has informally approached, such as Habitat for Humanity Restore.

Tab 2 and 3 of Appendix F Excel represent the distribution of the collection points modeled for the Program Plan (by state and county, and by city). It includes all collection points, including special events and the provision of curbside collection in certain areas. The site locations and quantity are subject to change based on negotiations with local governments.

ID	Region	County	Pmt #	Facility Name	Address	City	Zip	
P50	Eastern	BAKER	152	Baker Sanitary Landfill	SE OF BAKER CITY	BAKER CITY	97807	
D73	Western	BENTON	306	Coffin Butte Landfill	29175 COFFIN BUTTE RD	CORVALLIS	97330	
D74	Western	BENTON	N/A	Corvallis Disposal	110 NE Walnut Blvd	Corvallis	97330	
ED28	Western	BENTON		EVENT/DOORSTEP		PHILOMATH		
D75	Western	BENTON	N/A	First Alternative Coop	2855 NW Grant Ave	Corvallis	97330	
D51	Northwest	CLACKAMAS	480	KB Recycling Inc. Materials Recovery Facility	9602 SE CLACKAMAS RD	CLACKAMAS	97015-9731	
D52	Northwest	CLACKAMAS	443	Canby Transfer & Recycling Center	1600 SE 4TH AVE	CANBY	97013	
D53	Northwest	CLACKAMAS	121	Clackamas County Garbage & Recycling Transfer Station aka Sandy Transfer Station	19600 SE CANYON VALLEY ROAD	SANDY	97055	
D54	Northwest	CLACKAMAS	350	Metro South Transfer Station	2001 WASHINGTON ST	OREGON CITY	97045	
H4	Northwest	CLACKAMAS		Northwest Polymers	291 Commercial Pkwy.	MOLALLA	97038	
ED2	Northwest	CLACKAMAS		EVENT/DOORSTEP		GLADSTONE		
PP2	Northwest	CLACKAMAS		Red White and Blue	19239 SE McLoughlin Blvd.	GLADSTONE	97027	
PP3	Northwest	CLACKAMAS		Goodwill Distribution Center	1740 SE Ochoco St.	MILWAUKEE	9722	
ED3	Northwest	CLACKAMAS		EVENT/DOORSTEP		WESTLINN		
DB6	Northwest	CLACKAMAS		GOODWILL - HAPPY VALLEY	17386 SE SUNNYSIDE ROAD	HAPPY VALLEY	97088	New
DB8	Northwest	CLACKAMAS		GOODWILL - LOWER BOONES FERRY	17150 BOONES FERRY RD LOWR	LAKE OSWEGO (OSWEGO)	97035-5214	New
DB12	Northwest	CLACKAMAS		GOODWILL - SANDY	37201 HIGHWAY 26	SANDY	97055	New
D55	Northwest	CLATSOP	382	Astoria Transfer Station	1790 Williamsport Road	ASTORIA	97103	
H5	Northwest	CLATSOP		Recology yard	2320 SE 12th Pl.	WARRENTON	97146	
D56	Northwest	CLATSOP	N/A	Seaside Recycle Depot	855 Avenue S	Seaside	97138	
D57	Northwest	COLUMBIA	1323	Columbia County HHW & Transfer Station	1601 RAILROAD AVENUE	ST. HELENS	97051	
ED4	Northwest	COLUMBIA		EVENT/DOORSTEP		SCAPPOOSE		
D76	Western	COOS	1519	Beaver Hill Solid Waste Facility	55722 HWY 101	COOS BAY(will cover Coquille)	97420	
D77	Western	COOS	401	West Coast Recycling And Transfer Inc. dba Public Disposal & Recycling	1210 S. BROADWAY ST.	COOS BAY	97420	
H6	Western	COOS		Les Sanitary	3432 Cedar St.	NORTH BEND	97459	
DA13	Western	COOS		Coquille Recycling Center	SEC02,T28S,R13W	COQUILLE	97423	New
D5	Eastern	CROOK	74	Crook County Landfill	5601 SW HOUSTON LAKE RD	PRINEVILLE	97754	
D6	Eastern	CROOK	482	Prineville Disposal Reload Station	1751 N MAIN ST	PRINEVILLE	97754-9138	
D78	Western	CURRY	414	Brookings Transfer Station	17498 CARPENTERVILLE RD	BROOKINGS	97415	
D8	Eastern	DESCHUTES	1315	Deschutes County Transfer Station and Household Hazardous Waste Facility	61050 SE 27TH ST	BEND	97702	
H1	Eastern	DESCHUTES		Bend Garbage and Recycling (Republic)	20835 Montana Way, Bend, OR 97701	BEND	97701	
H2	Eastern	DESCHUTES		Cascade Disposal (WCN)	1300 SE Wilson Ave.	BEND	97702	
PP1	Eastern	DESCHUTES		Central Oregon Community College	2600 NW College Way, Bend, OR 97703	BEND	97703	
D9	Eastern	DESCHUTES	430	Negus Transfer Station	2400 NE Maple Ave	REDMOND	97756	
H3	Eastern	DESCHUTES		High desert Disposal (Republic)	1090 NE Hemlock Ave.	REDMOND	97756	
D10	Eastern	DESCHUTES	418	Northwest (Fryear) Transfer Station	68200 Fryrear Rd	SISTERS	97759	
D11	Eastern	DESCHUTES	408	Southwest Transfer Station	54580 Hwy 97	LA PINE	97739	
D7	Eastern	DESCHUTES	417	Alfalfa Transfer Station	WALKER ROAD	BEND	97702	
DB25	Eastern	DESCHUTES		GOODWILL - REDMOND	3380 S. HIGHWAY 97	REDMOND	97758	New
PP15	Western	DOUGLAS		Sunrise Enterprises	126 W Douglas Blvd, Winston, OR 97496	WINSTON	97496	
H7	Western	DOUGLAS		Southerland Sanitary Service	1050 S Calapooia St. 300 REEDSPORT	SUTHERLIN	97479	
D89	Western	DOUGLAS	464	Reedsport Transfer Station	TRANSFER STATION ROAD	REEDSPORT	97467	
D90	Western	DOUGLAS	477	Roseburg Transfer Station	165 MCCLAIN WEST AVE.	ROSEBURG	97470	
D3	Eastern	GILLIAM	415	Condon Transfer Station	BROWN LANE	CONDON	97823	
D12	Eastern	GRANT	471	Hendrix (Clark's) Transfer Station	LUCE CREEK RD	JOHN DAY	97845	
D13	Eastern	HARNEY	1496	Burns-Hines Disposal Site (C&B Disposal)	53206 Monroe Ln.	BURNS	97720	
D14	Eastern	HOOD RIVER	347	Hood River Recycling & Transfer Station + Tri-County HHW Collection Facility	3440 GUIGNARD DR	HOOD RIVER	97031	
D93	Western	JACKSON	483	Rogue Transfer Station & Mrf	8001 TABLE ROCK RD	WHITE CITY	97503-1021	
ED29	Western	JACKSON		EVENT/DOORSTEP		MEDFORD		
ED30	Western	JACKSON		EVENT/DOORSTEP		MEDFORD		
ED31	Western	JACKSON		EVENT/DOORSTEP		MEDFORD		
ED32	Western	JACKSON		EVENT/DOORSTEP		PHOENIX		
ED33	Western	JACKSON		EVENT/DOORSTEP		TALENT		
D94	Western	JACKSON	475	Valley View Transfer Station	3000 N. VALLEY VIEW RD.	ASHLAND	97520	
H13	Western	JACKSON		Recology Depot	220 Water St, Ashland.	ASHLAND	97520	

ED31	Western	JACKSON		EVENT/DOORSTEP		CENTRAL POINT	
D95	Western	JACKSON	N/A	Southern Oregon Sanitation - Eagle Point	42 BALL RD.	EAGLE POINT	97524
DB28	Western	JACKSON		GOODWILL - SOUTHERN OREGON	2077 LARS WAY	MEDFORD	97501
D18	Eastern	JEFFERSON	N/A	Madras Sanitary Recycle Depot	1778 NW Mill St.	MADRAS	97741
D98	Western	JOSEPHINE	492	Redwood Transfer Station (Souther	1381 REDWOOD AVE	GRANTS PASS	97527-5519
D99	Western	JOSEPHINE	N/A	Republic Depot	1920 NW Washington Blvd	GRANTS PASS	97526
D96	Western	JOSEPHINE		491 ne Recycling And Transfer Station (Republic	1749 MERLIN ROAD	GRANTS PASS	97526
D4	Eastern	KLAMATH	1712	Klamath Falls Landfill Transfer Station	801 OLD FORT RD.	KLAMATH FALLS	97601
D20	Eastern	KLAMATH	47	Chemult Landfill	400 Chemult Dump Road	CHEMULT	97731
D29	Eastern	KLAMATH	497	Rogue Klamath Transfer Station	4005 TINGLEY LN	KLAMATH FALLS	97803
D31	Eastern	LAKE	1596	Thomas Creek Road Transfer Station	23980 THOMAS CREEK ROAD	LAKEVIEW	97630
D108	Western	LANE	363	McKenzie Bridge Transfer Station	55805 MCKENZIE HWY	BLUE RIVER	97413
D101	Western	LANE	383	Cottage Grove Transfer Station	78760 SEARS RD.	COTTAGE GROVE	97424
D102	Western	LANE	384	Creswell Transfer Station	34293 E CLOVERDALE RD	CRESWELL	97426-9417
D104	Western	LANE	289	Glenwood Central Receiving Station	3100 E. 17TH AVE.	EUGENE	97403
	Western	LANE		Bring Recycling	4446 Franklin Blvd	EUGENE	97403
D117	Western	LANE	458	Ecosort Material Recovery Facility	3425 E 17TH AVE	EUGENE	97403-3200
PP16	Western	LANE		Saint Vincent Depaul	888 Garfield St.	EUGENE	97402
PP17	Western	LANE		Saint Vincent Depaul	2890 Chad Dr.	EUGENE	97408
PP18	Western	LANE		Bottle Drop Redeption Center	2105 W Broadway,	EUGENE	97402
D103	Western	LANE	416	Florence Transfer Station	2820 RHODODENDRON DR	FLORENCE	97439
PP20	Western	LANE		Saint Vincent Depaul	333 Pacific Hwy W.	JUNCTION CITY	97448
					44041 CANAL LN (OFF		
D115	Western	LANE	229	Vida-Leaburg Transfer Station	HWY. 126)	LEABURG	97489
					38935 SHOTGUN CREEK		
D107	Western	LANE	253	Marcola Transfer Station	ROAD	MARCOLA	97454
D109	Western	LANE	411	Oakridge Transfer Station	48977 KITSON SPRINGS	OAKRIDGE	97463
H8	Western	LANE		International Paper Springfield Recycling	800 48th St,	SPRINGFIELD	97478
					4555 Main St, Springfield,		
PP19	Western	LANE		Saint Vincent Depaul	OR 97478	SPRINGFIELD	97478
D114	Western	LANE	274	Veneta Transfer Station	24444 BOLTON HILL RD	VENETA	97487
D116	Western	LANE	225	Walton Transfer Station	18585 TRANSFORMER RD.	WALTON	97490
D119	Western	LINCOLN	N/A	North Lincoln Sanitary Service	1726 SE Hwy 101	Lincoln City	97367
H9	Western	LINCOLN		Dahl Disposal	235 SW Dahl Ave.	WALDPORT	97394
				Thompson's Transfer and Disposal Inc.			
D121	Western	LINCOLN	377	("Agate Beach Transfer Station")	8096 NE AVERY ST.	NEWPORT	97365
D123	Western	LINCOLN	425	Toledo Transfer Station	5441 US-20.	TOLEDO	97391
D124	Western	LINN	N/A	Albany-Lebanon Recycling Depot	1454 Industrial Way SW	ALBANY	97322
					840 30th Ave SW, Albany,		
H10	Western	LINN		Republic Albany Source Reduction Center	OR 97321	ALBANY	97321
D125	Western	LINN	365	Sweet Home Sanitation Transfer Station	1325 18TH AVE.	SWEET HOME	97386
ED34	Western	LINN		EVENT/DOORSTEP		LEBANON	
	Western	LINN		EVENT/DOORSTEP		*	
D34	Eastern	MALHEUR	436	Ontario Sanitary Service Transfer Station	540 SE 9th Avenue	ONTARIO	97914
	Eastern	MALHEUR		EVENT/DOORSTEP		*	
ID	Region	County	Permit #	Facility Name	Address	City	Zip
D126	Western	MARION	400	Marion Resource Recovery Fac	3680 BROOKLAKE RD NE	SALEM	97303-9750
D127	Western	MARION	388	Gaffin Road Transfer Station	3250 DEER PARK RD SE	SALEM	97301
D131	Western	MARION	N/A	Pacific Sanitation	3475 Blossom Dr NE	Salem	97305
D133	Western	MARION	N/A	Suburban Garbage	6075 State St	Salem	97317
D134	Western	MARION	N/A	Garten Recycling Center	3334 Industrial Way NE	Salem	97303
				North Marion County Recycling			
D128	Western	MARION	1348	&Transfer Station	17827 WHITNEY LN NE	WOODBURN	97071-9580
D130	Western	MARION	N/A	Loren's Sanitation	1141 Chemawa Rd N	Keizer	97303
ED35	Western	MARION		EVENT/DOORSTEP		KEIZER	
				Republic Services of Marion County -			
D132	Western	MARION	N/A	Silverton	830 McClaine Street	Silverton	97381
DB57	Western	MARION		Compost Oregon	8712 Aumsville Hwy	AUMSVILLE	97325
D136	Western	MARION	N/A	D&O Garbage	1140 Boone Rd SE	Salem	97306
P47	Western	MARION	502	Marion County Hshld HW Coll Fac	3230 DEER PARK DRIVE, SE	SALEM	97301
D135	Western	MARION	N/A	Clayton Ward	3500 Mainline Drive NE	Salem	97301
DB58	Western	MARION		Regis High School	550 W Regis St.	STAYTON	97383
D129	Western	MARION	381	Woodburn Recycle Center & TS	2215 N FRONT ST	WOODBURN	97071-9732
D35	Eastern	MORROW	1261	North Morrow County Transfer Station	69900 FRONTAGE LANE	BOARDMAN	97818
D37	Eastern	MORROW	406	South Morrow Transfer Station	Lexington/Heppner Hwy 74	LEXINGTON	97839

P19	Eastern	MORROW	394	Finley Buttes Regional Landfill	73221 Bombing Range Road	Boardman	97818
D59	Northwest	MULTNOMAH	387	Environmentally Conscious Recycling-ECR	12409 NE SAN RAFAEL	PORTLAND	97230
D60	Northwest	MULTNOMAH	501	Suttle Road Recovery Facility	4044 N SUTTLE RD	PORTLAND	97217-7732
D62	Northwest	MULTNOMAH	1717	Far West Recycling	12820 NE MARX ST	PORTLAND	97230-1067
D63	Northwest	MULTNOMAH	409	Metro Central Transfer Station	6161 NW 61ST AVE	PORTLAND	97210-3675
ED14	Northwest	MULTNOMAH		EVENT/DOORSTEP		PORTLAND	
ED15	Northwest	MULTNOMAH		EVENT/DOORSTEP		PORTLAND	
ED16	Northwest	MULTNOMAH		EVENT/DOORSTEP		PORTLAND	
ED17	Northwest	MULTNOMAH		EVENT/DOORSTEP		PORTLAND	
PP4	Northwest	MULTNOMAH		The Arc of Portland		PORTLAND	
PP5	Northwest	MULTNOMAH		Ground Score		PORTLAND	
PP6	Northwest	MULTNOMAH		James Recycling		PORTLAND	
PP7	Northwest	MULTNOMAH		Bottle Drop Redemption Center	1176 N Hayden Meadows Dr.	PORTLAND	97217
PP8	Northwest	MULTNOMAH		Bottle Drop Redemption Center	555 NE 122nd Ave.	PORTLAND	97230
D61	Northwest	MULTNOMAH	1392	Gresham Sanitary Service	2131 NW BIRSDALE AVE	GRESHAM	97030
PP10	Northwest	MULTNOMAH		Gresham Habitat Restore	610 NE 181st Ave.	GRESHAM	97230
PP11	Northwest	MULTNOMAH		Mount Hood Community College	26000 SE Stark St.	GRESHAM	97030
PP12	Northwest	MULTNOMAH		Bottle Drop Redemption Center	1313 Powell Blvd	GRESHAM	97030
ED18	Northwest	MULTNOMAH		EVENT/DOORSTEP		FAIRVIEW	
PP13	Northwest	MULTNOMAH		Bottle Drop	23345 NE Halsey St.	WOOD VILLAGE	97060
H12	Northwest	MULTNOMAH		Twelve Mile Disposal	2430 NW Marine Dr.	TROUTDALE	97060
D137	Western	POLK	N/A	Republic Services - Dallas	1030 W. Ellendale Ave	Dallas	97338
D138	Western	POLK	N/A	Brandt's Sanitary Service	158 Pacific Ave S	Monmouth	97361
ED36	Western	POLK		EVENT/DOORSTEP		INDEPENDENCE	
D139	Western	POLK	N/A	Valley Recycling & Disposal	2515 Salem/Dallas Hwy OFF WELK RD, NEAR BIGGS JUNCTION	Salem	97304
P53	Eastern	SHERMAN	440	Sherman County Transfer Station		BIGGS	97823
D66	Northwest	TILLAMOOK	395	Tillamook Transfer Station	1315 ECKLOFF RD	TILLAMOOK	97141-9576
D67	Northwest	TILLAMOOK	N/A	City Sanitary Recycling Depot	2303 11st St.	Tillamook	97141
D38	Eastern	UMATILLA	N/A	Milton-Freewater Recycling Depot	13 SE 9th	MILTON-	97862
D39	Eastern	UMATILLA	444	Pendleton Transfer Station	REITH ROAD	PENDELTON	97801
D41	Eastern	UMATILLA	429	Sanitary Disposal Transfer Station	TAX LOTS 101 AND 107	HERMISTON	97838
D43	Eastern	UMATILLA	N/A	Umatilla Recycling Depot	No specific address: Yerxa	Umatilla	97882
D42	Eastern	UMATILLA	N/A	Hemiston Recycling Depot (Sanitary)	220 W. Harper Rd	Hermiston	97838
D44	Eastern	UNION	442	Waste Pro Recovery Transfer Station	HIGHWAY 30	LA GRANDE	97850
D46	Eastern	WALLOWA	N/A	Recycling Center	304 Fish Hatchery Lane	Enterprise	97828
D47	Eastern	WASCO	462	The Dalles Transfer Station + Tri-County	1317 W 1ST ST	THE DALLES	97058-3591
ID	Region	County	Pmt #	Facility Name	Address	City	Zip
D72	Northwest	WASHINGTON	435	WRI Willamette Resources Inc TS/MRF	10295 SW RIDDER RD	WILSONVILLE	97070
D68	Northwest	WASHINGTON	1280	Tualatin Valley Waste Recovery	3215 SE MINTER BRIDGE	HILLSBORO	97123
D70	Northwest	WASHINGTON	1718	Far West Recycling	6440 SE ALEXANDER ST	HILLSBORO	97123
ED19	Northwest	WASHINGTON		EVENT/DOORSTEP		HILLSBORO	
ED20	Northwest	WASHINGTON		EVENT/DOORSTEP		BEAVERTON	
ED21	Northwest	WASHINGTON		EVENT/DOORSTEP		BEAVERTON	
D69	Northwest	WASHINGTON	368	Forest Grove Transfer Station	1525 B ST	FOREST GROVE	97116-2752
ED22	Northwest	WASHINGTON		EVENT/DOORSTEP		CORNELIUS	
D71	Northwest	WASHINGTON	422	Pride Recycling Company	13910 SW TUALATIN	SHERWOOD	97140-9726
ED23	Northwest	WASHINGTON		EVENT/DOORSTEP		TIGARD	
ED24	Northwest	WASHINGTON		EVENT/DOORSTEP		TUALATIN	
ED25	Northwest	WASHINGTON		EVENT/DOORSTEP		ex	
ED26	Northwest	WASHINGTON		EVENT/DOORSTEP		ex	
ED27	Northwest	WASHINGTON		EVENT/DOORSTEP		ex	
DA61	Northwest	WASHINGTON		Aloha Garbage & Recycling	20525 SW Bianton st.	Beaverton	97007
P37	Northwest	WASHINGTON	403	Hillsboro Garbage and Disposal	4945 SW Minter Bridge	HILLSBORO	97045
DB91	Northwest	WASHINGTON		GOODWILL - TIGARD	13920 SW PACIFIC HWY	TIGARD	97223-4839
D48	Eastern	WHEELER	472	Fossil Solid Waste Transfer Station And	17487 BLACK BUTTE,	FOSSIL	97830
D140	Western	YAMHILL	366	Newberg Transfer And Recycling Center	2904 WYNOOSKI RD.	NEWBERG	97132
ED37	Western	YAMHILL		EVENT/DOORSTEP		LAFAYETTE	
ED38	Western	YAMHILL		EVENT/DOORSTEP		SHERIDAN	
H14	Western	YAMHILL		Riverbend Landfill	13469 SW HIGHWAY 18	MCMINNVILLE	97128
D141	Western	YAMHILL	1258	Valley Recovery Zone	2200 NE ORCHARD AVE	MCMINNVILLE	97128
DB95	Western	YAMHILL		GOODWILL - MCMINNVILLE STORE	1371 N 99W	MCMINNVILLE	97128
DB96	Western	YAMHILL		GOODWILL - NEWBERG	2310 PORTLAND RD	NEWBERG	97132-1367

Sites 142
Events 31
Total 173

New 12

County Name	Certified July 1st, 2023 Population Estimates (PRC)	Population Covered by Existing Sites (Based on 2020 Census)	Collection Points Required (Base Convenience Standard)
State of Oregon	4,291,525	97.5%	113
Baker	16,927	73.6%	1
Benton	99,355	98.9%	3
Clackamas	424,043	99.8%	8
Clatsop	42,095	95.6%	2
Columbia	53,143	72.4%	2
Coos	66,945	97.9%	2
Crook	26,583	97.9%	1
Curry	24,439	70.3%	1
Deschutes	212,141	99.9%	6
Douglas	113,748	91.4%	3
Gilliam	2,062	50.3%	1
Grant	7,418	64.3%	1
Harney	7,600	80.6%	1
Hood River	24,406	93.9%	1
Jackson	222,762	98.9%	6
Jefferson	25,878	98.0%	1
Josephine	88,814	88.1%	3
Klamath	71,919	80.8%	2
Lake	8,562	63.1%	1
Lane	384,374	100.0%	10
Lincoln	51,930	99.3%	2
Linn	131,984	98.1%	4
Malheur	32,981	85.0%	1
Marion	352,249	99.5%	9
Morrow	13,010	97.3%	1
Multnomah	801,306	100.0%	14
Polk	90,553	98.3%	3
Sherman	1,917	50.0%	1
Tillamook	28,000	80.4%	1
Umatilla	81,842	98.6%	3
Union	26,335	84.7%	1
Wallowa	7,631	79.1%	1
Wasco	27,052	88.9%	1
Washington	610,245	99.9%	11
Wheeler	1,533	44.2%	1
Yamhill	109,743	99.4%	3

Notes:

@ Supported by events

© Supported by curbside collection and/or events

Collection Points Required (Enhanced Convenience Standard)	Meets Base	Meets Enhanced	Proposed Optimized Collection Points
140	Passes	Passes	173
1	Passes	Passes	1
4	Passes	Passes	4
10	Passes	Passes	12
2	Passes	Passes	3
2	Passes	Passes	2
3	Passes	Passes	4
1	Passes	Passes	2
1	Passes	Passes	1
8	Passes	Passes	10
4	Passes	Passes	4
1	Passes	Passes	1
1	Passes	Passes	1
1	Passes	Passes	1
1	Passes	Passes	1
8	Passes	Passes	11
1	Passes	Passes	1
3	Passes	Passes	3
3	Passes	Passes	3
1	Passes	Passes	1
13	Passes	Passes	18
2	Passes	Passes	4
5	Passes	Passes	5
2	Passes	Passes	2
12	Passes	Passes	15
1	Passes	Passes	3
18	Passes	Passes	20
4	Passes	Passes	4
1	Passes	Passes	1
1	Passes	Passes	2
3	Passes	Passes	5
1	Passes	Passes	1
1	Passes	Passes	1
1	Passes	Passes	1
14	Passes	Passes	17
1	Passes	Passes	1
4	Passes	Passes	7

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County Name (primary if multiple)	City Name	Certified July 1st, 2023 Population Estimates (PRC)	Population Covered by Existing Sites (Based on 2020 Census)	Collection Points Required (Base Convenience Standard)	Collection Points Required (Enhanced Convenience Standard)	Meets Base	Meets Enhanced	Proposed Optimized Collection Points
Baker	Baker City	10,102	100.0%	1	1	Passes	Passes	1
Baker	Greenhorn	3	0.0%	0	0	Passes	Passes	0
Baker	Haines	382	0.0%	0	0	Passes	Passes	0
Baker	Halfway	358	0.0%	0	0	Passes	Passes	0
Baker	Huntington	508	0.0%	0	0	Passes	Passes	0
Baker	Richland	186	0.0%	0	0	Passes	Passes	0
Baker	Sumpter	207	0.0%	0	0	Passes	Passes	0
Baker	Unity	40	0.0%	0	0	Passes	Passes	0
Benton	Adair Village	1,496	100.0%	0	0	Passes	Passes	0
Benton	Corvallis	81,889	100.0%	2	3	Passes	Passes	3
Benton	Monroe	763	100.0%	0	0	Passes	Passes	0
Benton	Philomath	5,823	100.0%	0	1	Passes	Passes	1
Clackamas	Barlow	140	100.0%	0	0	Passes	Passes	0
Clackamas	Canby	19,045	100.0%	1	1	Passes	Passes	1
Clackamas	Estacada	5,750	100.0%	0	0	Passes	Passes	0
Clackamas	Gladstone	12,140	100.0%	0	1	Passes	Passes	1
Clackamas	Happy Valley	26,799	100.0%	1	1	Passes	Passes	1
Clackamas	Johnson City	510	100.0%	0	0	Passes	Passes	0
Clackamas	Lake Oswego	41,396	100.0%	1	1	Passes	Passes	1
Clackamas	Milwaukie	21,341	100.0%	1	1	Passes	Passes	1
Clackamas	Molalla	10,335	100.0%	0	1	Passes	Passes	1
Clackamas	Oregon City	38,049	100.0%	1	1	Passes	Passes	1
Clackamas	Riverview	558	100.0%	0	0	Passes	Passes	0
Clackamas	Sandy	13,159	100.0%	0	1	Passes	Passes	1
Clackamas	West Linn	27,360	100.0%	1	1	Passes	Passes	1
Clackamas	Wilsonville	27,634	100.0%	1	1	Passes	Passes	1
Clatsop	Astoria	10,167	100.0%	1	1	Passes	Passes	1
Clatsop	Cannon Beach	1,555	100.0%	0	0	Passes	Passes	0
Clatsop	Gearhart	1,933	100.0%	0	0	Passes	Passes	0
Clatsop	Seaside	7,393	100.0%	1	1	Passes	Passes	1
Clatsop	Warrenton	6,462	100.0%	0	1	Passes	Passes	1
Columbia	Clatskanie	1,767	0.0%	0	0	Passes	Passes	0
Columbia	Columbia City	1,935	100.0%	0	0	Passes	Passes	0
Columbia	Prescott	82	100.0%	0	0	Passes	Passes	0
Columbia	Rainier	1,933	0.0%	0	0	Passes	Passes	0
Columbia	Scappoose	8,254	100.0%	1	1	Passes	Passes	1
Columbia	St. Helens	15,009	100.0%	1	1	Passes	Passes	1
Columbia	Vernonia	2,428	0.0%	0	0	Passes	Passes	0
Coos	Bandon	3,886	100.0%	0	0	Passes	Passes	0
Coos	Coos Bay	16,533	100.0%	1	1	Passes	Passes	1
Coos	Coquille	4,052	100.0%	0	1	Passes	Passes	1
Coos	Lakeside	1,952	100.0%	0	0	Passes	Passes	0
Coos	Myrtle Point	2,508	100.0%	0	0	Passes	Passes	0
Coos	North Bend	10,789	100.0%	1	1	Passes	Passes	1
Coos	Powers	759	0.0%	0	0	Passes	Passes	0
Crook	Prineville	11,598	100.0%	1	1	Passes	Passes	1
Curry	Brookings	7,161	100.0%	1	1	Passes	Passes	1
Curry	Gold Beach	2,450	53.2%	0	0	Passes	Passes	0
Curry	Port Orford	1,181	0.0%	0	0	Passes	Passes	0
Deschutes	Bend	106,275	100.0%	4	4	Passes	Passes	4
Deschutes	La Pine	3,128	100.0%	0	0	Passes	Passes	0
Deschutes	Redmond	38,208	100.0%	2	2	Passes	Passes	2
Deschutes	Sisters	3,823	100.0%	0	0	Passes	Passes	0
Douglas	Canyonville	1,703	49.7%	0	0	Passes	Passes	0
Douglas	Drahn	1,195	97.0%	0	0	Passes	Passes	0
Douglas	Elkton	193	0.0%	0	0	Passes	Passes	0
Douglas	Glandale	871	0.0%	0	0	Passes	Passes	0
Douglas	Myrtle Creek	3,826	100.0%	0	0	Passes	Passes	0
Douglas	Oakland	968	100.0%	0	0	Passes	Passes	0
Douglas	Reedsport	4,395	100.0%	0	1	Passes	Passes	1
Douglas	Riddle	1,248	100.0%	0	0	Passes	Passes	0
Douglas	Roseburg	24,268	100.0%	1	1	Passes	Passes	1
Douglas	Sutherlin	9,001	100.0%	1	1	Passes	Passes	1
Douglas	Winston	5,771	100.0%	0	1	Passes	Passes	1
Douglas	Yoncalla	1,078	0.0%	0	0	Passes	Passes	0
Gillem	Arlington	670	0.0%	0	0	Passes	Passes	0
Gillem	Condon	726	100.0%	0	0	Passes	Passes	0
Gillem	Lonrock	25	0.0%	0	0	Passes	Passes	0
Grant	Canyon City town	687	100.0%	0	0	Passes	Passes	0
Grant	Dayville town	142	0.0%	0	0	Passes	Passes	0
Grant	Granite	33	0.0%	0	0	Passes	Passes	0
Grant	John Day	1,704	100.0%	0	0	Passes	Passes	0
Grant	Long Creek	179	0.0%	0	0	Passes	Passes	0
Grant	Monument	118	0.0%	0	0	Passes	Passes	0
Grant	Mount Vernon	563	100.0%	0	0	Passes	Passes	0
Grant	Prairie City	861	0.0%	0	0	Passes	Passes	0
Grant	Seneca	175	0.0%	0	0	Passes	Passes	0
Harney	Burns	2,730	100.0%	0	0	Passes	Passes	0
Harney	Hines	1,705	100.0%	0	0	Passes	Passes	0
Hood River	Cascade Locks	1,400	0.0%	0	0	Passes	Passes	0
Hood River	Hood River	8,577	100.0%	1	1	Passes	Passes	1
County Name (primary if multiple)	City Name	Certified July 1st, 2023 Population Estimates (PRC)	Population Covered by Existing Sites (Based on 2020 Census)	Collection Points Required (Base Convenience Standard)	Collection Points Required (Enhanced Convenience Standard)	Meets Base	Meets Enhanced	Proposed Optimized Collection Points
Jackson	Ashland	21,457	100.0%	1	1	Passes	Passes	1
Jackson	Butte Falls town	440	100.0%	0	0	Passes	Passes	0
Jackson	Central Point	19,886	100.0%	1	1	Passes	Passes	1
Jackson	Eagle Point	9,955	100.0%	1	1	Passes	Passes	1
Jackson	Gold Hill	1,338	100.0%	0	0	Passes	Passes	0
Jackson	Jacksonville	3,197	100.0%	0	0	Passes	Passes	0
Jackson	Medford	90,887	100.0%	3	4	Passes	Passes	4
Jackson	Phoenix	3,773	100.0%	0	0	Passes	Passes	1
Jackson	Rogue River	2,472	100.0%	0	0	Passes	Passes	0
Jackson	Shady Cove	3,097	100.0%	0	0	Passes	Passes	0
Jackson	Talent	5,228	100.0%	0	1	Passes	Passes	1

Jefferson	Culver	1,666	100.0%	0	0	Passes	Passes	0
Jefferson	Madras	8,099	100.0%	1	1	Passes	Passes	1
Jefferson	Metolus	1,005	100.0%	0	0	Passes	Passes	0
Josephine	Cave Junction	2,163	0.0%	0	0	Passes	Passes	0
Josephine	Grants Pass	40,102	100.0%	2	2	Passes	Passes	2
Klamath	Bonanza town	401	0.0%	0	0	Passes	Passes	0
Klamath	Chiloquin	775	0.0%	0	0	Passes	Passes	0
Klamath	Klamath Falls	22,966	100.0%	1	1	Passes	Passes	1
Klamath	Malin	745	0.0%	0	0	Passes	Passes	0
Klamath	Merrill	867	0.0%	0	0	Passes	Passes	0
Lake	Lakeview town	2,476	100.0%	0	0	Passes	Passes	0
Lake	Paisley	248	0.0%	0	0	Passes	Passes	0
Lane	Coburg	1,475	100.0%	0	0	Passes	Passes	0
Lane	Cottage Grove	11,095	100.0%	1	1	Passes	Passes	1
Lane	Creswell	5,823	100.0%	0	1	Passes	Passes	1
Lane	Dunes City	1,454	100.0%	0	0	Passes	Passes	0
Lane	Eugene	177,339	100.0%	6	6	Passes	Passes	6
Lane	Florence	9,832	100.0%	1	1	Passes	Passes	1
Lane	Junction City	7,427	100.0%	1	1	Passes	Passes	1
Lane	Lowell	1,261	100.0%	0	0	Passes	Passes	0
Lane	Oakridge	3,235	100.0%	0	0	Passes	Passes	0
Lane	Springfield	63,078	100.0%	2	3	Passes	Passes	4
Lane	Veneta	5,261	100.0%	0	1	Passes	Passes	1
Lane	Westfir	261	100.0%	0	0	Passes	Passes	0
Lincoln	Depoe Bay	1,569	100.0%	0	0	Passes	Passes	0
Lincoln	Lincoln City	10,372	100.0%	1	1	Passes	Passes	1
Lincoln	Newport	11,083	100.0%	1	1	Passes	Passes	1
Lincoln	Siletz	1,242	100.0%	0	0	Passes	Passes	0
Lincoln	Toledo	3,622	100.0%	0	0	Passes	Passes	1
Lincoln	Waldport	2,350	100.0%	0	0	Passes	Passes	1
Lincoln	Yachats	1,008	100.0%	0	0	Passes	Passes	0
Linn	Albany	57,957	100.0%	2	2	Passes	Passes	2
Linn	Brownsville	1,846	100.0%	0	0	Passes	Passes	0
Linn	Halsey	952	100.0%	0	0	Passes	Passes	0
Linn	Harrisburg	3,860	100.0%	0	0	Passes	Passes	0
Linn	Lebanon	20,329	100.0%	1	1	Passes	Passes	1
Linn	Lyons	1,203	100.0%	0	0	Passes	Passes	0
Linn	Mill City	2,086	0.0%	0	0	Passes	Passes	0
Linn	Milnersburg	3,205	100.0%	0	0	Passes	Passes	0
Linn	Scio	949	100.0%	0	0	Passes	Passes	0
Linn	Sodaville	357	100.0%	0	0	Passes	Passes	0
Linn	Swast Home	10,028	100.0%	1	1	Passes	Passes	1
Linn	Tangent	1,218	100.0%	0	0	Passes	Passes	0
Linn	Waterloo town	216	100.0%	0	0	Passes	Passes	0
Malheur	Adrian	159	0.0%	0	0	Passes	Passes	0
Malheur	Jordan Valley	133	0.0%	0	0	Passes	Passes	0
Malheur	Nyssa	3,363	100.0%	0	0	Passes	Passes	0
Malheur	Ontario	12,206	100.0%	1	1	Passes	Passes	1
Malheur	Vale	1,947	97.8%	0	0	Passes	Passes	0
Marion	Aumsville	4,227	100.0%	0	1	Passes	Passes	1
Marion	Aurora	1,119	100.0%	0	0	Passes	Passes	0
Marion	Detroit	134	0.0%	0	0	Passes	Passes	0
Marion	Donald	1,003	100.0%	0	0	Passes	Passes	0
Marion	Gales	562	0.0%	0	0	Passes	Passes	0
Marion	Gervais	2,789	100.0%	0	0	Passes	Passes	0
Marion	Hubbard	3,491	100.0%	0	0	Passes	Passes	0
Marion	Idanha	154	0.0%	0	0	Passes	Passes	0
Marion	Jefferson	3,425	100.0%	0	0	Passes	Passes	0
Marion	Katzer	39,189	100.0%	2	2	Passes	Passes	2
Marion	Mount Angel	3,538	100.0%	0	0	Passes	Passes	0
Marion	Salem	182,726	100.0%	6	7	Passes	Passes	7
Marion	Scotts Mills	442	100.0%	0	0	Passes	Passes	0
Marion	Silverton	10,860	100.0%	1	1	Passes	Passes	1
Marion	St. Paul	436	100.0%	0	0	Passes	Passes	0
Marion	Stayton	8,295	100.0%	1	1	Passes	Passes	1
Marion	Sublimity	3,233	100.0%	0	0	Passes	Passes	0
Marion	Turner	2,882	100.0%	0	0	Passes	Passes	0
Marion	Woodburn	27,044	100.0%	1	1	Passes	Passes	1
Morrow	Boardman	4,437	100.0%	0	1	Passes	Passes	1
Morrow	Heppner	1,211	100.0%	0	0	Passes	Passes	0
Morrow	Iona	337	100.0%	0	0	Passes	Passes	0
Morrow	Irrigon	2,133	100.0%	0	0	Passes	Passes	0
Morrow	Luxington town	243	100.0%	0	0	Passes	Passes	0
Multnomah	Fairview	10,871	100.0%	0	1	Passes	Passes	1
Multnomah	Grasham	117,107	100.0%	2	3	Passes	Passes	4
Multnomah	Maywood Park	793	100.0%	0	0	Passes	Passes	0
Multnomah	Portland	648,097	100.0%	9	13	Passes	Passes	13
Multnomah	Troutdale	17,005	100.0%	1	1	Passes	Passes	1
Multnomah	Wood Village	5,038	100.0%	0	0	Passes	Passes	1
County Name (primary if multiple)	City Name	Certified July 1st, 2023 Population Estimates (PRC)	Population Covered by Existing Sites (Based on 2020 Census)	Collection Points Required (Base Convenience Standard)	Collection Points Required (Enhanced Convenience Standard)	Meets Base	Meets Enhanced	Proposed Optimized Collection Points
Polk	Dallas	17,989	100.0%	1	1	Passes	Passes	1
Polk	Falls City	1,066	100.0%	0	0	Passes	Passes	0
Polk	Independence	10,274	100.0%	1	1	Passes	Passes	1
Polk	Monmouth	11,019	100.0%	1	1	Passes	Passes	1
Sherman	Grass Valley	155	0.0%	0	0	Passes	Passes	0
Sherman	Moro	369	0.0%	0	0	Passes	Passes	0
Sherman	Rufus	272	0.0%	0	0	Passes	Passes	0
Sherman	Wasco	417	0.0%	0	0	Passes	Passes	0
Tillamook	Bay City	1,646	100.0%	0	0	Passes	Passes	0
Tillamook	Garibaldi	837	100.0%	0	0	Passes	Passes	0
Tillamook	Manzanita	646	0.0%	0	0	Passes	Passes	0
Tillamook	Nehalem	290	0.0%	0	0	Passes	Passes	0
Tillamook	Rockaway Beach	1,538	100.0%	0	0	Passes	Passes	0
Tillamook	Tillamook	5,277	100.0%	0	1	Passes	Passes	1
Tillamook	Wheeler	428	0.0%	0	0	Passes	Passes	0
Umatilla	Adams	404	100.0%	0	0	Passes	Passes	0
Umatilla	Athens	1,200	100.0%	0	0	Passes	Passes	0
Umatilla	Echo	638	100.0%	0	0	Passes	Passes	0

Umatilla	Helix	193	100.0%	0	0	Passes	Passes	0
Umatilla	Hermiston	20,322	100.0%	1	1	Passes	Passes	1
Umatilla	Milton-Freewater	7,490	100.0%	1	1	Passes	Passes	1
Umatilla	Pendleton	17,006	100.0%	1	1	Passes	Passes	1
Umatilla	Pilot Rock	1,332	100.0%	0	0	Passes	Passes	0
Umatilla	Starfield	2,313	100.0%	0	0	Passes	Passes	0
Umatilla	Ukiah	219	0.0%	0	0	Passes	Passes	0
Umatilla	Umatilla	7,810	100.0%	1	1	Passes	Passes	1
Umatilla	Weston	696	100.0%	0	0	Passes	Passes	0
Union	Cove	662	100.0%	0	0	Passes	Passes	0
Union	Elgin	1,911	0.0%	0	0	Passes	Passes	0
Union	Imbler	247	100.0%	0	0	Passes	Passes	0
Union	Island City	1,166	100.0%	0	0	Passes	Passes	0
Union	La Grande	13,558	100.0%	1	1	Passes	Passes	1
Union	North Powder	498	0.0%	0	0	Passes	Passes	0
Union	Summarville town	114	100.0%	0	0	Passes	Passes	0
Union	Union	2,182	100.0%	0	0	Passes	Passes	0
Walla	Enterprise	2,147	100.0%	0	0	Passes	Passes	1
Walla	Joseph	1,179	100.0%	0	0	Passes	Passes	0
Walla	Lostine	246	100.0%	0	0	Passes	Passes	0
Walla	Walla	812	0.0%	0	0	Passes	Passes	0
Wasco	Antelope	36	0.0%	0	0	Passes	Passes	0
Wasco	Dufur	636	100.0%	0	0	Passes	Passes	0
Wasco	Maupin	436	0.0%	0	0	Passes	Passes	0
Wasco	Mosier	481	100.0%	0	0	Passes	Passes	0
Wasco	Shaniko	30	0.0%	0	0	Passes	Passes	0
Wasco	The Dalles	16,417	100.0%	1	1	Passes	Passes	1
Washington	Banks	1,910	100.0%	0	0	Passes	Passes	0
Washington	Beaverton	101,185	100.0%	2	3	Passes	Passes	3
Washington	Cornelius	14,387	100.0%	1	1	Passes	Passes	1
Washington	Durham	1,938	100.0%	0	0	Passes	Passes	0
Washington	Forest Grove	27,551	100.0%	1	1	Passes	Passes	1
Washington	Gaston	674	100.0%	0	0	Passes	Passes	0
Washington	Hillsboro	110,874	100.0%	2	3	Passes	Passes	3
Washington	King City	5,177	100.0%	0	0	Passes	Passes	0
Washington	North Platte	3,663	100.0%	0	0	Passes	Passes	0
Washington	Sherwood	20,868	100.0%	1	1	Passes	Passes	1
Washington	Tigard	55,868	100.0%	1	2	Passes	Passes	2
Washington	Tualatin	27,910	100.0%	1	1	Passes	Passes	1
Wheeler	Fossil	466	100.0%	0	0	Passes	Passes	0
Wheeler	Mitchell	137	0.0%	0	0	Passes	Passes	0
Wheeler	Spray town	201	0.0%	0	0	Passes	Passes	0
Yamhill	Amity	1,826	100.0%	0	0	Passes	Passes	0
Yamhill	Carlton	2,425	100.0%	0	0	Passes	Passes	0
Yamhill	Dayton	2,704	100.0%	0	0	Passes	Passes	0
Yamhill	Dundee	3,265	100.0%	0	0	Passes	Passes	0
Yamhill	Lafayette	4,714	100.0%	0	1	Passes	Passes	1
Yamhill	McMinnville	34,612	100.0%	1	2	Passes	Passes	2
Yamhill	Newberg	26,728	100.0%	1	1	Passes	Passes	1
Yamhill	Sheridan	5,987	100.0%	0	1	Passes	Passes	1
Yamhill	Willamina	2,301	100.0%	0	0	Passes	Passes	0
Yamhill	Yamhill	1,165	100.0%	0	0	Passes	Passes	0

Notes:

* Site adjacent to city boundary

@ Supported by events

© Supported by curbside collection and/or events

Appendix G:

Detailed Fee-Setting Methodology

(confidential)

Appendix G is confidential and has been shared with DEQ separately.

Appendix H:

CAA Articles of Incorporation

Appendix
CAA – Articles of Incorporation

VENABLE LLP

800 MASSACHUSETTS AVE., NW WASHINGTON, DC 20001
T 202.344.4000 F 202.344.8300 www.Venable.com

March 28, 2023

T 202.344.4262
F 202.344.8300
AL.Steinberg@Venable.com

SENT VIA COURIER

Department of Licensing and Consumer Protection
Corporations Division
1100 4th St. SW
Washington, DC 20024

Re: Restated Articles of Incorporation of Circularity Alliance, File No.: N00007528311

To Whom It May Concern,

On behalf of Circularity Alliance, a District of Columbia nonprofit corporation with file number N00007528311, enclosed please find Restated Articles of Incorporation for filing with the Corporations Division, along with a check in the amount of \$180.00 for the applicable filing and in-person processing fees. Please file the Restated Articles of Incorporation and then return evidence of the Certificate of Restated Articles of Incorporation via email to me at AL.Steinberg@Venable.com.

Should you have any questions, please do not hesitate to contact me at (202) 344-4202. Thank you for your assistance.

Sincerely,



Andrew L. Steinberg

Enclosures

Initial File #: N00007528311

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF LICENSING AND CONSUMER PROTECTION
CORPORATIONS DIVISION



CERTIFICATE

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Business Organizations Code have been complied with and accordingly, this **CERTIFICATE OF RESTATED ARTICLES** is hereby issued to:

Circular Action Alliance

Effective Date: 3/28/2023

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of 3/28/2023 4:35 PM

Business and Professional Licensing Administration



Rebecca Janovich

REBECCA JANOVICH
Deputy Superintendent of Corporations,
Corporations Division

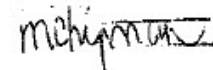
Muriel Bowser
Mayor

Tracking #: RxDbdloy

ULCP Corp. Dkt. 1

MAR 28 2025

**RESTATED ARTICLES OF INCORPORATION
OF
CIRCULARITY ALLIANCE**



Pursuant to the provisions of the District of Columbia Nonprofit Corporation Act (the "Act"), the domestic filing entity listed below hereby applies for a Certificate of Restated Articles of Incorporation and for that purpose submits the statements below.

1. The name of the corporation (hereinafter referred to as the "Corporation") is: Circularity Alliance.
2. The Articles of Incorporation of the Corporation are hereby amended as follows:
 - A. Article FIRST is hereby amended by replacing the existing provision with the following:

ARTICLE I. NAME

The name of the corporation (hereinafter referred to as the "Corporation") is: Circular Action Alliance.

- B. Article SECOND is hereby amended by replacing the existing provision with the following:

ARTICLE II. DURATION

The duration of the Corporation shall be perpetual.

- C. Article THIRD is hereby amended by replacing the existing provision with the following:

ARTICLE III. PURPOSES

- a. The Corporation is incorporated as a nonprofit corporation under the Act and is organized and shall be operated exclusively for charitable, scientific, literary, and educational purposes as defined under Section 501(c)(3) of the Internal Revenue Code of 1986 and the Regulations thereunder, as they now exist or as they may hereafter be amended, or the corresponding provision of any subsequent federal tax laws (hereinafter collectively referred to as the "Code"). Specifically, and without limitation, the Corporation shall:
 - i. Develop, implement, and operate community level, post-consumer paper, packaging, and packaging-like items stewardship programs, in compliance with and as mandated by local and state legislation (as well as where not mandated by law), which may include, but is not limited to:

DLCP Corp. Div.

MAR 28 2023

- (1) Public outreach and education to businesses, consumers, the public, and other relevant stakeholders on reducing waste, how to recycle, and how to increase the recycling of packaging material;
- (2) The collection and recycling of post-consumer paper, packaging, and packaging-like items;
- (3) Program administration related to and required by (1) and (2) above; and
- ii. Undertake other activities consistent with purposes permissible for organizations described in Section 501(c)(3) of the Code.
- b. The Corporation shall have and may exercise, to the extent that they are not inconsistent with the purposes of the Corporation, any and all powers conferred upon nonprofit corporations organized pursuant to the Act; provided, however that:
- i. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributed to, any director, or officer of the Corporation, or any private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services actually rendered to the Corporation and to make payments and distributions in furtherance of Code Section 501(c)(3) purposes;
- ii. Except as provided and permitted under Sections 501(h) and 4911 of the Code, no substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidates for public office;
- iii. Notwithstanding any other provisions of these Articles, the Corporation is organized and at all times shall be operated exclusively as a corporation not organized for profit, and the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization described in Section 501(c)(3) of the Code, and exempt from taxation under Section 501(a) of the Code;
- iv. During any period that the Corporation is deemed to be a private foundation as described in Code Section 509(a), the Corporation:
- (1) shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Code Section 4942;
- (2) shall not engage in any act of self-dealing as defined in Code Section 4941(d);
- (3) shall not retain any excess business holdings as defined in Code Section 4943(c);

DLCI CORP. INC.

MAR 20 2025

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- (4) shall not make any investments in such manner as to subject it to tax under Code Section 4944; and
- (5) shall not make any taxable expenditures as defined in Code Section 4945(d).

- v. The Corporation shall not have authority to issue capital stock in the Corporation.

- D. Article FOURTH is hereby amended by replacing the existing provision with the following:

ARTICLE IV. MEMBERS

The Corporation shall have members, whose qualifications, rights and obligations shall be as prescribed in the Bylaws of the Corporation.

- E. Article FIFTH is hereby amended by replacing the existing provision with the following:

ARTICLE V. BOARD OF DIRECTORS

Provisions for the regulations of the internal affairs of the Corporation shall be set forth in the Bylaws, which may contain any provision that is not inconsistent with law or these Articles. The business and affairs of the Corporation shall be managed under the direction of its Board of Directors. The number of directors and the method of election or appointment of the directors of this Corporation shall be as provided in the Bylaws of this Corporation.

- F. Article SIXTH is hereby amended by omitting the names of the initial directors as permitted by Section 29-409.03(b)(2) of the Act and replacing the existing provision with the following:

ARTICLE VI. REGISTERED AGENT AND ADDRESS

The principal office of the Corporation shall be located within or without the District of Columbia as determined by the Board of Directors. The name and address of the registered agent of this Corporation in the District of Columbia is:

Corporation Service Company
1090 Vermont Ave. NW
Washington, District of Columbia 20005

- G. Article SEVENTH is hereby amended by replacing the existing provision with the following:

ARTICLE VII. INCORPORATORS AND INITIAL DIRECTORS

The name and address of each incorporator of the Corporation, who also served as the initial directors of the Corporation, are:

<u>Name</u>	<u>Address</u>
Stephanie Potter	Nestlé USA 1812 N. Moore Street, Suite 3500 Arlington, VA 22209
Kirsten Witt	The Coca-Cola Company 1 Coca-Cola Plaza NW Atlanta, GA 30313
Anke Boykin	PepsiCo 700 Anderson Hill Road Purchase, NY 10577
John Breedlove	Niagara Bottling 1440 Bridgegate Drive Diamond Bar, CA 91765
Rachel Goldstein	Mars 6885 Elm Street McLean, VA 22101
Neil Menezes	General Mills 1 General Mills Boulevard Minneapolis, MN 55426
Charles Schwarze	Keurig Dr Pepper 53 South Avenue Burlington, MA 01803

DLCP Corp. 174
MAR 20 2023

File Copy

H. Article EIGHTH is hereby amended by replacing the existing provision with the following:

ARTICLE VIII. MISCELLANEOUS

Other lawful provisions for the conduct and regulation of the business and affairs of the Corporation, for its voluntary dissolution, or for limiting, defining or regulating the powers of the Corporation or its directors are as follows:

- a. In the event of the termination, liquidation, dissolution, or winding up of the Corporation in any manner or for any reason whatsoever, and after paying or making provision for the payment of all of the liabilities of the Corporation, all assets of the Corporation shall be distributed for one or more of the Corporation's exempt purposes within the meaning of Code Section 501(c)(3), or shall be distributed to the federal

government, or to a state or local government, for a public purpose, in such manner as the Board of Directors may determine, and, to the extent required by the Act and the Bylaws, by the members.

- b. The personal liability of the officers and directors of the Corporation is hereby eliminated to the fullest extent permitted by law and by the provisions of the Act. Specifically, and without limitation, a director or officer of the Corporation shall not be liable to the Corporation or its members for money damages for any action taken, or failure to take action, as a director or officer, except for liability for (i) the amount of financial benefit received by the director or officer to which the director or officer was not entitled; (ii) an intentional infliction of harm; (iii) an unlawful distribution authorized by the officer or director in a manner outside the standards of conduct mandated for the officer or director by the Act; or (iv) an intentional violation of criminal law.
- c. To the fullest extent permitted by the Act, the Corporation shall indemnify and hold harmless each officer and director of the Corporation against any and all liabilities, costs and expenses (including attorneys' fees and expenses) reasonably incurred by him or her or on his or her behalf in connection with any proceeding to which he or she may be a party by reason of his or her being or having been an officer or director of the Corporation. Such indemnity shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any Bylaw, agreement or otherwise. Such indemnity shall inure to the benefit of the heirs, executors or administrators of each officer and director.
- d. The Corporation may purchase liability insurance for the indemnity specified above to the fullest extent as determined from time to time by the Board of Directors of the Corporation. If so purchased, as required by the Act, such liability insurance shall provide a minimum limit of coverage of not less than \$200,000 per individual claim and \$500,000 per total claims that arise from the same occurrence, or such other amount as provided by the Act.

G. A new Article NINTH is hereby added as follows:

ARTICLE IX. AMENDMENT

These Articles of Incorporation may be amended from time to time in any and as many respects as may be desired; provided: (i) that the Articles of Incorporation as amended may contain only such provisions as might be lawfully contained in original Articles of Incorporation; (ii) an amendment to the Articles of Incorporation may be proposed without approval of the Board of Directors if proposed by 25% or more of the members entitled to vote on the amendment, and any such proposed amendment must be adopted by the affirmative vote of two-thirds of the voting membership of the Corporation; and (iii) that

otherwise any such amendments are made in the manner and pursuant to the procedures and requirements prescribed by the Act, provided, however that approval of the Board to an amendment to the Articles of Incorporation requires an affirmative vote of a majority of the total number of members of the Board of Directors then in office.

3. The text of the Restated Articles of Incorporation, which consolidates the foregoing amendments and all previous amendments to the Articles of Incorporation in a single document, is as follows:

[Remainder of page intentionally blank]

FILED COPY

MAR 29 2023

File Copy _____

4. The foregoing amendments and Restated Articles of Incorporation were duly adopted by the Board of Directors in accordance with the requirements of the Act at a meeting of the Board of Directors held on March 22, 2023, at which a quorum was present, and was approved by the members in the manner required by the Act and by the Corporation's Articles of Incorporation and Bylaws.

IN WITNESS WHEREOF, the undersigned have signed and attested to these Restated Articles of Incorporation as of the dates written below. These Restated Articles of Incorporation may be executed in separate counterparts.

By: 
Charles Schwarz, Chair

Date: 3-24-23

Attest: _____
John Breedlove, Secretary

Date: _____



District of Columbia Government
 DEPARTMENT OF LICENSING AND
 CONSUMER PROTECTION
 Corporation Division
 1100 4th Street, SW
 Washington, DC 20024

OFFICE OF FINANCE AND TREASURY
 Date: 3/28/2023 1:29 PM
 Office: DE CP 000 Term: NFW03 1201
 Ref: 79575 Batch date: 3/28/2023
 Contract: 0FT75
 Term: 24.7
 DEPARTMENT OF LICENSING A NonProfit Dom. Backoffice
 Contract Agreement: Circularity Alliance
 Payment: 7.947
 Payment Distribution:
 0100 000 0000 1000000000 1000.00
 0110 000 0000 1000000000 150.00
 CR Loaded: 1197.00

Billing Voucher

Charge To: Circularity Alliance - Initial File Number:
 N00007528311

Office Use Only

Charge For	QTY	Price	Fund:	Source Code:
1 Day Expedite Services	1	\$100.00	Fund	
				1060283
				Acc 6211071
Restated Articles NonProfit Dom. Backoffice	1	\$80.00	Fund	
				1010001
				Acc 6211039
Date: 3/28/2023 <i>mch</i>		PAY THIS AMOUNT PAYABLE TO THE D.C. TREASURER	\$180.00	Total

Government of the District of Columbia - Office of the Chief Financial Officer

Returned Check Fee - \$65.00 - DCMR § 1-108

All checks returned are subject to electronic representation along with a \$65.00 fee.

Appendix I:

501(c)3 Letter of Determination

Appendix CAA - Determination Letter



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201

CIRCULAR ACTION ALLIANCE
c/o THE RECYCLING PARTNERSHIP
20 F STREET NW 7TH FLOOR
WASHINGTON, DC 20001

Date:
06/08/2023

Employer ID number:
92-3197259

Person to contact:
Name: Gary McCorkle
ID number: 32231
Telephone: 877-829-550

Accounting period ending:
December 31

Public charity status:
509(a)(2)

Form 990 / 990-EZ / 990-N required:
Yes

Effective date of exemption:
December 21, 2022

Contribution deductibility:
Yes

Addendum applies:
No

DLN:
26053514005433

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

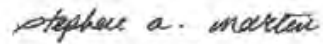
If we indicated at the top of this letter that you're required to file Form 990 or Form 990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, *Compliance Guide for 501(c)(3) Public Charities*, which describes your recordkeeping, reporting, and disclosure requirements.

We sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,



Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements

Appendix J:

Proof of Registration as a Charitable Organization

ELLEN F. ROSENBLUM
Attorney General

LISA M. UDLAND
Deputy Attorney General

Appendix:
**CAA – Proof of Charitable
Organization in Oregon**



DEPARTMENT OF JUSTICE
PORTLAND OFFICE

November 29, 2023

100 SW Market Street
Portland, Oregon 97201
FAX: (971) 673-1882
Telephone: (971) 673-1880
TTY (800) 735-2900
charitable@doj.state.or.us
www.doj.state.or.us

Circular Action Alliance
20 F Street NW, 7th Floor
Washington, DC 20001

Registration #64847

Re: Registration under the Charitable Trust and Corporation Act
and Required Annual Reports

Dear Officers/Directors:

This will acknowledge registration of your organization under the Charitable Trust and Corporation Act. Your registration number with this office is **64847**.

According to the above mentioned Act, annual reports (form CT-12, CT-12F or CT-12S) will be due no later than four months and 15 days after the close of your accounting period. Our records indicate that your accounting period ends on December 31st. Your annual reports will be due by May 15th of each year. Reporting forms will automatically be sent to you. If you do not receive forms within 60 days prior to the due date for filing your report, you can contact this office to obtain the prescribed forms or find them at www.doj.state.or.us/charitable-activities/annual-reporting-for-charities/file-your-annual-report. Depending on the date of your organization's registration, the due date for its initial annual report may be different than the usual due date described above.

Questions about annual reports should be directed to the Annual Report Specialist at (971) 673-1880. Please note that our annual reports are in addition to and different from the annual reports that nonprofit corporations must file with the Oregon Corporation Division, Office of the Secretary of State.

Please keep this letter with your permanent records as it contains your registration number.

Sincerely,

Wendy Lambo

Wendy Lambo
Charities Registrar
Charitable Activities Section

Appendix K:

Proof of Registration – Foreign Corporation

**Appendix:
CAA - Proof of Registration Foreign Corporation in Oregon**



Application for Authority to Transact Business - Nonprofit

Secretary of State - Corporation Division - 255 Capitol St. NE, Suite 151 - Salem, OR 97310-1327 - sos.oregon.gov/business - Phone: (503) 988-2200

REGISTRY NUMBER: 220134597
For office use only

FILED: DEC 18, 2023
OREGON SECRETARY OF STATE



220134597-25592306

CIRCULAR ACTION ALLIANCE

NEWAUT

In accordance with Oregon Revised Statute 192.410-192.490, the information on this application is public record. We must release this information to all parties upon request and it will be posted on our website.

Please Type or Print Legibly in Black Ink. Attach Additional Sheet if Necessary.

1) NAME OF CORPORATION: Circular Action Alliance
NOTE: Must be identical to the name of record in home jurisdiction.

2) REGISTRY NUMBER IN HOME JURISDICTION: NC0007528311
OR: CERTIFICATE OF EXISTENCE (ATTACHED)
(Please provide a web-verifiable registry number from the entity's home jurisdiction. Certain states, such as Delaware and New Jersey, do not provide status information online. Entities from such places must instead attach an official certificate of existence, current within 60 days of delivery to this office.)

3) DATE OF INCORPORATION: 12/21/2022 DURATION, IF NOT PERPETUAL: Perpetual

4) STATE OR COUNTRY OF INCORPORATION: District of Columbia

5) TYPE OF CORPORATION:
 PUBLIC BENEFIT MUTUAL BENEFIT RELIGIOUS

6) WILL THE CORPORATION HAVE MEMBERS?
 YES NO
ORS 65.001(26)
(a) "Member" means any person or persons entitled, pursuant to a domestic or foreign corporation's articles or bylaws, without regard to what a person is called in the articles or bylaws, to vote on more than one occasion for the election of a director or directors.
(b) A person is not a member by virtue of any of the following rights the person has:
(A) As a delegate;
(B) To designate or appoint a director or directors;
(C) As a director; or
(D) As a holder of an evidence of indebtedness issued or to be issued by the corporation.
(c) Notwithstanding the provisions of paragraph (a) of this subsection, a person is not a member if the person's membership rights have been eliminated as provided in ORS 65.154 or 65.157.

7) ADDRESS OF PRINCIPAL OFFICE OF THE BUSINESS:
(Address, city, state, zip)
20 F Street NW, 7th Floor
Washington, DC 20001

8) NAME OF OREGON REGISTERED AGENT:
Corporation Service Company

9) REGISTERED AGENT'S PUBLICLY AVAILABLE ADDRESS: (Must be an Oregon Street Address which is identical to the registered agent's business office.)
1127 Broadway Street NE, Suite 310
Salem, OR 97301

10) ADDRESS FOR MAILING NOTICES:
20 F Street NW, 7th Floor
Washington, DC 20001

11) NAME AND ADDRESS OF PRESIDENT AND SECRETARY:
President: Charles Schwarze (Chair)
Address: 20 F Street NW, 7th Floor
Washington, DC 20001
Secretary: John Breadlove
Address: 20 F Street NW, 7th Floor
Washington, DC 20001

12) EXECUTION: (Must be signed by at least one officer or director.)
I declare as an authorized signer, under penalty of perjury, that this document does not fraudulently conceal, obscure, alter, or otherwise misrepresent the identity of any person including officers, directors, employees, members, managers or agents. This filing has been examined by me and is, to the best of my knowledge and belief, true, correct and complete. Making false statements in this document is against the law and may be penalized by fines, imprisonment, or both.

Signature: Charles Schwarze Printed Name: Charles Schwarze Title: Chair

CONTACT NAME: (To resolve questions with this filing.)

Andrew Steinberg

PHONE NUMBER: (Include area code.)

202-344-4202

FEES	
Required Processing Fee	\$50
Processing Fees are non-refundable. Please make check payable to "Corporation Division."	
Free copies are available at sos.oregon.gov/business using the Business Name Search program.	

Appendix L:
CAA Revised Bylaws

Appendix: CAA Bylaws

BYLAWS of CIRCULAR ACTION ALLIANCE

ARTICLE I

Name, Registered Agent, and Offices

Section 1.01. Name. The name of this corporation (hereinafter referred to as the "Corporation") shall be Circular Action Alliance.

Section 1.02. Registered Agent and Offices. The Corporation shall maintain in the District of Columbia a registered agent. The Corporation may have offices inside or outside of the District of Columbia as the Board of Directors of the Corporation (the "Board") may designate or as the business of the Corporation may require from time to time.

ARTICLE II

Purposes and Limitations

Section 2.01 Purposes and Limitations. The Corporation is organized as a nonprofit corporation under the District of Columbia Nonprofit Corporation Act of 2010, as amended from time to time (the "Act"), for the purposes as set forth in the Corporation's Articles of Incorporation.

ARTICLE III

Members

Section 3.01 Membership Classes. The Corporation shall have one class of members known as Founding Members. The Founding Members of the Corporation are those companies who have been approved by the Board to be a Founding Member, agreed to support the purposes of the Corporation and entered into a Membership Agreement with the Corporation. Founding Members shall each be eligible to appoint one Director to serve on the Board and shall have no other governance rights.

Section 3.02 Resignation and Termination of Membership. Membership in the Corporation may be terminated by the member's submission of written notice of membership resignation or non-renewal to the Corporation, or by the Board for cause by the affirmative vote of a majority of the Directors present at a meeting of the Board called for the purpose of considering termination of the member and at which a quorum is present. Circumstances constituting "cause" shall be solely determined by the Board, and includes but is not limited to (i) failure to timely pay fees, membership dues, or assessments, (ii) failure or refusal to comply with the Membership Agreement, or (iii) engaging in conduct that is detrimental to the reputation, mission, or operations of the Corporation. Prior to terminating or expelling a member for cause,

the member shall be provided prior notice of the proposed termination or expulsion and the reasons therefor, and be provided an opportunity to be heard, orally or in writing as determined by the Board using such reasonable procedures for hearing as determined by the Board, before the effective date of the termination or expulsion.

Section 3.03 Effect and Timing of Termination and Resignation. The termination, non-renewal, or resignation of membership shall not extinguish or relieve such member's financial obligations then accrued pursuant to Section 8.02, including unpaid dues, fees, assessments, or other charges previously accrued, if any. The termination of membership shall take effect immediately or as of a later date determined by the Board. The resignation of membership shall take effect at the time specified in the notice of resignation, or, if no time is specified, at the time such resignation is tendered. The non-renewal of membership will take effect as of the expiration of the then-current term of membership at the time the notice of non-renewal is provided.

ARTICLE IV

Board of Directors

Section 4.01. General Powers. The affairs of the Corporation shall be managed by its Board. It shall be the Board's duty to carry out the objectives and purposes of the Corporation, and to this end the Board may exercise all powers of the Corporation, except such powers reserved to the Members as provided in the Act, the Articles of Incorporation, or these Bylaws.

Section 4.02. Election, Number, and Term of Office. The Board shall consist of the number of Founding Members of the Corporation. Each Founding Member shall appoint one person to serve as a Director, and such person shall serve as a Director until the member appoints a different person to serve as the Director. Founding Member Directors shall serve one-year terms of office and until their successors take office. Founding Member Directors may serve consecutive terms of office.

Section 4.03. Board Meeting. The Board shall hold an annual meeting at a time and place determined by the Board for the purpose of transacting such business as may properly come before the meeting. The Board may also hold other regular Board meetings at such times and places as may be determined by the Chair or the Board. Special meetings of the Board may be called by or at the request of the Chair or at least 20% of the Directors of the Corporation and shall be held at such time and place as set by the Directors calling the meeting.

Section 4.04. Notice. Notice of the place, if any, date, and time of each regular meeting of the Board shall be given to each Director by mail, overnight courier, e-mail, other mode of written communication or over the telephone not less than 24 hours before the time set for such a meeting. Notice of the place, if any, date, and time of each special meeting of the Board shall be given to each Director by mail at least two days before the special meeting, or by telephone or electronic transmission (including e-mail) or delivery in person not later than the day before the day of the meeting. Notice shall be deemed effective if given in person or by telephone, mail addressed to such Director at such Director's physical or e-mail address as it appears on the records of the Corporation, or by other means of electronic transmission.

Notice may be waived in writing, prior to or after the meeting, by those Directors not present. Attendance at a meeting in person shall constitute a waiver of notice of such meeting, except where the Director attends such meeting for the express purpose of objecting, at the commencement of the meeting, to the transaction of any business because the meeting was not lawfully called or convened.

Section 4.05. Quorum and Manner of Acting. A majority of the Directors in office shall constitute a quorum for the transaction of business at any meeting of the Board, provided, that if less than a majority of the Directors are present at any meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice. The act of a majority of the Directors then in office at a meeting at which a quorum is present shall be the act of the Board except when a greater vote is required by the Act or by these Bylaws. Directors shall not be permitted to vote by proxy.

Section 4.06. Teleconferencing. Any person participating in a meeting of the Board may participate by means of telephone or video conference or by any means of communication by which all persons participating in the meeting are able to hear one another, and otherwise fully participate in the meeting. Such participation shall constitute presence in person at the meeting.

Section 4.07. Action by Unanimous Written Consent. Board action may be taken without a meeting if all the voting Directors consent thereto in writing (including by electronic transmission).

Section 4.08. Removal or Resignation of Directors. Any Director may be removed from office with or without cause by the Board provided advance written notice of the intent to remove is provided to the Founding Member whose Director is being removed. Any Director may resign at any time by giving written notice to the Chair or the Secretary of the Corporation. Such resignation shall take effect at the time specified in such notice, or, if no time is specified, at the time such resignation is tendered.

Section 4.09. Vacancies. Any vacancy occurring in the Board, or any Directorship to be filled by reason of an increase in the number of Directors, may be filled at any time in the same manner in which regular appointments are made. A Director selected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

Section 4.10. Compensation. Directors and Officers shall not receive any compensation for their services as such; provided, however, that Officers and Directors are not precluded from serving the Corporation in any other capacity and receiving reasonable compensation for such service with the approval of the Board.

ARTICLE V

Officers

Section 5.01. Officers. The Officers of the Corporation shall be a Chair, Vice Chair, Treasurer, Secretary, and President, and such other Officers as may be determined by the Board, each to have such duties and authority as may be specified in these Bylaws or as shall be prescribed by the Board. The offices of President (or if there is no President, then Chair) and Treasurer may

not be held by the same person; otherwise, the same individual may simultaneously hold more than one office.

Section 5.02. Election and Term. The Officers of the Corporation shall be elected by the Board at any meeting of the Board. Each Officer other than the President shall hold office for a one-year term; provided, however, that Officers shall serve until their successors are duly elected and qualified. The President shall serve at the pleasure of the Board. There shall be no limit on the number of terms, consecutive or otherwise, that an Officer may serve.

Section 5.03. Removal or Resignation of Officers. Any Officer may be removed from office at any time by the Board whenever in the Board's sole judgment the best interests of the Corporation would be served thereby. Any officer may resign at any time by giving written notice to the Secretary of the Corporation. Such resignation shall take effect at the time specified in such notice, or, if no time is specified, at the time such resignation is tendered.

Section 5.04. Vacancies. A vacancy in any officership, because of death, resignation, removal, disqualification, or otherwise, may be filled at any time by the Board for the unexpired portion of the term. Vacancies may be filled or new offices created and filled at any meeting of the Board.

Section 5.05. Chair. The Chair shall preside at all meetings of the Board. If the Corporation does not have a President, then the Chair shall also have the powers otherwise given to the President of the Corporation and, subject to the control and direction of the Board, shall supervise and control all the affairs of the Corporation until such time as a President is appointed. The Chair in general shall perform all duties incident to the office of Chair and such other duties as may be prescribed by the Board from time to time.

Section 5.06 Vice Chair. The Vice Chair shall assume the duties of the Chair in the Chair's absence or incapacity and perform such other duties as from time to time may be assigned by the Chair or by the Board.

Section 5.07. Treasurer. The Treasurer shall have charge and custody of and be responsible for, all funds and securities of the Corporation; receive and give receipts for monies due and payable to the Corporation from any sources whatsoever; and deposit all such monies in the name of the Corporation in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of these Bylaws. The Treasurer shall keep or cause to be kept complete and accurate financial records of the Corporation and in general shall perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the Chair or by the Board.

Section 5.08. Secretary. The Secretary shall record or cause to be recorded the minutes of all meetings of the Board; maintain such minutes in the Corporation's permanent records as required under the Act; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; be the custodian of the corporate records, and in general perform all of the duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chair or by the Board.

Section 5.09. President. The Board shall select and employ a President (who may have the title of President or President and Chief Executive Officer) who shall be a corporate officer and responsible for the administration and management of the Corporation's business and operations. Subject to the oversight of the Board, the President shall: supervise, coordinate and manage the Corporation's day-to-day business and activities; formulate plans and advise on policies for the accomplishment of the Corporation's objectives; prepare an annual budget for approval by the Board; have charge of the Corporation's funds, discharge its obligations, and maintain its accounts; carry into effect all directions and resolutions of the Board; and perform such other duties and have such other powers as may be prescribed by the Board or these Bylaws. The President shall report to the Board and keep the Board apprised of his or her activities in carrying out his or her duties hereunder. The President shall serve at the pleasure of the Board of Directors. Any removal of the President will be without prejudice to his or her rights under a contract of employment, and the appointment of such person shall not itself create contract rights.

ARTICLE VI

Committees

Section 6.01. Committees of the Board. The Board may, by resolution adopted by a majority of all the Directors then in office, create one or more committees, each consisting solely of three or more Directors, to serve at the discretion of the Board (each a "Board Committee"). Board Committees shall have and exercise the authority of the Board in the management of the Corporation, to the extent provided in the respective Board resolution. Notwithstanding the foregoing, a Board Committee may not (i) authorize distributions; (ii) approve or propose to the Founding Members action required by the Act to be approved by the Founding Members; (iii) fill vacancies on the Board or any Board Committee; or (iv) adopt, amend, or repeal these Bylaws. The designation and delegation of authority to a Board Committee shall not operate to relieve the Board, or any individual Director, of any responsibility imposed upon them by law.

Section 6.02. Advisory Committees. Advisory committees not having and exercising the authority of the Board in the management of the Corporation may be designated by the Board at any meeting of the Board. Except as otherwise provided in such resolutions, the Board or anyone designated by the Board shall appoint the members of such committees. Individuals who are not Directors may serve as members of any such committee.

Section 6.03. Term. Each member of a committee shall continue as such until his or her successor is appointed, unless the committee shall be sooner terminated, or unless such member shall cease to qualify or shall be removed or shall resign as a member thereof.

Section 6.04. Removal; Resignation; Vacancies. Any member of a Board Committee may be removed from office at any time by the Board, and any member of an advisory committee may be removed from office at any time by the Board, except as otherwise provided by the Board. Any committee member may resign at any time by giving written notice to the Chair or to the Secretary of the Corporation. Such resignation shall take effect at the time specified in such notice, or, if no time is specified, at the time such resignation is tendered. Vacancies in the membership of any committee may be filled at any time by appointments made in the same manner as provided in the case of the original appointments.

Section 6.05. Committee Meetings. Meetings of any Board Committee shall conform to the same standards for notice, quorum, voting, manner and method of acting, and other procedures applicable to meetings of the Board as are set forth in Article IV of these Bylaws, except as otherwise provided by these Bylaws, committee charter, or resolution of the Board. Meetings of any advisory committee shall conform to the standards for notice, quorum, voting, and manner and method of acting as may be established by the committee chair, with the approval of the committee members, except as otherwise provided in these Bylaws, committee charter, or resolution of the Board.

ARTICLE VII

Sundry Provisions

Section 7.01 Contracts. The Board may authorize any Officer or Officers of the Corporation, or agent or agents of the Corporation, in addition to the Officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

Section 7.02 Checks, Drafts, Etc. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by the Chair, the Treasurer, the Vice Chair, or such Officer or Officers of the Corporation, or agent or agents of the Corporation, and in such manner as shall from time to time be determined by resolution of the Board.

Section 7.03 Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks or other depositories as the Board may select.

Section 7.04 Gifts. The Board may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purposes of the Corporation or for any special purpose approved by the Board if all such purposes are within the scope of the purposes of the Corporation as set forth in the Articles of Incorporation as amended from time to time.

Section 7.05 Books and Records. The Board may engage the services of a recognized auditing firm which shall review the Corporation's books and statements, and which shall prepare annually, or more frequently if required, an operating statement, balance sheet and tax returns. The Corporation shall keep correct and complete books and records of account and shall also keep: (i) minutes of all meetings of the Board; (ii) records of all actions taken without a meeting by the Board; and (iii) records of all actions taken by a Board Committee on behalf of the Corporation. The Corporation also shall keep at its principal office (i) the Corporation's Articles of Incorporation, (ii) the Corporation's Bylaws, (iii) minutes and other required records described above for the last three (3) years; (iv) a list of the names and business address of the Corporation's current Directors and officers; and (v) the most recent biennial report filed by the Corporation with the District of Columbia.

Section 7.06 Limitation of Liability; Indemnification; and Insurance. To the fullest extent permitted by the Act and the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any future internal revenue laws of the United States (i) the personal liability of each Director, Officer, employee of the Corporation is hereby eliminated, and (ii) the

Corporation shall indemnify and advance expenses to any individual who was, is, or is threatened to be made, a party to a proceeding because he or she is or was a Director, Officer, employee, and/or agent of the Corporation. The Corporation may purchase liability insurance for the indemnity specified above, as determined from time to time by the Board

ARTICLE VIII Fiscal Year and Budget

Section 8.01 Fiscal Year. Except as from time to time otherwise provided by the Board, the fiscal year of the Corporation shall be the calendar year.

Section 8.02 Budget, Fees, Dues, and Assessments. The Board shall adopt a budget for each fiscal year, setting forth categories of expenses and totals, as well as expected revenue and sources. The Board shall set fees, dues, and other assessments (collectively, “Dues”) on an annual basis, and no Member shall be obligated to pay Dues in a subsequent year if it terminates membership pursuant to Section 3.02. If the Board increases Dues during a year, a Member may terminate membership and will not be subject to the increased Dues, but will be subject to Dues established for that year.

ARTICLE IX State Program Boards

Section 9.01 Establishment of State Program Boards. The Corporation may establish governing bodies for one or more state producer responsibility programs in which the Corporation or its subsidiaries participates as the designated producer responsibility organization, as authorized by the Board (each, a “State Board”). Each State Board shall function as a designated body of the Corporation as defined in D.C. Code section 29-406.12. Each State Board shall have responsibility to approve the program plan and budget for that state and provide strategic oversight and guidance to the Corporation regarding that state’s program, subject to final approval and oversight by the Board.

Section 9.02 State Board Meetings. Each State Board shall have a governing charter approved by the Board. The charter shall operate as internal operating rules for the State Board and shall address the composition, selection process, and term of members of the State Board, as well as the procedures for meetings, notice, quorum, and manner of acting of the State Board. Unless such rules provide otherwise or in the absence of such rules, each State Board shall be subject to the requirements for meetings, notice, and manner of acting applicable to the Board of the Corporation.

Section 9.03 Minutes. Minutes of each meeting of a State Board and records of each action taken without a meeting by a State Board shall be recorded and maintained permanently among the records of the Corporation, as required by law.

ARTICLE X

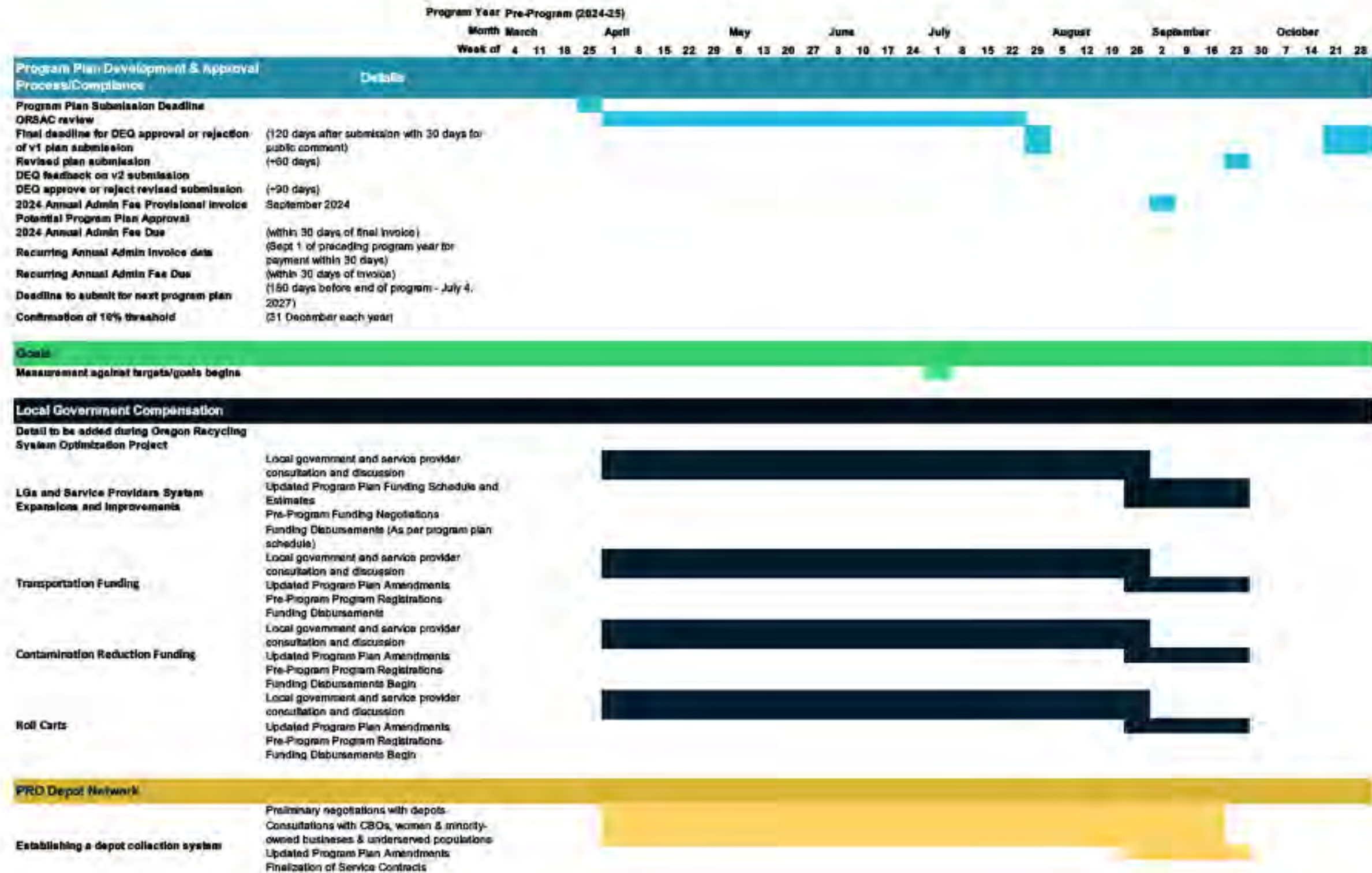
Amendments

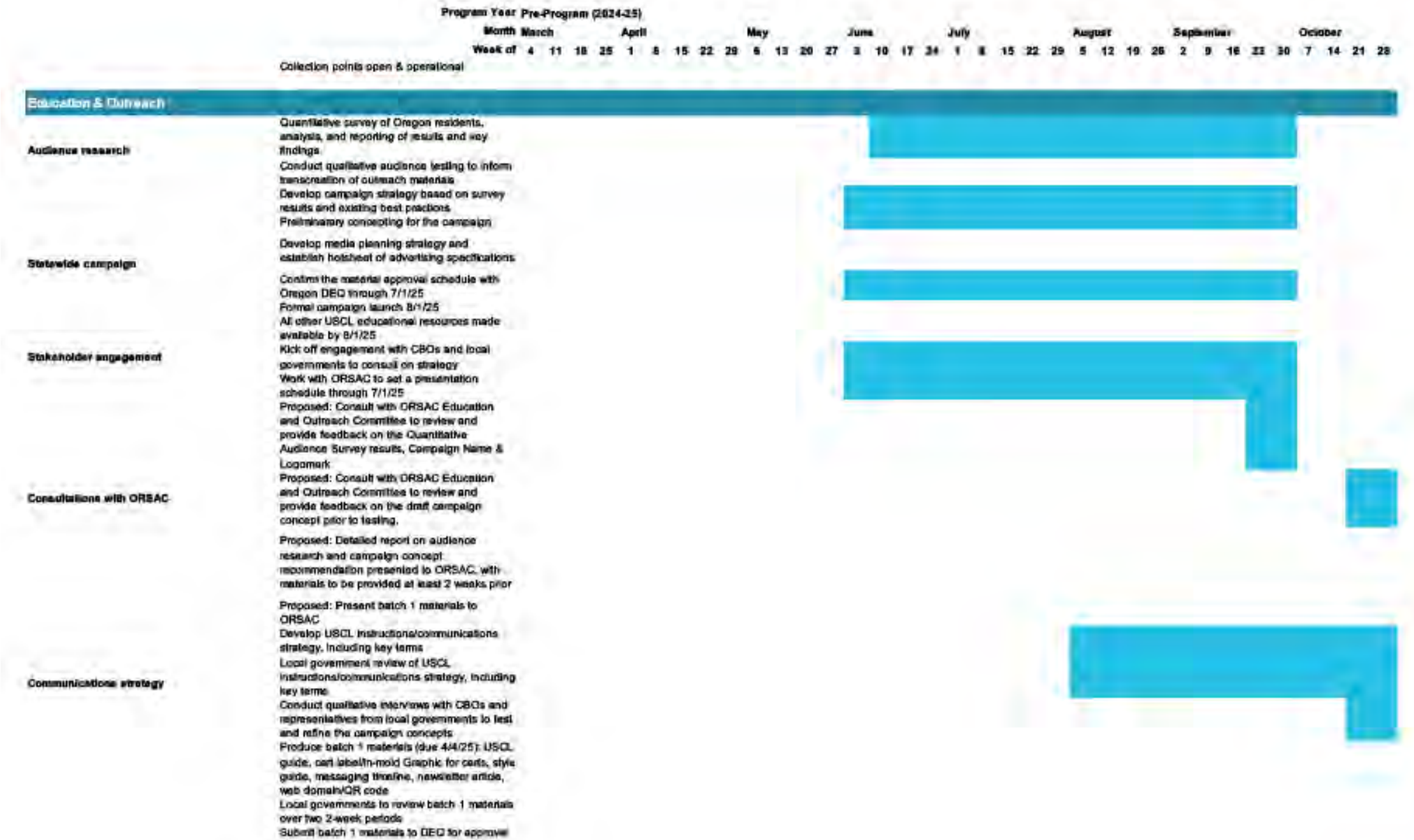
Section 10.01 By the Board. At any meeting these Bylaws may be altered, amended or repealed in whole or in part upon approval of a majority of the Directors then in office.

Adopted by the Board of Directors on March 1, 2023, as amended by the Board of Directors on March 15, 2023.

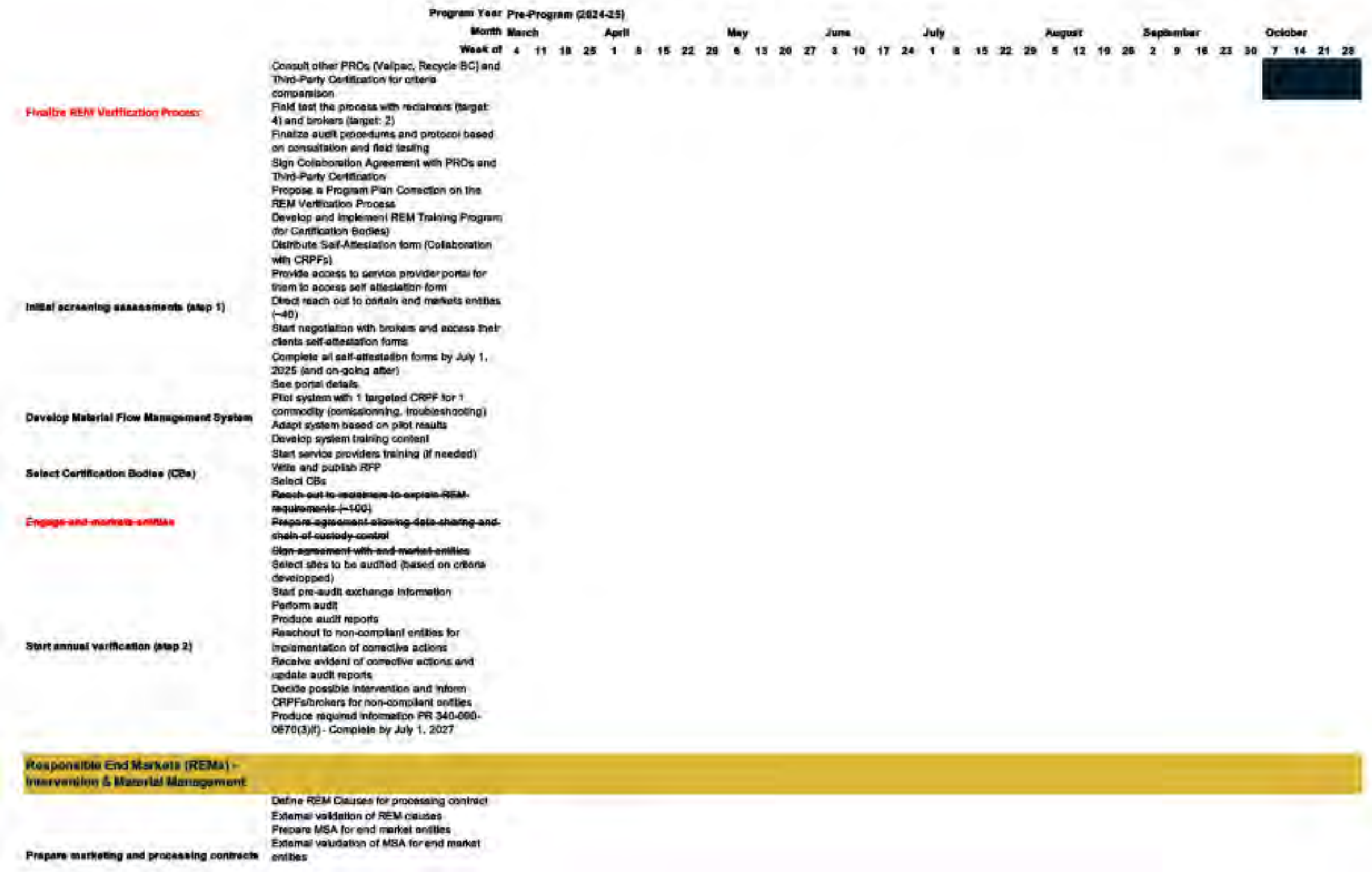
Appendix M:

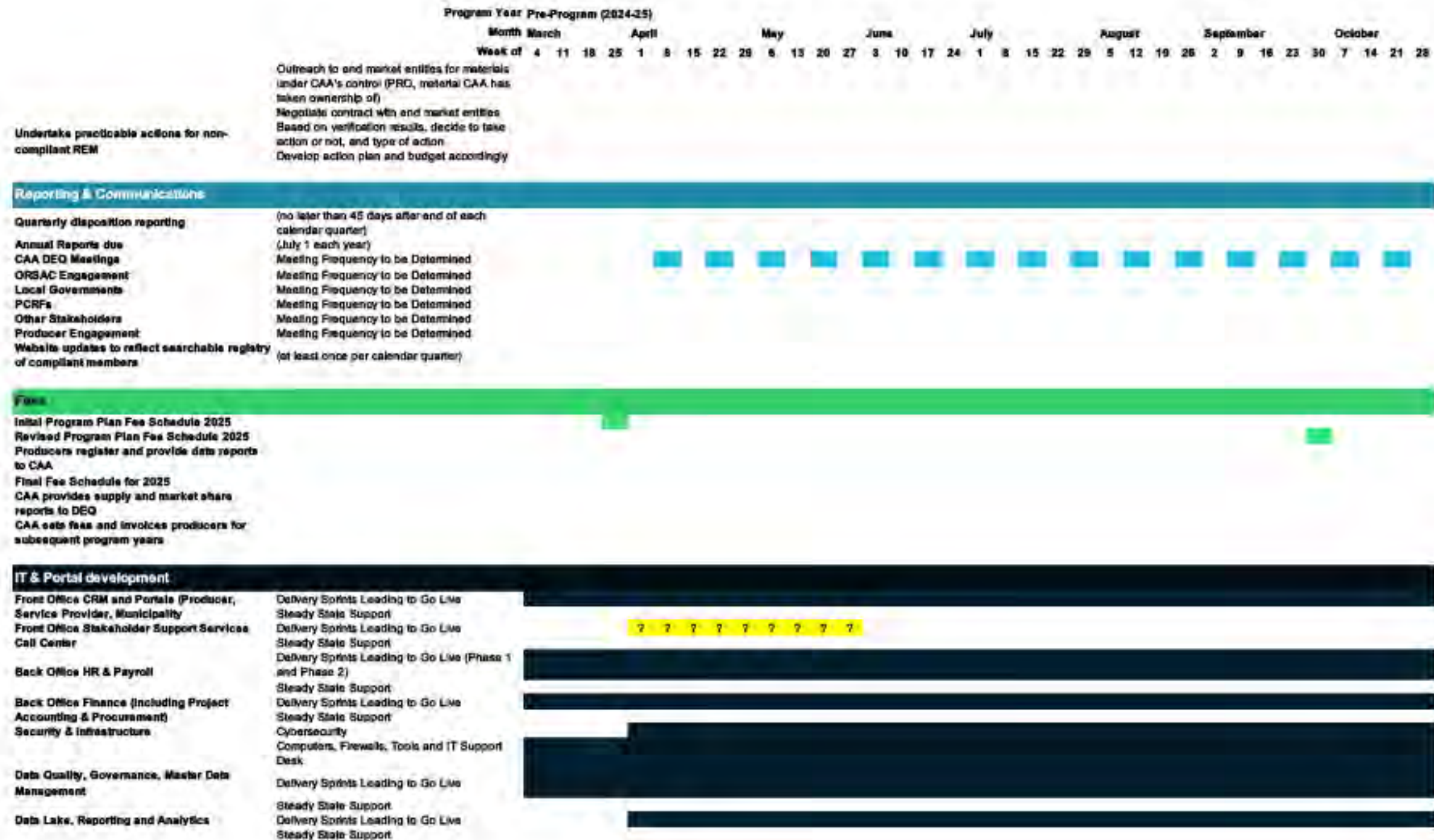
Updated Program Implementation Timelines

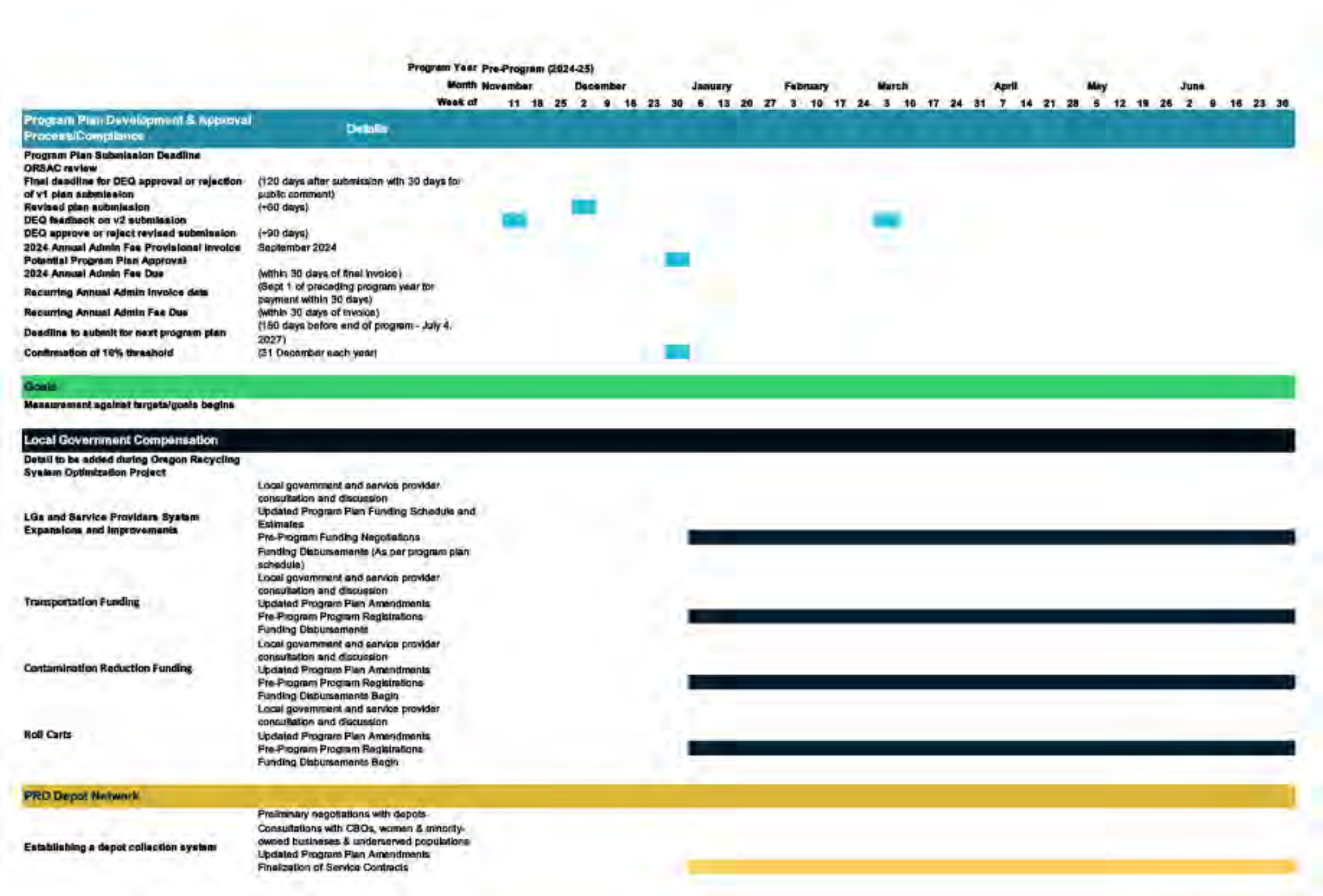


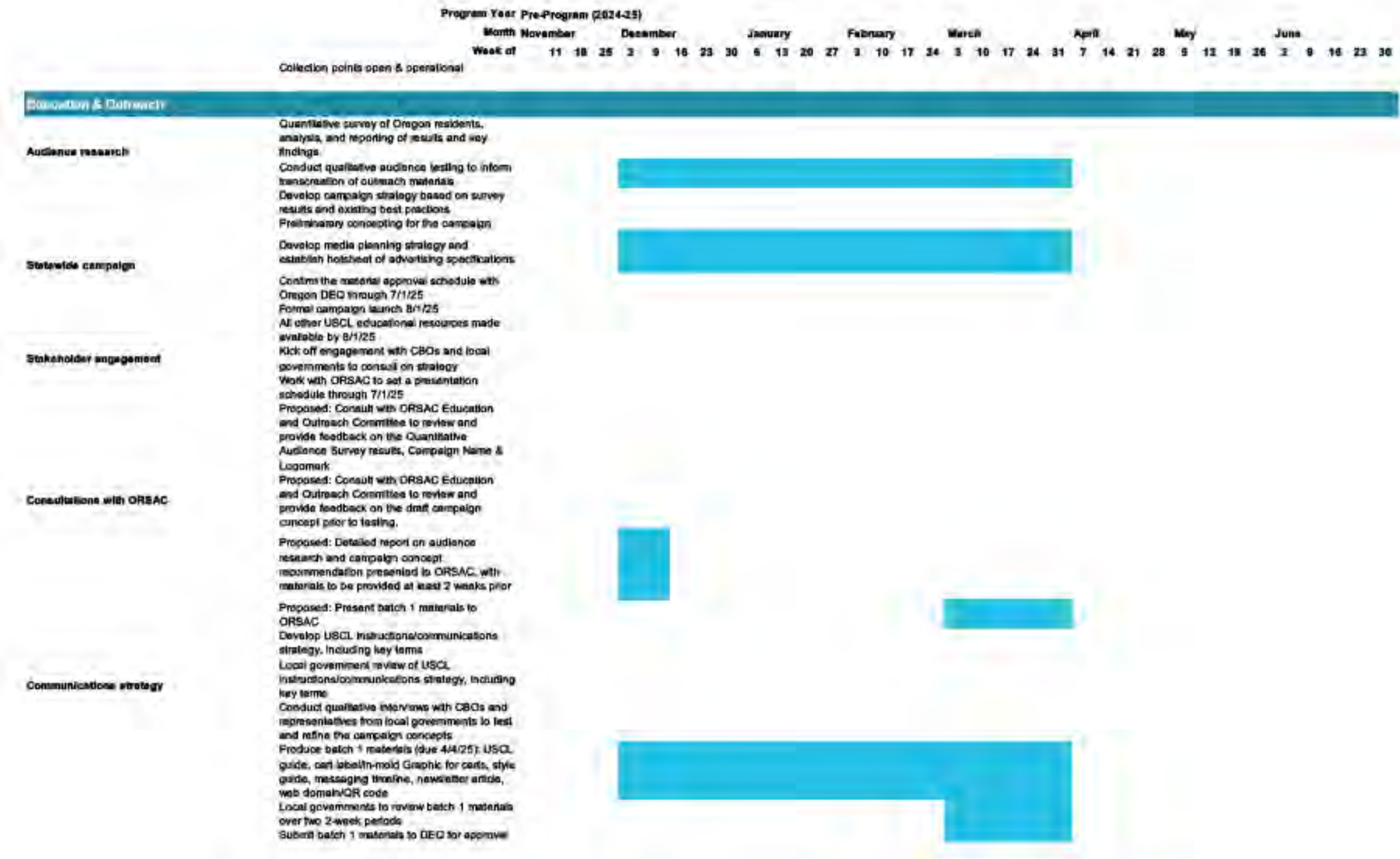


		Program Year Pre-Program (2024-25)																																																							
		Month March							April							May							June							July							August							September							October						
		Week of	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28																				
Production of materials	Initial drafting of batch 2 materials (due 5/16/25): Social toolkit, press release, newsletter article, website with "change is coming" messaging, print materials - USCL mailer/poster, postcard, bill insert, depot/window signage, available in agreed-upon languages.																																																								
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Portal development	Complete production of batch 2 materials for May 16 distribution																																																								
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Materials: S111c	Complete production of batch 3 materials for 7/4/25 release - A live public-facing website with memorable domain name, populated with change-is-coming messaging will be available by 7/4/25																																																								
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Review Program Plan (DEQ comments)	Begin implementation of plans																																																								
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	Undertake formal consultations with reclaimers on proposed approach																																																								
Review Program Plan (DEQ comments)	List local, state and national laws and international treaties applicable to the different entities																																																								

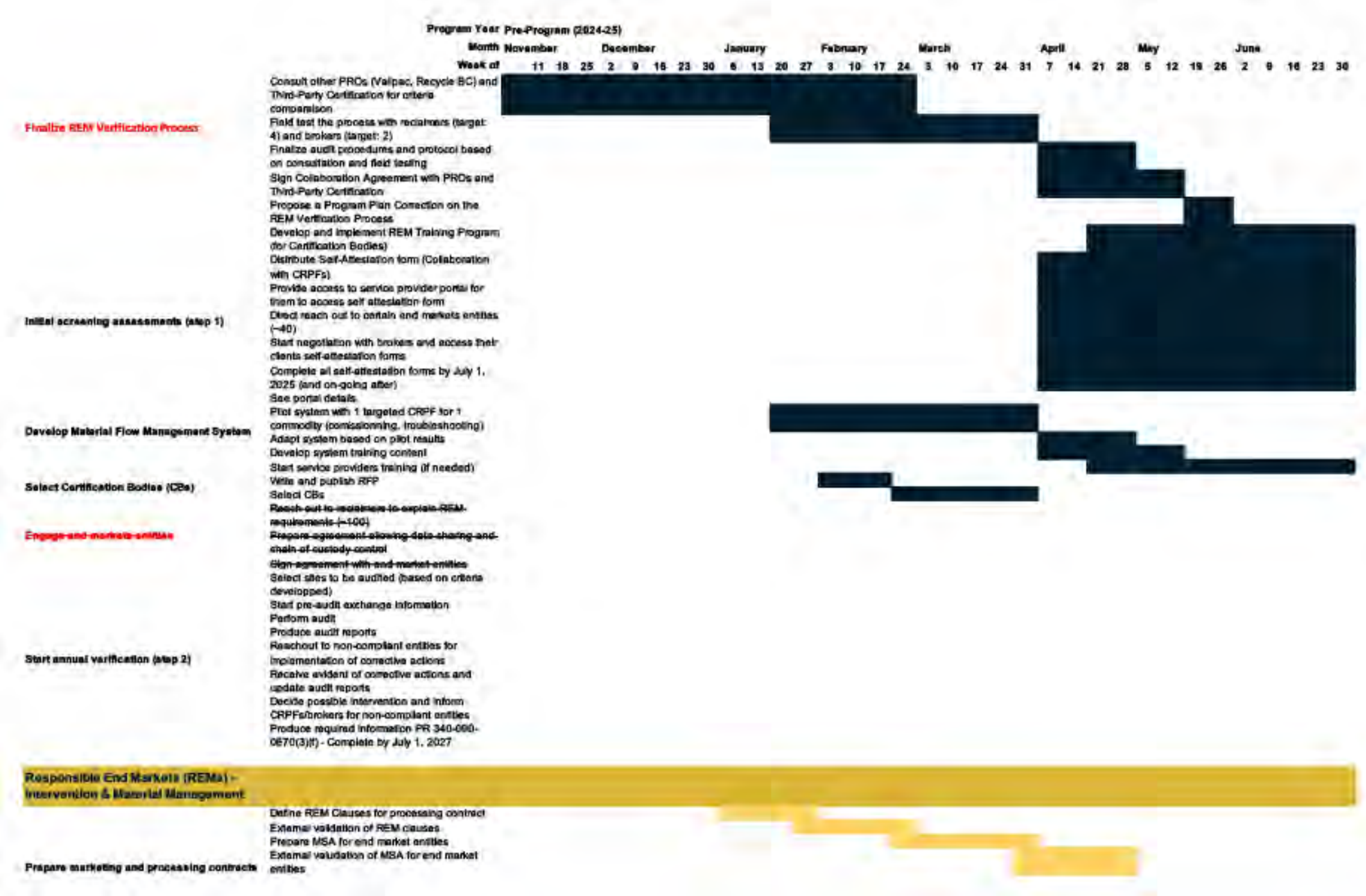


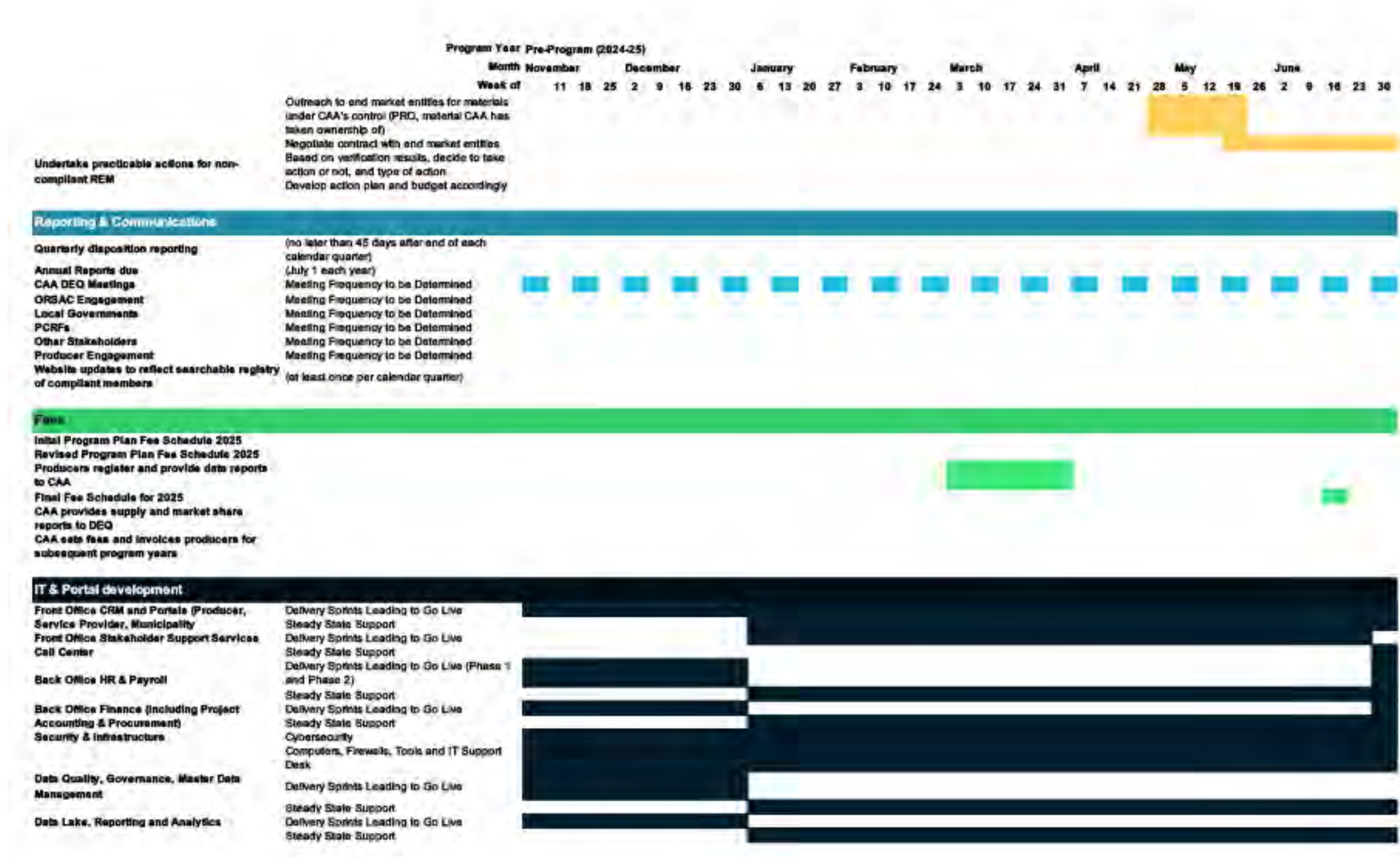


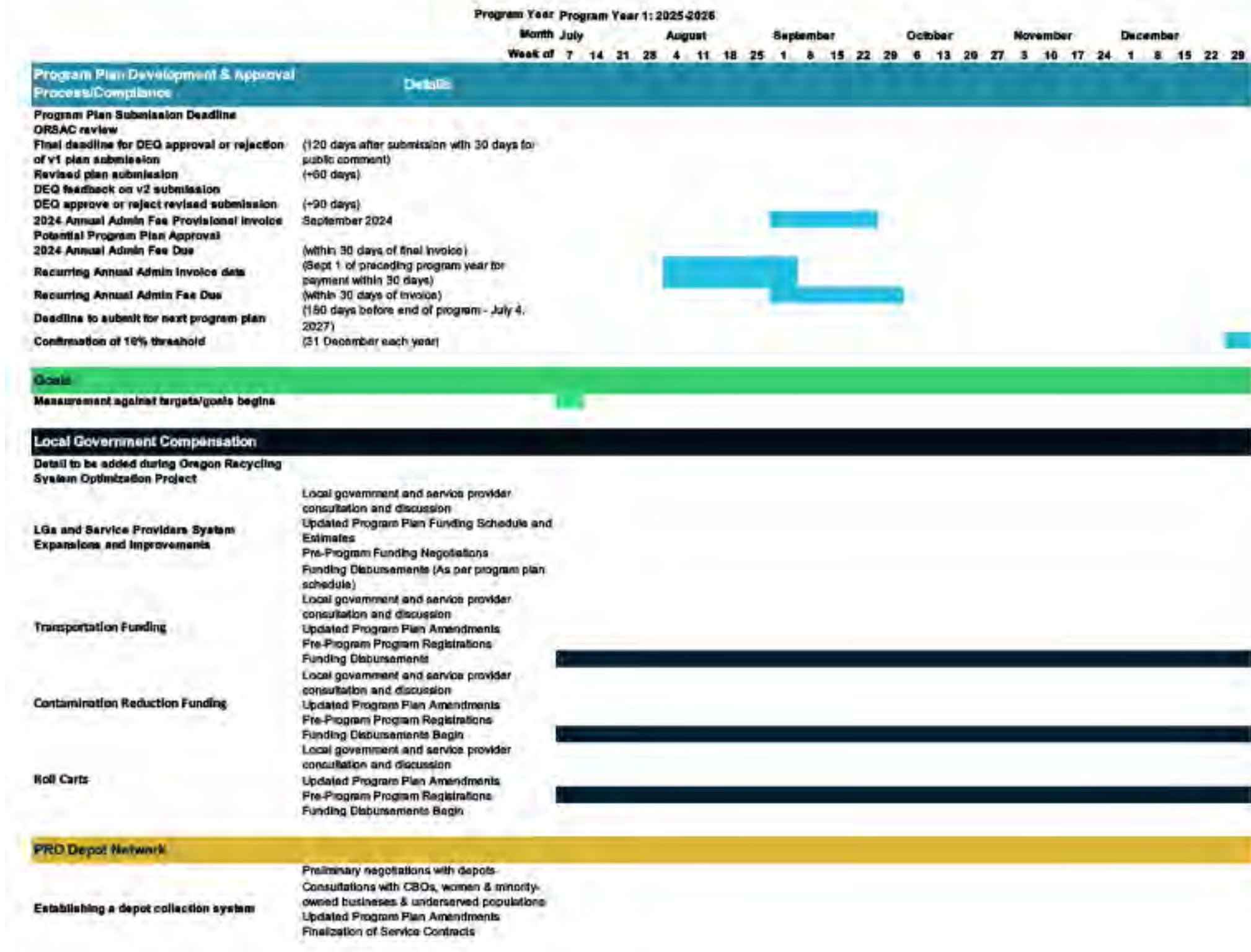






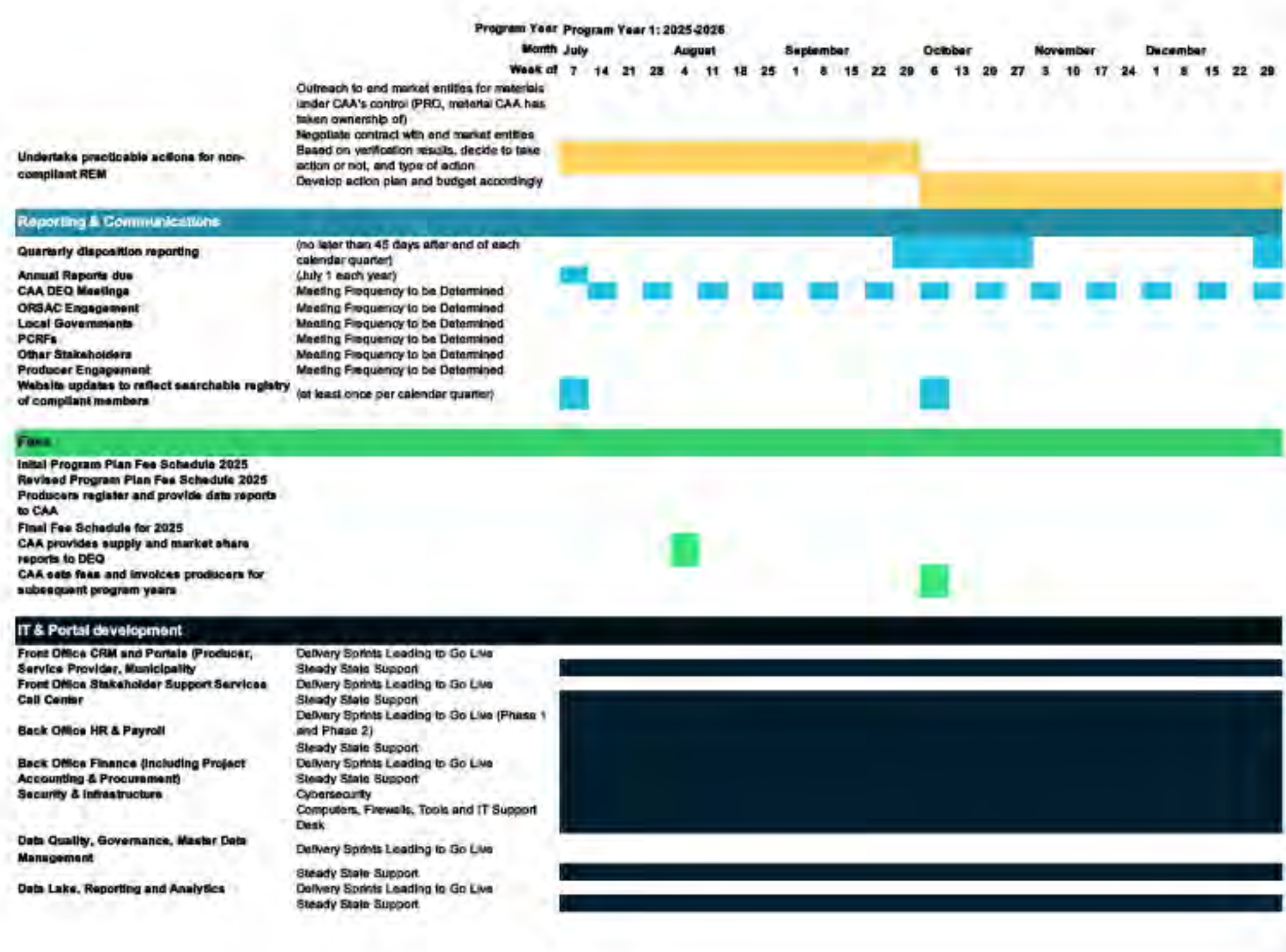






Program Year Program Year 1: 2025-2026	
	Month July August September October November December
	Week of 7 14 21 28 4 11 18 25 1 8 15 22 29 6 13 20 27 3 10 17 24 1 8 15 22 29
Collection points open & operational	
Outreach & Outreach	
Audience research	Quantitative survey of Oregon residents, analysis, and reporting of results and key findings. Conduct qualitative audience testing to inform transcription of outreach materials. Develop campaign strategy based on survey results and existing best practices. Preliminary concepting for the campaign.
Statewide campaign	Develop media planning strategy and establish hot-sheet of advertising specifications. Confirm the material approval schedule with Oregon DEC through 7/1/25. Formal campaign launch 8/1/25. All other USCL educational resources made available by 8/1/25.
Stakeholder engagement	Kick-off engagement with CBOs and local governments to consult on strategy. Work with ORSAC to set a presentation schedule through 7/1/25. Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the Quantitative Audience Survey results, Campaign Name & Logo/Mark.
Consultations with ORSAC	Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the draft campaign concept prior to testing. Proposed: Detailed report on audience research and campaign concept recommendation presented to ORSAC, with materials to be provided at least 2 weeks prior.
Communications strategy	Proposed: Present batch 1 materials to ORSAC. Develop USCL instructional/communications strategy, including key terms. Local government review of USCL instructional/communications strategy, including key terms. Conduct qualitative interviews with CBOs and representatives from local governments to test and refine the campaign concepts. Produce batch 1 materials (due 4/4/25): USCL guide, cart label/mold Graphic for carts, style guide, messaging timeline, newsletter article, web domain/QR code. Local governments to review batch 1 materials over two 2-week periods. Submit batch 1 materials to DEC for approval.

		Program Year Program Year 1: 2025-2026																																									
		Month July							August							September							October							November							December						
		Week of 7 14 21 28							4 11 18 25							1 8 15 22 29							6 13 20 27							3 10 17 24							1 8 15 22 29						
Production of materials	<p>Initial drafting of batch 2 materials (due 5/16/25): Social toolkit, press release, newsletter article, website with "change is coming" messaging, print materials - USCL mailer/poster, postcard, bill insert, depot/enclosure signage, available in agreed-upon languages.</p> <p>Local governments to review the relevant parts of batch 2 materials over two periods</p> <p>Complete production of batch 2 materials for May 16 distribution</p> <p>Initial drafting of batch 3 materials (due 7/4/25) - Website strategy, design, development and QC to have live, updated with downloadable materials</p> <p>Complete production of batch 3 materials for 7/4/25 release - A live public-facing website with memorable domain name, populated with change-is-coming messaging will be available by 7/4/25</p> <p>Initial production of batch 4 materials (those required by August 1) in English (ad materials - video, radio, banner, social, native, OOH, print, search)</p> <p>Upon approval of English materials, translated materials will be developed</p> <p>PR planning, messaging and materials development (early milestone is "change is coming" release)</p> <p>Business association outreach</p> <p>Mail house coordination</p> <p>Initiate media negotiation and coordination</p> <p>Design, build and test education and outreach electronic portal</p> <p>Launch of portal by 8/16/25 to support outreach efforts conducted by local government and service providers</p>																																										
Major Goal: SIPs		To be adapted per material once plan is approved	Detailed plan development in coordination with DEQ, MRFs, end markets and producers Begin implementation of plans																																								
Responsible End Markets (REMs) - Verification		Review Program Plan (DEQ comments)	<p>Anticipating revisions from DEQ and resubmission of program plan</p> <p>Finalize and approve Program Plan REM Content V2</p> <p>Undertake formal consultations with reclaimers on proposed approach</p> <p>List local, state and national laws and international treaties applicable to the different entities</p>																																								

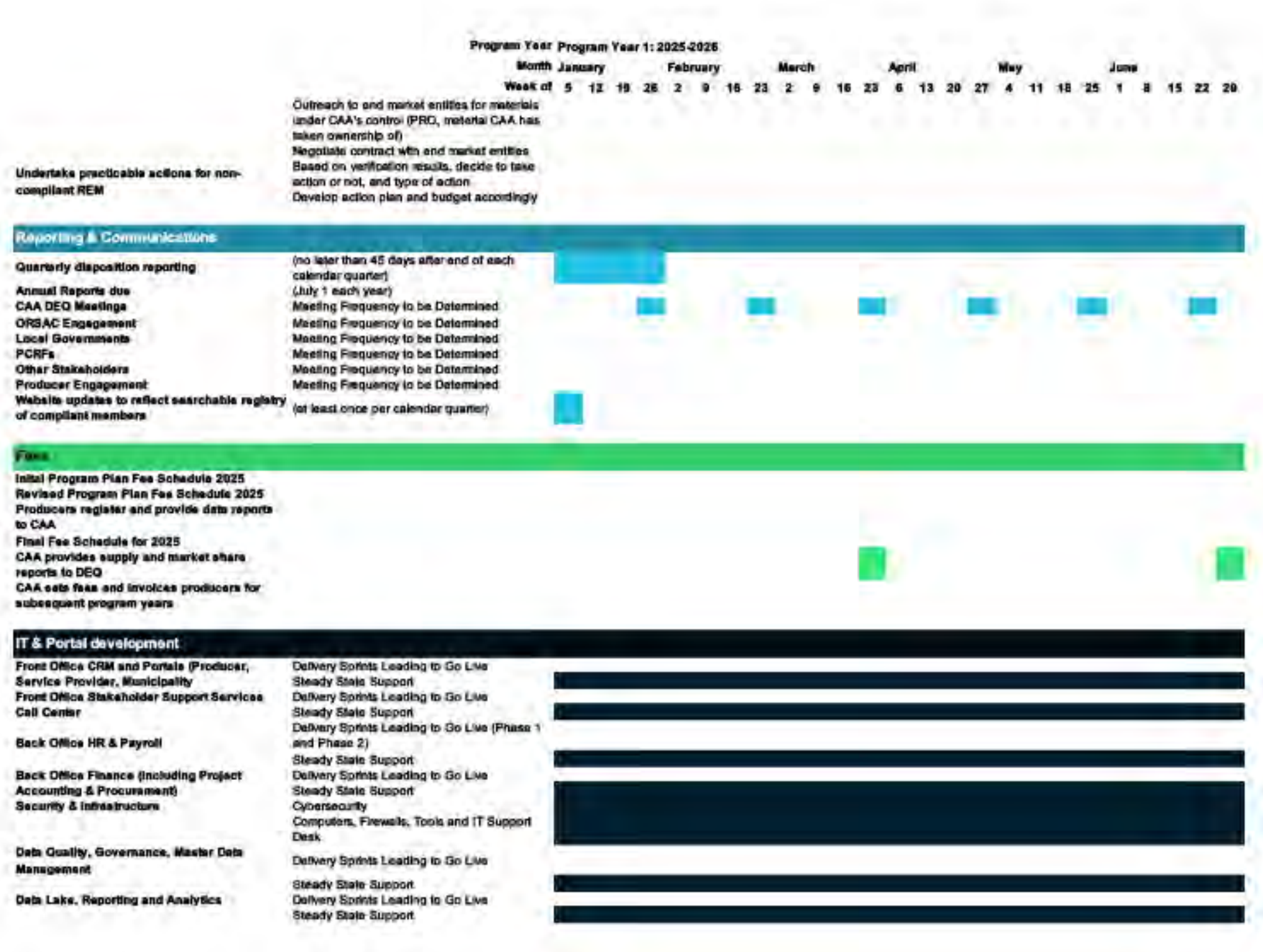


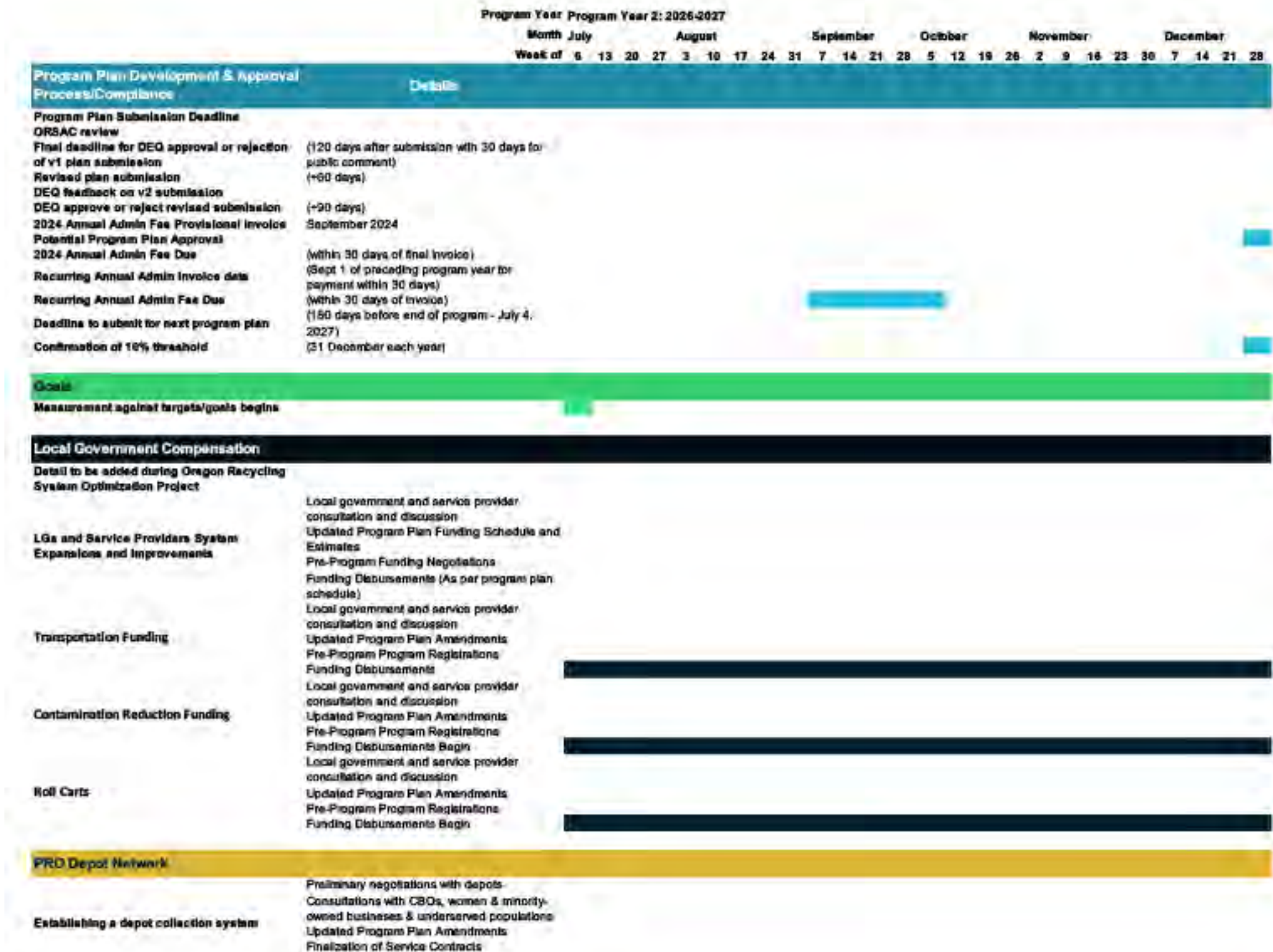
		Program Year Program Year 1: 2025-2026																									
		Month January				February				March				April				May				June					
		Week of	5	12	19	26	2	9	16	23	2	9	16	23	6	13	20	27	4	11	18	25	1	8	15	22	29
Program Plan Development & Approval Process/Compliance		Details:																									
Program Plan Submission Deadline																											
ORSAC review																											
Final deadline for DEQ approval or rejection of v1 plan submission		(120 days after submission with 30 days for public comment)																									
Revised plan submission		(+60 days)																									
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Potential Program Plan Approval																											
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Recurring Annual Admin Invoice date		(Sept 1 of preceding program year for payment within 30 days)																									
Recurring Annual Admin Fee Due		(within 30 days of invoice)																									
Deadline to submit for next program plan		(180 days before end of program - July 4, 2027)																									
Confirmation of 10% threshold		(31 December each year)																									
Goals																											
Measurement against targets/goals begins																											
Local Government Compensation																											
Detail to be added during Oregon Recycling System Optimization Project																											
LGA and Service Providers System Expansions and Improvements		Local government and service provider consultation and discussion Updated Program Plan Funding Schedule and Estimates Pre-Program Funding Negotiations Funding Disbursements (As per program plan schedule)																									
Transportation Funding		Local government and service provider consultation and discussion Updated Program Plan Amendments Pre-Program Program Registrations Funding Disbursements																									
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PRD Depot Network																											
Establishing a depot collection system		Preliminary negotiations with depots Consultations with CBOs, women & minority-owned businesses & underserved populations Updated Program Plan Amendments Finalization of Service Contracts																									

Program Year 1: 2025-2026						
Month	January	February	March	April	May	June
Week of	5 12 19 26	3 9 16 23	2 9 16 23	6 13 20 27	4 11 18 25	1 8 15 22 29
Collection points open & operational						
Education & Outreach						
Audience research	<p>Quantitative survey of Oregon residents, analysis, and reporting of results and key findings</p> <p>Conduct qualitative audience testing to inform transcription of outreach materials</p> <p>Develop campaign strategy based on survey results and existing best practices</p> <p>Preliminary concepting for the campaign</p>					
Statewide campaign	<p>Develop media planning strategy and establish hotsheet of advertising specifications</p> <p>Confirm the material approval schedule with Oregon DEQ through 7/1/25</p> <p>Formal campaign launch 8/1/25</p> <p>All other USCL educational resources made available by 8/1/25</p>					
Stakeholder engagement	<p>Kick off engagement with CBOs and local governments to consult on strategy</p> <p>Work with ORSAC to set a presentation schedule through 7/1/25</p> <p>Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the Quantitative Audience Survey results, Campaign Name & Logomark</p>					
Consultations with ORSAC	<p>Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the draft campaign concept prior to testing.</p> <p>Proposed: Detailed report on audience research and campaign concept recommendation presented to ORSAC, with materials to be provided at least 2 weeks prior</p> <p>Proposed: Present batch 1 materials to ORSAC</p>					
Communications strategy	<p>Develop USCL Instructional/communications strategy, including key terms</p> <p>Local government review of USCL Instructional/communications strategy, including key terms</p> <p>Conduct qualitative interviews with CBOs and representatives from local governments to test and refine the campaign concepts</p> <p>Produce batch 1 materials (due 4/4/25): USCL guide, cart label/mold Graphic for carts, style guide, messaging timeline, newsletter article, web domain/QR code</p> <p>Local governments to review batch 1 materials over two 2-week periods</p> <p>Submit batch 1 materials to DEQ for approval</p>					

Program Year 1: 2025-2026						
Month	January	February	March	April	May	June
Week of	5 12 19 26	3 10 16 23	2 9 16 23	6 13 20 27	4 11 18 25	1 8 15 22 29
Production of materials	<p>Initial drafting of batch 2 materials (due 5/16/25): Social toolkit, press release, newsletter article, website with "change is coming" messaging, print materials - USCL mailer/poster, postcard, bill insert, depot/enclosure signage, available in agreed-upon languages.</p> <p>Local governments to review the relevant parts of batch 2 materials over two periods</p> <p>Complete production of batch 2 materials for May 16 distribution</p> <p>Initial drafting of batch 3 materials (due 7/4/25) - Website strategy, design, development and QC to have live, updated with downloadable materials</p> <p>Complete production of batch 3 materials for 7/4/25 release - A live public-facing website with memorable domain name, populated with change-is-coming messaging will be available by 7/4/25</p> <p>Initial production of batch 4 materials (those required by August 1) in English (ad materials - video, radio, banner, social, native, OOH, print, search)</p> <p>Upon approval of English materials, translated materials will be developed</p> <p>PR planning, messaging and materials development (early milestone is "change is coming" release)</p> <p>Business association outreach</p> <p>Mail house coordination</p> <p>Initiate media negotiation and coordination</p> <p>Design, build and test education and outreach electronic portal</p> <p>Launch of portal by 8/16/25 to support outreach efforts conducted by local government and service providers</p>					
Market/Local OIRs						
To be adapted per material once plan is approved	<p>Detailed plan development in coordination with DEQ, MRFs, and markets and producers</p> <p>Begin implementation of plans</p>					
Responsible End Markets (REMs) - Verification						
Review Program Plan (DEQ comments)	<p>Anticipating revisions from DEQ and resubmission of program plan</p> <p>Finalize and approve Program Plan REM Content V2</p> <p>Undertake formal consultations with reclaimers on proposed approach</p> <p>List local, state and national laws and international treaties applicable to the different entities</p>					

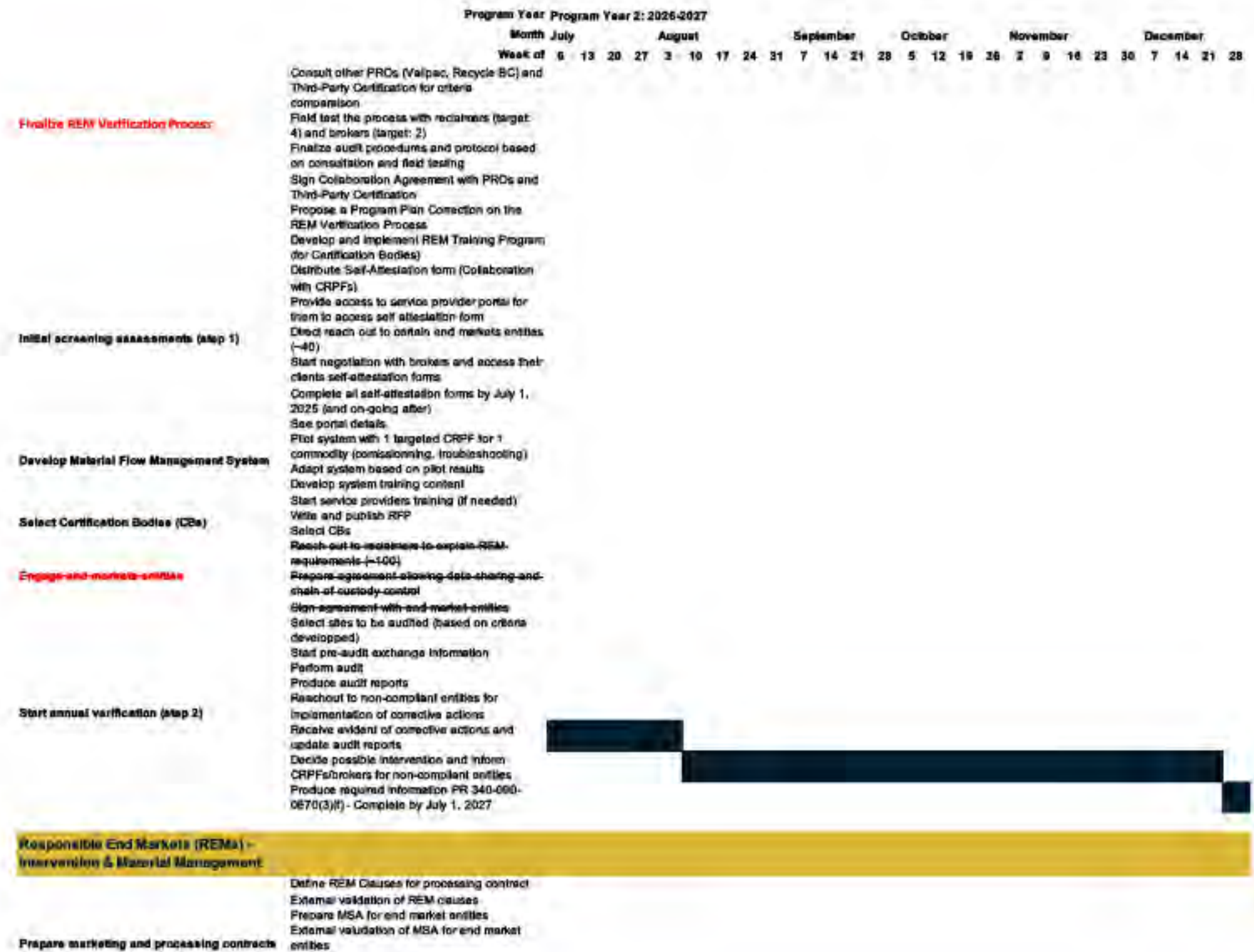


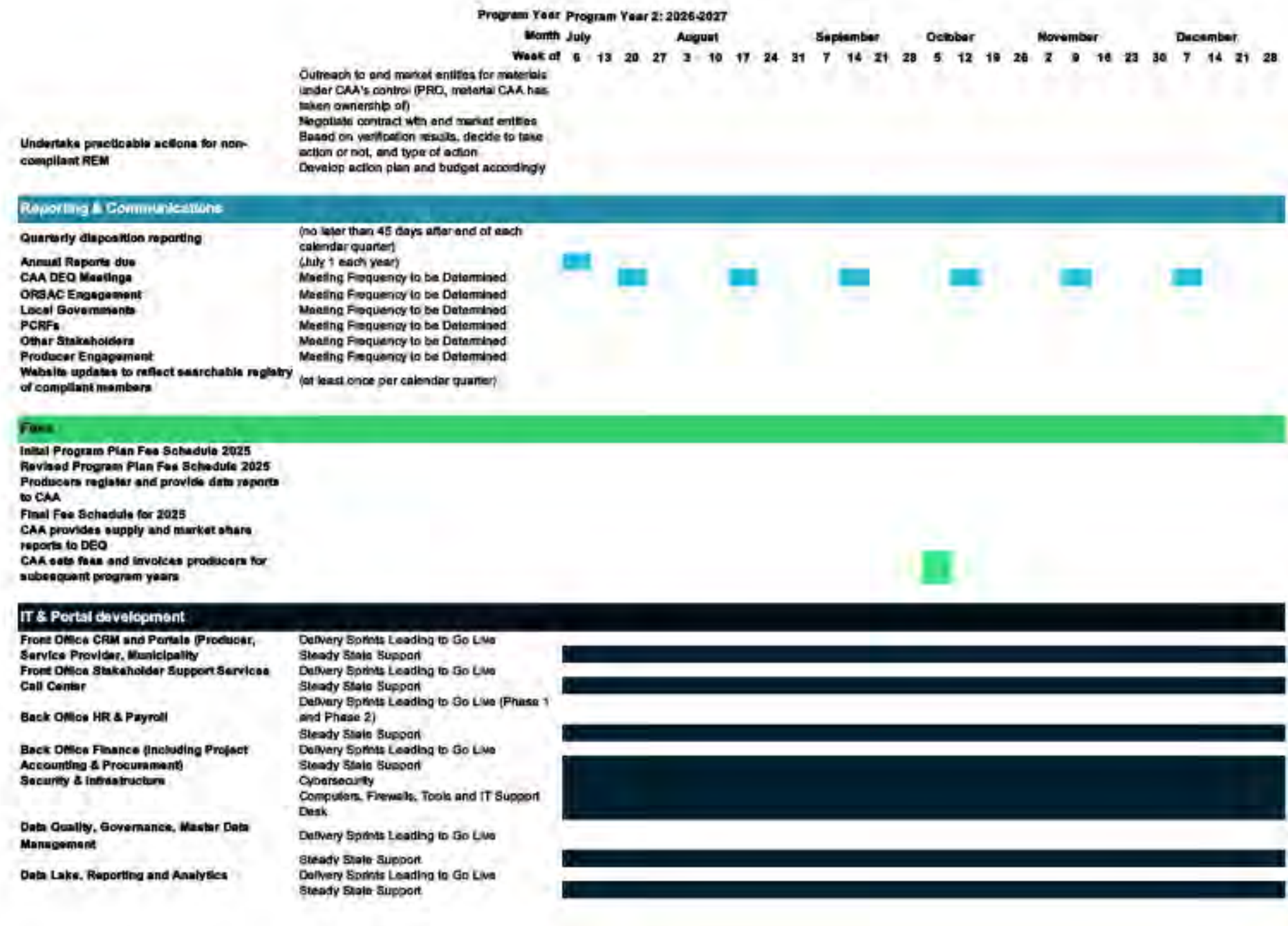




		Program Year 2: 2026-2027																	
		Month July			Month August				Month September			Month October		Month November		Month December			
		Week of	8	15	22	29	5	12	19	26	2	9	16	23	30	6	13	20	27
		Collection points open & operational																	
Education & Outreach																			
Audience research	<p>Quantitative survey of Oregon residents, analysis, and reporting of results and key findings</p> <p>Conduct qualitative audience testing to inform transcription of outreach materials</p> <p>Develop campaign strategy based on survey results and existing best practices</p> <p>Preliminary concepting for the campaign</p>																		
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		Program Year 1: 2026-2027																																											
		Month July							Month August							Month September							Month October							Month November							Month December								
		Week of		6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	1	8	15	22	29	5	12	19	26	1	8	15	22	29	5	12	19	26	1	8	15	22	29	5	12
Production of materials	Initial drafting of batch 2 materials (due 6/16/25): Social toolkit, press release, newsletter article, website with "change is coming" messaging, print materials - USCL mailer/poster, postcard, bill insert, depot/closure signage, available in agreed-upon languages.																																												
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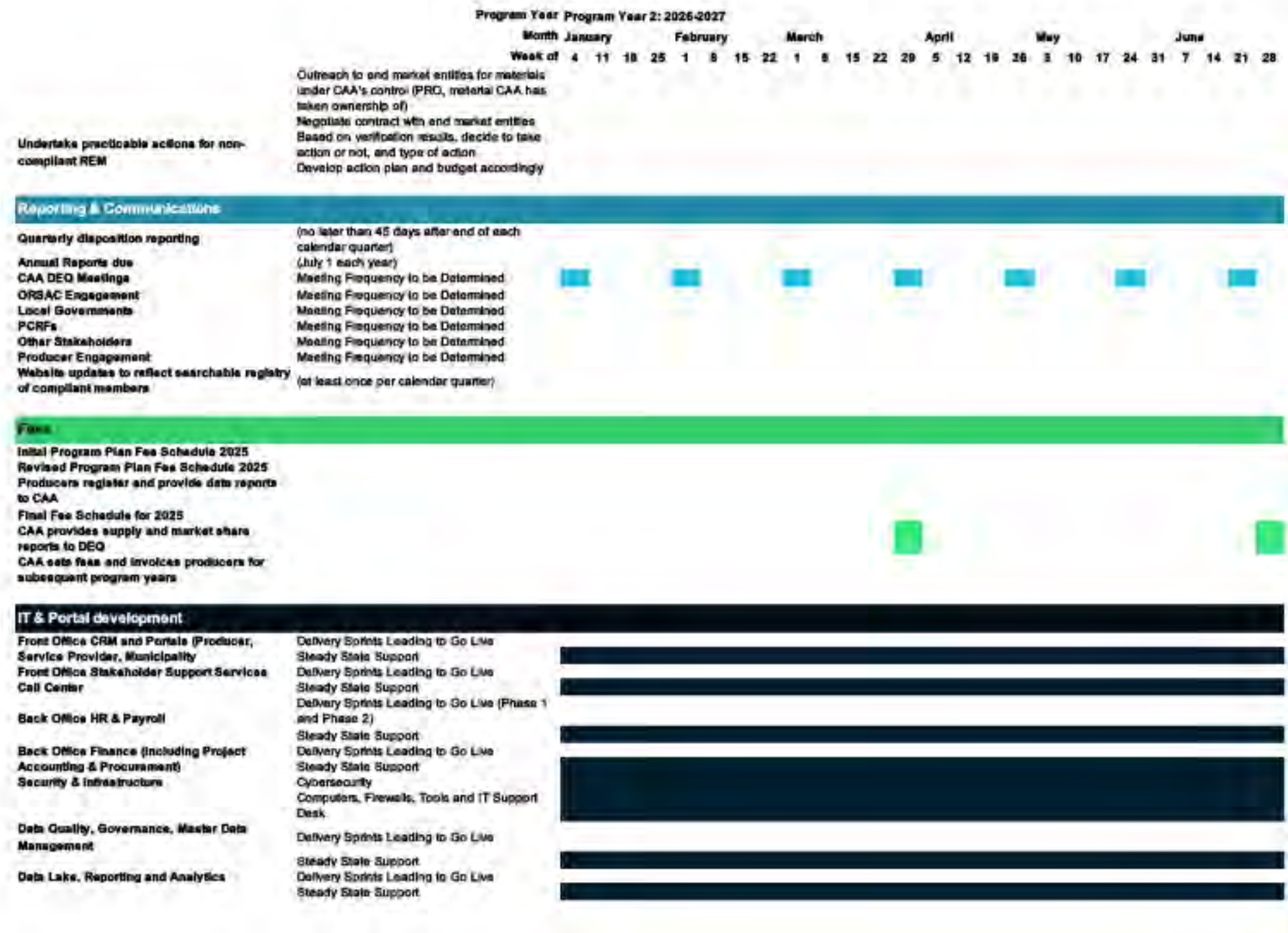


		Program Year Program Year 2: 2026-2027																											
		Month January				February				March				April				May				June							
		Week of	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
Program Plan Development & Approval Process/Compliance		Details																											
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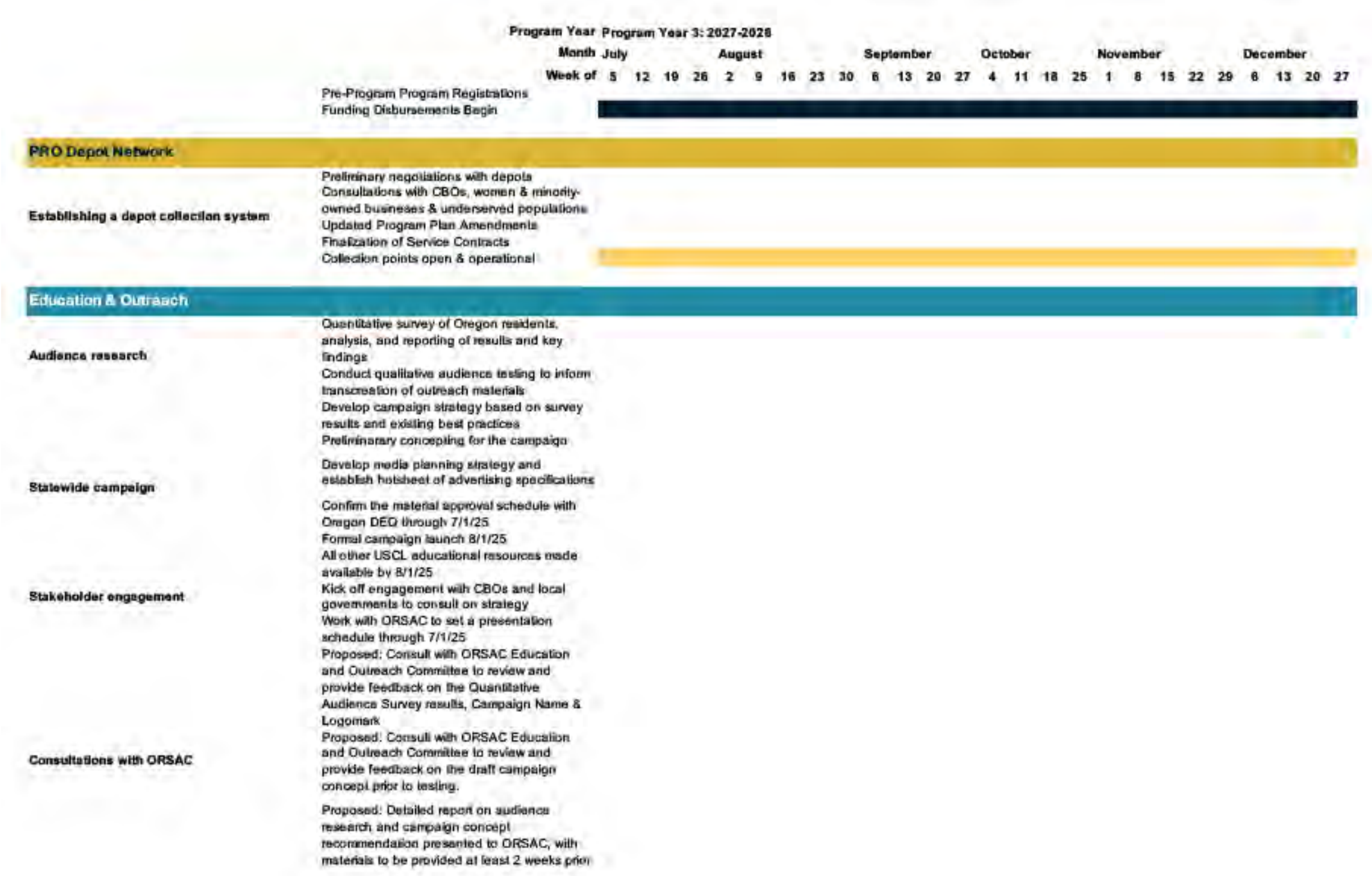
Program Year 1		Program Year 2: 2026-2027																					
		Month	January	February	March	April	May	June															
		Week of	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
Collection points open & operational																							
Documentation & Outreach																							
Audience research	<p>Quantitative survey of Oregon residents, analysis, and reporting of results and key findings</p> <p>Conduct qualitative audience testing to inform transcription of outreach materials</p> <p>Develop campaign strategy based on survey results and existing best practices</p> <p>Preliminary concepting for the campaign</p>																						
Statewide campaign	<p>Develop media planning strategy and establish hoistheat of advertising specifications</p> <p>Confirm the material approval schedule with Oregon DEED through 7/1/25</p> <p>Formal campaign launch 8/1/25</p> <p>All other USCL educational resources made available by 8/1/25</p>																						
Stakeholder engagement	<p>Kick off engagement with CBOs and local governments to consult on strategy</p> <p>Work with ORSAC to set a presentation schedule through 7/1/25</p> <p>Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the Quantitative Audience Survey results, Campaign Name & Logomark</p>																						
Consultations with ORSAC	<p>Proposed: Consult with ORSAC Education and Outreach Committee to review and provide feedback on the draft campaign concept prior to testing.</p> <p>Proposed: Detailed report on audience research and campaign concept recommendation presented to ORSAC, with materials to be provided at least 2 weeks prior</p> <p>Proposed: Present batch 1 materials to ORSAC</p>																						
Communications strategy	<p>Develop USCL Instructions/communications strategy, including key terms</p> <p>Local government review of USCL Instructions/communications strategy, including key terms</p> <p>Conduct qualitative interviews with CBOs and representatives from local governments to test and refine the campaign concepts</p> <p>Produce batch 1 materials (due 4/4/25): USCL guide, cert label/mold Graphic for certs, style guide, messaging timeline, newsletter article, web domain/QR code</p> <p>Local governments to review batch 1 materials over two 2-week periods</p> <p>Submit batch 1 materials to DEED for approval</p>																						

		Program Year Program Year 2: 2026-2027																											
		Month January				February				March				April				May				June							
		Week of	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
Production of materials	Initial drafting of batch 2 materials (due 5/16/25): Social toolkit, press release, newsletter article, website with "change is coming" messaging, print materials - USCL mailer/poster, postcard, bill insert, depot/closure signage, available in agreed-upon languages. Local governments to review the relevant parts of batch 2 materials over two periods Complete production of batch 2 materials for May 16 distribution																												
	Initial drafting of batch 3 materials (due 7/4/25) - Website strategy, design, development and QC to have live, updated with downloadable materials Complete production of batch 3 materials for 7/4/25 release - A live public-facing website with memorable domain name, populated with change-is-coming messaging will be available by 7/4/25																												
Portal development	Initial production of batch 4 materials (those required by August 1) in English (ad materials - video, radio, banner, social, native, OOH, print, search) Upon approval of English materials, translated materials will be developed PR planning, messaging and materials development (early milestone is "change is coming" release) Business association outreach Mail house coordination Initiate media negotiation and coordination Design, build and test education and outreach electronic portal Launch of portal by 8/16/25 to support outreach efforts conducted by local government and service providers																												
Responsible End Markets (REMs) - Verification																													
To be adapted per material once plan is approved	Detailed plan development in coordination with DEQ, MRFs, end markets and producers Begin implementation of plans																												
Review Program Plan (DEQ comments)	Anticipating revisions from DEQ and resubmission of program plan Finalize and approve Program Plan REM Content V2 Undertake formal consultations with reclaimers on proposed approach List local, state and national laws and international treaties applicable to the different entities																												

		Program Year 2: 2026-2027																											
		Month January				February				March				April				May				June							
		Week of	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
Finalize REM Verification Process:	<ul style="list-style-type: none"> Consult other PROs (Valpac, Recycle BC) and Third-Party Certification for criteria comparison Field test the process with reclaimers (target: 4) and brokers (target: 2) Finalize audit procedures and protocol based on consultation and field testing Sign Collaboration Agreement with PROs and Third-Party Certification Propose a Program Plan Correction on the REM Verification Process Develop and implement REM Training Program for Certification Bodies Distribute Self-Attestation form (Collaboration with CRPFs) Provide access to service provider portal for them to access self attestation form 																												
Initial screening assessments (step 1)	<ul style="list-style-type: none"> Direct reach out to certain end markets entities (~40) Start negotiation with brokers and access their clients self-attestation forms Complete all self-attestation forms by July 1, 2025 (and on-going after) See portal details 																												
Develop Material Flow Management System	<ul style="list-style-type: none"> Pilot system with 1 targeted CRPF for 1 commodity (commissioning, troubleshooting) Adapt system based on pilot results Develop system training content Start service providers training (if needed) 																												
Select Certification Bodies (CBs)	<ul style="list-style-type: none"> Write and publish RFP Select CBs Reach out to reclaimers to explain REM requirements (~100) 																												
Engage and market to entities	<ul style="list-style-type: none"> Prepare agreement showing data chain and chain of custody control Sign agreement with end market entities Select sites to be audited (based on criteria developed) Start pre-audit exchange information Perform audit Produce audit reports Reachout to non-compliant entities for implementation of corrective actions Receive evident of corrective actions and update audit reports Decide possible intervention and inform CRPFs/brokers for non-compliant entities Produce required information PR 340-000-0670(3)(f) - Complete by July 1, 2027 																												
Responsible End Markets (REMs) - Intervention & Material Management	<ul style="list-style-type: none"> Define REM Clauses for processing contract External validation of REM clauses Prepare MSA for end market entities External validation of MSA for end market entities 																												
Prepare marketing and processing contracts	<ul style="list-style-type: none"> External validation of MSA for end market entities 																												



		Program Year 3: 2027-2028																																			
		Month July						August						September						October						November						December					
		Week of	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26									
Program Plan Development & Approval Process/Compliance		Details																																			
Program Plan Submission Deadline																																					
ORSAC review																																					
Final deadline for DEQ approval or rejection of v1 plan submission		(120 days after submission with 30 days for public comment)																																			
Revised plan submission		(+60 days)																																			
DEQ feedback on v2 submission																																					
DEQ approve or reject revised submission		(+90 days)																																			
2024 Annual Admin Fee Provisional Invoice		September 2024																																			
Potential Program Plan Approval																																					
2024 Annual Admin Fee Due		(within 30 days of final invoice)																																			
Recurring Annual Admin Invoice date		(Sept 1 of preceding program year for payment within 30 days)																																			
Recurring Annual Admin Fee Due		(within 30 days of invoice)																																			
Deadline to submit for next program plan		(180 days before end of program - July 4, 2027)																																			
Confirmation of 10% threshold		(31 December each year)																																			
Goals		Measurement against targets/goals begins																																			
Local Government Compensation		Detail to be added during Oregon Recycling System Optimization Project																																			
LGs and Service Providers System Expansions and Improvements		Local government and service provider consultation and discussion Updated Program Plan Funding Schedule and Estimates Pre-Program Funding Negotiations Funding Disbursements (As per program plan schedule)																																			
Transportation Funding		Local government and service provider consultation and discussion Updated Program Plan Amendments Pre-Program Program Registrations Funding Disbursements																																			
Contamination Reduction Funding		Local government and service provider consultation and discussion Updated Program Plan Amendments Pre-Program Program Registrations Funding Disbursements Begin																																			
Roll Carts		Local government and service provider consultation and discussion Updated Program Plan Amendments																																			



		Program Year Program Year 3: 2027-2028																											
		Month July				August				September				October				November				December							
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Portal development	<p>Initiate media negotiation and coordination</p> <p>Design, build and test education and outreach electronic portal</p> <p>Launch of portal by 8/16/25 to support outreach efforts conducted by local government and service providers</p>																																				
Materials: SMMs																																					
To be adapted per material once plan is approved	<p>Detailed plan development in coordination with DEQ, MRFs, and markets and producers</p> <p>Begin implementation of plans</p>																																				
Responsible End Markets (REMs) - Verification																																					
Review Program Plan (DEQ comments)	<p>Anticipating revisions from DEQ and resubmission of program plan</p> <p>Finalize and approve Program Plan REM Content V2</p> <p>Undertake formal consultations with reclaimers on proposed approach</p> <p>List local, state and national laws and international treaties applicable to the different entities</p> <p>Consult other PROs (Valpac, Recycle BC) and Third-Party Certification for criteria comparison</p> <p>Field test the process with reclaimers (target: 4) and brokers (target: 2)</p> <p>Finalize audit procedures and protocol based on consultation and field testing</p> <p>Sign Collaboration Agreement with PROs and Third-Party Certification</p> <p>Propose a Program Plan Correction on the REM Verification Process</p> <p>Develop and implement REM Training Program (for Certification Bodies)</p> <p>Distribute Self-Attestation form (Collaboration with CRPFs)</p> <p>Provide access to service provider portal for them to access self attestation form</p> <p>Direct reach out to certain end markets entities (~10)</p> <p>Start negotiation with brokers and access their clients self-attestation forms</p> <p>Complete all self-attestation forms by July 1, 2025 (and on-going after)</p>																																				
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Engage end market entities	Reach out to reclaimers to explain REM requirements (~100) Prepare agreement allowing data sharing and chain-of-custody control Sign agreement with end market entities Select sites to be audited (based on criteria developed) Start pre-audit exchange information Perform audit Produce audit reports																											
Start annual verification (step 2)	Reachout to non-compliant entities for implementation of corrective actions Receive evident of corrective actions and update audit reports Decide possible intervention and inform CRPFs/brokers for non-compliant entities. Produce required information PR 340-090-0670(3)(f) - Complete by July 1, 2027																											
Responsible End Markets (REMs) - Intervention & Material Management																												
Prepare marketing and processing contracts	Define REM Clauses for processing contract External validation of REM clauses Prepare MSA for end market entities External validation of MSA for end market entities Outreach to end market entities for materials under CAA's control (PRO, material CAA has taken ownership of) Negotiate contract with end market entities																											
Undertake practicable actions for non-compliant REM	Based on verification results, decide to take action or not, and type of action Develop action plan and budget accordingly																											
Reporting & Communications																												
Quarterly disposition reporting	(no later than 45 days after end of each calendar quarter)																											
Annual Reports due	(July 1 each year)																											



IT & Portal development

Front Office CRM and Portals (Producer, Service Provider, Municipality)	Delivery Sprints Leading to Go Live	
	Steady State Support	
Front Office Stakeholder Support Services	Delivery Sprints Leading to Go Live	
Call Center	Steady State Support	
Back Office HR & Payroll	Delivery Sprints Leading to Go Live (Phase 1 and Phase 2)	
	Steady State Support	
Back Office Finance (including Project Accounting & Procurement)	Delivery Sprints Leading to Go Live	
	Steady State Support	
Security & Infrastructure	Cybersecurity	
	Computers, Firewalls, Tools and IT Support Desk	
Data Quality, Governance, Master Data Management	Delivery Sprints Leading to Go Live	
	Steady State Support	
Data Lake, Reporting and Analytics	Delivery Sprints Leading to Go Live	
	Steady State Support	

Appendix N:

Response to Oregon Recycling System Advisory Council Feedback

DEPOTS	
<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
a. More detail and coordination is needed between DEQ and CAA on permit/site requirements needed for CBO's and other non-profit partners to actively engage in exploring options for collection of PRO depot listed materials	To be considered in December submission of program plan.
b. Update the depot list in Appendix F to show who has agreed to collaborate with PRO, as well as those who have declined.	To be considered in December submission of program plan.
c. Provide guidance on how they intend to report back over time re: transparency in contracting (i.e., working with CBOs, what materials are being accepted, equitable payments, etc.).	To be considered in December submission of program plan.
d. Include additional info about how it will consider the overhead costs (e.g., training requirements, onsite and desk audits, etc.) associated with providing depot or other collection services for host organizations.	To be considered in December submission of program plan.
e. Verify how they are calculating the "convenience standard" with respect to depots and on- route/curbside collection of materials.	To be considered in December submission of program plan.
f. Update the temporary variance from convenience standards to take into account rural and urban differentiation.	To be considered in December submission of program plan.
g. Regarding enhanced convenience to underserved populations, provide more detail and state an actual commitment to one of the options proposed.	To be considered in December submission of program plan.
h. More detail on prospective collaborations with local community-based organizations, women and minority-owned businesses and tribal nations.	To be considered in December submission of program plan.
i. Regarding alternative programs being proposed to substitute for convenience standards, provide the necessary supporting information to meet requirements listed under OAR 340- 090- 0640(6)(a)-(c). Analysis of how the alternative compliance approach impacts collection rates is not provided. V2 of the plan should also address the suitability of different PRO materials for	To be considered in December submission of program plan.

curbside collection.	
j. Though commercial businesses may have been thought of when establishing the options/approach for PRO depot materials, it's not clearly stated. In fact, the subcommittee feels like access for commercial generators was not addressed.	To be considered in December submission of program plan.
k. Consider additional support for onsite visits (1/yr or more) with a midyear check-in or desk audit as a phase-in to build relationships between PRO and communities (especially with service providers and depot staffers/operators). Factor in the additional costs to service providers and depots for this work (additional costs for operations and relationship to PRO costs).	To be considered in December submission of program plan.
l. Provide details about how CAA will handle non-covered products that may show up at depots as contamination but could have some marketable value to it, such as a plastic kids pool. Also address how CAA will handle/dispose of contamination in a timely manner.	Outside scope of compliance, but will be indirectly addressed in education materials.
m. Provide more details/transparency in how collection points will be compensated (collection points generally, not just their staff), including anticipated wage scales for staffing compensation, any compensation per amount of materials collected, and overhead.	To be considered in December submission of program plan.
n. Provide more detail as to how certain materials could play a unique role in reuse/refill effort (e.g., certain recovered glass wine bottles ending up at Revino, pressurized 1 pound propane canisters, etc.).	Outside scope of compliance.
o. Provide details about contingency plans related to depots and collection events, to ensure success of collection of materials changing from a current local government recycling acceptance list one list to the PRO Recycling Acceptance List (e.g., shredded paper, aluminum foil and foil-pressed products and aerosol containers in the metro area).	To be considered in December submission of program plan.
p. Provide more detail about collection and the safe handling of pressurized canisters (1 pound propane canisters).	To be considered in December submission of program plan.
q. Page 46: Table related to HHW – Remove Washington County as permitted HHW site (no such site); clarify the population figures and what they represent within the table – numbers shared for events do not seem to align with population numbers – add a new column for number of HHW events, and indication if the “event” is a one-time activity or a permanent facility for HHW collections.	To be considered in December submission of program plan.
r. Strong support to maintain current infrastructure and ensure that service does not only go curbside/on-route, which does not serve many people without permanent addresses and other currently underserved community sectors.	To be considered in December submission of program plan.

<p>s. What does the community engagement process look like when the PRO reaches out to tribal nations? Will there be a tribal liaison? Recommendation for close consideration about how to connect to and work with tribal nations, in consultation with DEQ and other Oregon government entities with tribal government engagement experience.</p> <p>i. Compensation for tribal nations is not necessarily reflected in RMA, recommendation for elements of compensation for tribal nations be considered.</p>	<p>To be considered in December submission of program plan.</p>
<p>t. Clarification needed around contracting process for current depots, and transparency in those contracts to ensure equitable rates and information sharing among depots.</p>	<p>To be considered in December submission of program plan.</p>
<p>u. Acknowledgement of wage structure for these staff needing to be reflective of the physical difficulty of the jobs, alignment with CRPF living wage principles encouraged.</p>	<p>To be considered in December submission of program plan.</p>
<p>v. PROs to report annual on the income versus expenses of their depots and related operations to collect PRO materials, and also to report on the distribution of economic opportunity (subcontracting) – such as, which organizations/businesses are subcontracted, how they do or don't meet equity goals, and what their rates are (payment/amount of materials processed/hours of operation).</p>	<p>To be considered in December submission of program plan.</p>

<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
<p>a. Consider reuse and reduce messaging in communication.</p>	<p>Outside scope of compliance.</p>
<p>b. Clarify the role of CBOs in the delivery of education and outreach services, and specify the compensation that will be provided for CBO engagement.</p>	<p>To be considered for future program plans.</p>
<p>c. Additional detail would be helpful on the intended change management approach, how to keep CBOs and others informed and excited about the projected system changes and supporting materials.</p>	<p>Outside scope of compliance.</p>
<p>d. Continue improving translation and transcreation into multiple languages, and provide an avenue for folks to request materials in specific languages.</p>	<p>Accepted.</p>
<p>e. Ensure materials align with Opportunity to Recycle requirements for local governments to reduce duplication and community member confusion.</p>	<p>Accepted.</p>
<p>f. Provide further metrics to understand how success will be tracked, measured and reported in the annual report and to the Recycling Council. DEQ's recent contamination report can be set as a baseline.</p>	<p>To be considered for future program plans.</p>
<p>g. Distinguish marketing, paid/earned media from education and</p>	<p>Outside scope of compliance.</p>

outreach, and who is leading in these respective areas.	
h. Provide community engagement and culturally responsive strategy, and how The Recycling Partnership will work with local governments and service providers to ensure materials get to the right communities and photos reflect community (not talent models in staged homes).	To be considered for future program plans.
i. Maintain neutral voice and branding in educational materials and media campaigns. We recommend campaigns and materials be non-branded, follow national color standards and complement existing local materials that follow The Recycling Partnership’s methodology and behavior change best practices.	Accepted.
j. Consider how community members keep up to date with list changes and develop materials that are easy to print on an office printer, so it is a positive experience and keeps it simple for users. Out community members have shared that recycling is confusing, and if the list changes every couple of years, that will add to the confusion.	To be considered for future program plans.
k. Consider how messages are communicated in different parts of the state at different stages. For example, Eastern Oregon will have new items added to their recycling bins whereas the Portland area will have items removed, and there will be a transition to meet collection points. Public outreach/engagement should begin in February 2025 and ought to focus broadly on the RMA’s many benefits to Oregonians (increased resiliency of our recycling system, increased access for all Oregonians and universal collection lists in all communities of all sizes across the state, decrease in adverse impacts to environment and public health by ensuring responsible end markets - both domestic and international).	Accepted.

PRODUCER FEES	
<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
a. More information is needed to fully assess whether or not the requirement for base rates being set so materials do not cross-subsidize each other is met.	Accepted.
b. Prioritize the development of the eco-modulation framework and provide the statutorily required level of specificity and data in the plan.	To be considered for future program plans.

RESPONSIBLE END MARKETS	
<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
a. A verification standard needs to be created that fully addresses Oregon’s four-element “responsible” definition. Using the existing approval of end markets by other PROs for variances may not ensure that a market meets Oregon’s	To be considered in a program plan correction.

<p>“responsible” bar (page 76). The metrics should include operational guidelines and sideboards that are developed from an equity-based perspective.</p>	
<p>b. More clarity is needed on how different parties will work together to provide desired transparency - for example, CAA could illustrate how the proposal to implement single track-and-trace will intersect with the CRPFs’ joint obligation to ensure that materials go to responsible end markets.</p>	<p>Accepted.</p>
<p>c. On page 76, add examples of types of non-conformance (e.g. documentation error vs waste is stored outside and freely entering the environment etc.) that would fall into each of the three non-conformance categories (i.e., minor, major, disqualifying). Explain how the approach to non-conformance will take environmental performance of domestic markets into account with respect to key US environmental laws (e.g. Clean Water and Air Acts). Explain how a broker repeatedly sending materials to non-compliant markets would be addressed.</p>	<p>Accepted.</p>
<p>d. Provide a benchmarking of CAA’s detailed verification standard against other standards pertinent to the temporary variance requests #1 and 2 on pages 76-77 (CAA proposes to count verifications/certifications by other parties–PROs operating in other jurisdictions and third-party certifications–toward a facility meeting the “responsible” standard).</p>	<p>To be considered in a program plan correction.</p>
<p>e. Regarding the random bale auditing proposal on page 82, the plan could clarify that trackers containing lithium ion batteries will not be used at the curb due to fire risk.</p>	<p>*Accepted.</p>
<p>f. Page 75: Replace “environmental compliance” with “environmental soundness” (i.e., environmental performance of the facilities should be measured, not just compliance, in accordance with the “responsible” definition in rule at OAR 340-090-0670(2)(b)).</p>	<p>Accepted.</p>
<p>g. Support for local and PNW markets as new development; materials that are limited in their end markets and ability to encourage more local economic development where possible (focus area for new market development)</p>	<p>Accepted.</p>
<p>h. Equity-related concern regarding the qualitative impacts of increased compliance costs and unintended consequences for markets - may see depressive impacts on markets and producers or disincentive to use recycled materials (displacing with virgin materials), general awareness of trade-offs for compliance in global end markets.</p>	<p>Outside the scope of compliance.</p>

SYSTEM EXPANSION

<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
<p>A. Prioritization of system expansion requests</p> <p>a. Concern around equity relating to prioritization of system expansion requests. Smaller communities may not have the resources to even engage and provide the needed details to finalize system expansion agreements. Will they receive assistance?</p> <p>b. Recommendation: The prioritization in rule may not be completely sufficient. Priority level #2 includes a very large population, which makes it difficult to determine criteria to help prioritize within that priority level (ex: Lane County falls into multiple priority levels) (Page 23). The subcommittee recommends suggest that in version 2 CAA lay out a matrix of which projects and programs fall into each priority group.</p> <p>c. More details needed on the intent and plan for maximizing use of existing infrastructure, and availability of efficiencies across wastesheds (page 24).</p>	<p>To be considered in December submission of program plan.</p>
<p>B. Approach to dispute resolution</p> <p>a. More details needed on the stakeholder/mediation workgroup that may work on resolution dispute, clarification on whether that group will provide general direction or mediate specific disputes, and reminder to involve all affected parties in the membership of that workgroup.</p> <p>b. Details must be provided in the next Plan proposal related to criteria or protocols for the operations of the dispute resolution process and workgroup.</p>	<p>To be considered in December submission of program plan.</p>
<p>C. Transportation reimbursement</p> <p>a. More info is needed about how the pre-approval process will work and assurance that it will not result in delays.</p> <p>b. More detail is needed around calculation of the standard fee</p> <p>i. Consideration: Is a calculation better based on a standard mileage fee versus one that has a zoned approach based on geographic differentiation for the costs incurred for transportation types? Additional considerations may include time of travel as a factor of the standard rate.</p> <p>c. No clear guidance on when baling would be allowed – noted because baling of materials hampers sorting and reduces recovery. How will CAA limit/disincentivize baling? (Page 30)</p>	<p>To be considered in December submission of program plan.</p>
<p>D. Potential additional funding for protection of ratepayers (page 33): CAA proposes providing an annual summary of funding. What data will be provided to the local governments or their service providers, and at what level of specificity? The subcommittee advises CAA to provide more details in the next</p>	<p>To be considered in December submission of program plan.</p>

<p>plan on what data will be provided, and at what level, to the local governments and service providers for this element.</p>	
<p>E. Funding for recycled-content roll carts: Can CAA assist with coordination to leverage economy-of-scale contracting that benefits all parties needing to access new carts? This approach benefits cart producers, service providers and CAA and ensures compliance with the related requirements.</p> <p>a. Consideration: In communities where color choice of recycling containers is less specific or less established, consider recommending a standard color for future purchases.</p>	<p>To be considered in December submission of program plan.</p>
<p>F. Contamination reduction program (page 30): Streamline administration of that program; Council support to have a non-punitive approach that is not based on service removal or fines for individuals/households; use a strengths-based approach to better support and elevate multifamily sector when reducing contamination.</p>	<p>To be considered in December submission of program plan.</p>

UNIFORM STATEWIDE COLLECTION LIST ON-RAMP

<u>Recycling Council Comment</u>	<u>How was comment addressed?</u>
<p>A. Provide a more descriptive narrative of CAA's vision for the on-ramping of new materials to the USCL in the short- and long-term. This should include:</p> <ul style="list-style-type: none"> i. An overview of how SIMs and pilot programs may contribute to on-ramping of new USCL materials, including PRO Depot materials ii. How the program plan will contribute to meeting collection targets for plastics and other materials, iii. And the general sequencing, timeline or process flow for these activities. 	<p>At the request of DEQ the specifics of on-ramping certain materials will be detailed in future program plan amendments.</p>
<p>B. Reference the outreach and education processes specific to the SIMs, USCL and PRO lists as cross-references to ensure clarity and consistency across sections</p>	<p>Accepted.</p>
<p>C. More detail needed for the proposed trial for commingled collection of non-USCL materials (polycoated paper packaging and single-use cups, pages 66-68)</p>	<p>Outside of scope of compliance.</p>
<p>D. More detail needed for the preliminary plastic recycling rate projections (pages 68-72)</p>	<p>Accepted.</p>
<p>E. Either delete or clarify the use of the term “transparent” related to blue and green PET bottles (page 60) – support for the addition, but clarification needed for the specific wording.</p>	<p>Accepted.</p>
<p>F. Provide information on environmental factors from a life cycle perspective on shipping steel can bales containing spiral wound containers to markets outside Oregon (pages 61-62)</p>	<p>Accepted.</p>
<p>G. More detail needed on polycoated gable-top cartons and aseptic cartons (pages 62-63)</p>	<p>Accepted.</p>

EQUITY

<i>Recycling Council Comment</i>	<i>How was comment addressed?</i>
A. Include a consolidated list of intended partners and community-based organizations, and the types of organizations CAA intends to prioritize in subcontracting throughout the implementation of the Plan, specifically included in the equity section, rather than cross- referenced throughout the Plan.	To be considered for future program plans.
B. Request permission from specific CBOs/organizations before including them as contacts/partners in subsequent plans.	Accepted.
C. Include more concrete values, definitions and measures/metrics to track success over time, into the next version of the Plan.	To be considered for future program plans.
D. Clarity needed: Are there other solutions when it comes to enhanced collection to be considered? E.g., is it reasonable to recommend that the PRO financially support more electric trucks/fleet electrification for service providers, instead of conventionally fueled vehicles, since there will be heightened traffic in some areas due to the increase in service which could have environmental impacts?	Outside of scope of compliance.
E. Clarity needed: What are the resources and considerations to provide enhanced service to multifamily homes and commercial entities?	Accepted.
F. Clarity needed: How is CAA measuring who gets contracts for depots and what are the calculations for reasonable costs? Recommend a per ton material rate, in addition to standard base rate for staffing, being paid for additional materials brought in.	Accepted.
G. Clarity needed: What are the intentions of having alternative compliance, in lieu of depot system, and will on-route/curbside provide sufficient equitable access? If the total number of available depots are reduced due to including on-route and event-based recycling opportunities, how does that affect the overall convenience standard, and will currently underserved populations benefit from those changes or be further harmed?	Accepted.
H. Clarity needed: What materials on the PRO list will be collected on-route (detail needed) and the transition to USCL.	To be considered for future program plans.
I. Developing, and increasing, capacity of CBOs and new businesses is a strong economic development opportunity, recommend the articulation of targeted goals to be achieved in the program plan (e.g. % of depots operated by CBOs and businesses of color).	Outside of scope of compliance.
J. Certification as COBID is a very significant process and may be a potential barrier (business structure requirements may prohibit the certification, etc.) - consider alternative pathways that provide same outcome and intent without certification	Outside of scope of compliance.

<p>hurdles, especially for new and emerging businesses.</p>	
<p>K. Broader engagement is needed with additional sectors and organizations: disability/rights communities; rural communities; culturally-specific communities and organizations; organizations that represent the communities disproportionately affected by the economic and environmental impacts of packaging and covered products and other materials in recycling system (focus on economic opportunities and provisions of service) – list included on page 8 of the Plan does not meet the objectives/goals of meaningful engagement and equity approach.</p>	<p>Accepted.</p>
<p>L. Specificity needed on the requested engagement, and provided compensation, for community members and organizations when consultation is requested by CAA or its contracted entities.</p>	<p>Accepted.</p>
<p>M. Equity and sustainability: What does the provision of the materials (printing, re-printing, etc.) mean for a sustainability solution - balancing the language access with updates and information being current and costs for printing and distribution by local governments.</p>	<p>Accepted.</p>
<p>N. Roll carts: Recommend color standardization whenever possible for types/classifications of collection bins/roll carts (page 32).</p>	<p>Accepted.</p>
<p>O. Add specific shared definitions of equity for Program Plan in Appendix A: Definitions, page 30. Below are a few examples.</p> <p>a. Equity (Oregon Health Authority): When people are not disadvantaged by race, ethnicity, language, disability, age, gender identity, sexual orientation, social class, or other socially determined circumstances, and can reach their full health potential and well-being.</p> <p>i. State of Oregon definition of equity (2021): Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual’s or group’s needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.</p> <p>a. Historically marginalized (Metro): Groups who have been denied access and/or suffered past institutional discrimination in the United States.</p> <p>b. Inclusion (Metro): The degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”</p> <p>c. Targeted universalism (Metro): Addressing the disparities that affect the most disadvantaged will generate solutions to address most of the needs of other vulnerable groups</p>	<p>Outside of scope of compliance.</p>

d. Community engagement (Metro): Meaningful community engagement requires transparent and trusting relationships that guide the planning of all phases of the cycle of engagement, including what happens before and after staff engage with community members. Community engagement must be approached holistically, with equal focus given to what is happening when staff are not collecting input as when they are. It is best understood as a cyclical and iterative process that will change based on relationships and community feedback and will shape future engagement opportunities.

Appendix O:

Legal Notices

Below please find two separate documents.

- The first, denoted by footnote 5, is a letter addressed to CAA from the American Forest & Paper Association (AF&PA) outlining their concerns with battery powered tracking devices in paper bales.
- The third, denoted by footnote 6, is a letter addressed to CAA from the Association of Plastic Recyclers (APR) outlining their concerns about the use of battery-powered trackers from compliance with responsible end market regulations.



August 30, 2024

Ms. Kim Holmes
Executive Director, Oregon
Circular Action Alliance
via email: kim.holmes@circularaction.org

RE: Concerns with Battery Powered Tracking Devices in Paper Bales

Dear Ms. Holmes,

On behalf of the American Forest & Paper Association (AF&PA), we appreciate the opportunity to weigh in on the use of battery-powered tracking devices in bales to address the random bale tracking requirements of Oregon's Plastic Pollution and Recycling Modernization Act (the Act). On this subject, AF&PA must firmly advise against this course of action as an unnecessary, duplicative measure that raises serious safety concerns.

AF&PA serves to advance U.S. paper and wood products manufacturers through fact-based public policy and marketplace advocacy. The forest products industry is circular by nature. AF&PA member companies make essential products from renewable and recyclable resources, generate renewable bioenergy and are committed to continuous improvement through the industry's sustainability initiative — [Better Practices, Better Planet 2030: Sustainable Products for a Sustainable Future](#). The forest products industry accounts for approximately 5% of the total U.S. manufacturing GDP, manufactures about \$350 billion in products annually and employs about 925,000 people. The industry meets a payroll of about \$65 billion annually and is among the top 10 manufacturing sector employers in 43 states.

Recycling is integrated into our business to an extent that makes us unique among material manufacturing industries — our members own and operate over 100 materials recovery facilities (MRFs) and 80 percent of U.S. paper mills use some amount of recycled fiber. With our members both owning many MRFs that process recovered material and representing nearly 80 percent of US consumption of recovered fiber, AF&PA is particularly qualified to weigh in on subjects related to safe and effective recycling methods.

GPS-Based Tracking Device in Bales is Unnecessary

Existing chain of custody standards such as the Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC) are sufficient to track the needed information for responsible end markets under the Act. Chain-of-custody standards, which apply to suppliers and manufacturers, require the tracking of certified fiber through the supply chain, and allow use of certified content claims and labels on products. These standards function as an accounting system to track forest fiber content through production and manufacturing to the end product. They are backed by extensive research to capture the necessary data without double-counting or putting facilities at risk. A secondary process involving inserting GPS tracking devices into bales adds complexity but is unlikely to result in new or more useful information than is already registered by AF&PA members through SFI and FSC requirements.

1101 K Street, N.W., Suite 700 • Washington, D.C. 20005 • (202) 463-2700 • afandpa.org

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⁵ Letter provided by the American Forest & Paper Association (AF&PA)

Circular Action Alliance
August 29, 2024
Page 2

Safety is AF&PA's Top Priority

Companies that process large amounts of flammable material, such as paper facilities, need to be vigilant in managing fire safety risks and liability. Knowingly exposing those facilities, and their employees, to heightened fire risk by introducing mandated GPS trackers that would most likely use lithium batteries is irresponsible and unnecessary. The obligation under the Act could be accomplished in a less dangerous manner. The National Fire Protection Association states "the likelihood of them [batteries] overheating, catching on fire, and even leading to explosions increases when they are damaged or improperly used, charged, or stored."ⁱ The environmental stressors (such as heat and water exposure) and physical manipulation of bales that can be inherent in the shipping, sorting, and processing of recyclable materials are counter to most guidelines for battery safety and best practices.

The random bale tracking program would entail intentionally adding batteries to paper bales despite guidelines from Oregon officials explicitly advising against similar actions.

1. The City of Portland launched a curbside battery recycling service in June 2024 to reduce battery fires in garbage trucks and recycling centers. Their battery recycling page states:
"Never put batteries - or things with batteries in them - in your garbage or mixed recycling. They can spark and cause fires... Battery-caused fires in garbage trucks and waste processing facilities have increased dramatically in recent years. These fires put workers' lives in danger and can cost millions of dollars in damage. To prevent fires, batteries must be collected separately from other waste, and the batteries most likely to cause fires must be taped."ⁱⁱ
2. Similarly, Beaverton, OR advises "discarded batteries can spark fires. Please, never place batteries or items with batteries in them into your garbage or mixed recycling."ⁱⁱⁱ
3. Clackamas County says, "Discarded batteries can spark and cause fires when not handled properly, creating dangerous situations for garbage and recycling truck drivers, processing facilities, and our communities."^{iv}

Thank you for the opportunity to weigh in on this important topic. AF&PA believes that intentionally introducing lithium batteries to paper bales is an unnecessary risk to our members' employees and facilities when there is already a proven and internationally accepted process to track recovered fiber. Any steps taken to lessen the potential risk of adding batteries to the bales is still adding risk when a safe, proven procedure is already in effect. We look forward to continued dialogue with Circular Action Alliance and the State of Oregon on this and other matters.

Sincerely,

Terry Webber
Vice President, Industry Affairs
American Forest & Paper Association

ⁱ <https://www.nfpa.org/education-and-research/home-fire-safety/lithium-ion-batteries>

ⁱⁱ <https://www.portland.gov/bps/garbage-recycling/battery-recycling>

ⁱⁱⁱ <https://beavertonoregon.gov/1542/Batteries>

^{iv} <https://www.clackamas.us/recycling/batteries>

September 3, 2024

Ms. Kim Holmes
Oregon Executive Director
Circular Action Alliance
Via email: kim.holmes@circularaction.org

Dear Ms. Holmes:

We are writing to express our significant concerns about the use of battery-powered trackers for compliance with Responsible End Markets (REMs) regulations.

[The APR is a U.S.-based, international non-profit association](#) and the only North American organization focused exclusively on improving the recycling of plastics. APR members are the entirety of the plastics recycling industry from design to collection to recovery to remanufacturing, including two Oregon-based processors (reclaimers). Plastics recycling is what APR does every day. APR understands the challenges facing the industry and the solutions needed to scale recycling effectively to move toward a more sustainable, circular economy.

APR members have concerns about the efficacy of tracking devices on recyclable items, as detailed in an [8/28/24 APR blog](#). Specific to battery-powered trackers, members have additional safety and hazard concerns, including:

- The increased risk of fires at MRFs and disposal sites.
- Trackers and batteries are difficult to automatically remove from the material stream. This will cause machine damage and may contaminate the water systems, both leading to increased costs.
- If removed, these batteries will enter the landfill where they pose additional risks.
- There has been work done to reduce the impacts of battery trackers on MRFs, and to reduce their detection by MRF equipment to improve traceability. Unfortunately, this means more trackers would end up in the reclaimers' process, potentially affecting recycled material quality and yield.
- Battery-powered RFIDs are not compatible with recycling processes for the same reasons as battery powered trackers.
- The increase of fires at recycling and disposal sites has led to rising insurance costs and difficulties procuring insurance coverage.

⁶ Letter provided by the Association of Plastic Recyclers (APR)

Alternative approaches

Transparency and verification are important to ensure materials are being processed through REMs. There are other viable alternatives to reach these goals that do not carry the substantial risk of battery-powered devices. For example, ISO has proposed draft language on traceability under its standard for mechanical recycling. While this language has not been finalized, it provides insights into other potential pathways being proposed by leading standards organizations to utilize barcoding and passive (non-battery) RFID labels to track batches of recycled materials as they move through the recycling process. This technology would provide real-time data on the location and status of materials. However, it's also important to note that a single RFID tag (e.g., one attached to a package label that may be hidden from reader or damaged during the full recycling process) is most effective at tracking material within one industrial process, e.g., collection to MRF, and not from collection, to MRF, to a reclaimer market. To effectively track material from inbound material stream through to reclaimer would require devices inserted at random at both inbound material *and* outbound MRF bale stages in the process.

The ISO work is indicative of keen interest in improved traceability systems, and the work underway to build strong programs. The use of battery-powered trackers can be replaced with safer, less damaging, and more accurate systems, providing the use of these tools is well-considered to effectively meet the OR DEQ objectives. APR recommends that CAA not require or recommend the use of battery-powered devices under the PRO Program Plan. APR is committed to continuing to work with CAA and OR DEQ to ensure compliance with the REM standards in a manner that does not pose risks to existing North American REMs.

Please contact me with any questions or concerns at katebailey@plasticsrecycling.org.

Thank you,



Kate Bailey
Chief Policy Officer

List of Updates in Second Version of Circular Action Alliance Program Plan

The following list identifies the areas in which CAA has made substantive changes from the first edition of the Oregon Program Plan (submitted in March 2024). These content updates are in addition to numerous minor grammatical and formatting changes made within the document.

Goals of the Program

- Added context describing CAA’s goal-setting strategy (p. 10).
- Modified Goal 1 to clarify that impact reductions would be determined using a life cycle evaluation approach (p. 10).
- Added details to the “Outcomes/Indications of Success” and “Key Metrics” sections in the tables associated with the four program goals (pp. 10-13).

About Circular Action Alliance

- Added specifics on CAA’s Oregon staffing plans (p. 16).
- Modified CAA’s Oregon market share estimate (p. 17).

Proposed Additions to the USCL

- Added specifics to the “Performance Against ORS Criteria” table for transparent blue and green PET bottles (pp. 55-56).

Proposed Future Additions to the USCL Through Program Plan Amendments

- Added this section to the Program Plan and moved PET thermoform information here (pp. 57-60).
- Modified various areas of the PET thermoform discussion (pp. 57-59).
- Removed spiral wound containers from the list of materials being considered for addition to the USCL at this time (p. 60).

Specifically Identified Materials on the USCL

- Added information on how SIMs will be integrated into education and outreach strategy (p. 60).
- Added details to the strategy for nursery packaging education and outreach; modified section on processing improvements for this material (pp. 61-62).

Specifically Identified Materials on the PRO Acceptance List

- Modified section on steel aerosol containers, indicating that CAA's strategy focuses on management of only empty aerosol products (p. 63).
- Added verbiage that signals CAA's intention to on-ramp empty aerosols to the USCL via a future Program Plan amendment (p. 63).
- Modified section focused on aluminum foil and pressed aluminum products to clarify education and outreach strategy (pp. 63-64).
- Added education and outreach context to the sections focused on shredded paper and glass (pp. 64-65).
- Added a section titled "Variance Requests," which offers details on CAA's planned approach to pressurized cylinders and expanded polystyrene (pp. 65-66).

Initial Plastics Recycling Rate Projections

- Modified the rate methodology and calculations so that they are now based on data provided by Oregon DEQ (pp. 68-71).

Ensuring Responsible End Markets

- Added companies to the list example end markets (p. 72).
- Added extensive details on the development of a REM verification standard (pp. 72-83).
- Modified the sections detailing CAA's approach to investigating and addressing non-compliance in the REM process (pp. 83-85).
- Added several conditions to the section on temporary variances in verification (pp. 85-87).
- Modified the section on random bale tracking to detail concerns around battery-powered tracking devices (pp. 89-90).
- Added details to the discussion of how CAA will support market development initiatives (pp. 90-92).
- Added elements to the section on REM development guiding principles (pp. 92-93).

Upholding Oregon’s Materials Management Hierarchy

- Added details on CAA’s general approach to upholding the materials management hierarchy (p. 93).
- Modified the section focused on glass (p. 94).
- Added a section focused on “all plastics” (p. 94).

Education and Outreach

- Modified the goals for the education and outreach initiative (p. 95).
- Modified details pertaining to the statewide quantitative survey and qualitative interviews (p. 96).
- Added languages to the transcreation and translation plan (p. 96).
- Modified the lists of recommendations for the depot/drop-off and commercial business realms (pp. 99-100).
- Added details to the section on educational materials for local governments and service providers (pp. 100-101).
- Added details to the description of the statewide promotional campaign (pp. 102-104).
- Added details to the section on engagement with community-based organizations (p. 105).
- Modified the schedule for development and deployment of educational materials (pp. 106-109).

Financing

- Modified the reporting categories section, outlining a product specification list that includes 60 materials (pp. 111-113).
- Modified the fee-setting guiding principles (pp. 113-114).
- Modified the base fee schedule ranges (p. 117).
- Modified the section on flat fees (pp. 117-118).
- Added details to the description of the proposed graduated fee structure, outlining “Bonus A” and “Bonus B” frameworks (pp. 121-126).
- Added sections on the consideration of other ecomodulation factors and the potential future use of factors (pp. 126-128).
- Added details to the section on program reserves and contingencies (pp. 130-131).

Equity

- Added elements to the list of factors that may influence equity in Oregon’s materials management system (p. 132).
- Added details to the section on equity in the PRO depot network (p. 133).
- Added details to the section on equity in PRO administration (p. 134).

CAA Management and Compliance

- Modified the primary contact (p. 135).
- Added details to the section focused on producers (pp. 137-139).
- Added details to the sections on retention of information and closure plan (pp. 148-150).

Certification and Attestation

- Modified the contact information (p. 151).

Appendices

- Added several items to the Definitions appendix (Appendix A)
- Modified the list of member producers and market share (Appendix B)
- Modified the charts outlining CAA’s organizational structure (Appendix C)
- Modified the stakeholder engagement lists (Appendix D)
- Modified the description of fee-setting methodology (Appendix G, confidential)
- Updated the program implementation timelines (Appendix M)
- Added an appendix detailing responses to recommendations from the Oregon Recycling System Advisory Council (Appendix N)
- Added a Legal Notices appendix (Appendix O)