



# Recycling Steering Committee

*Modernizing Oregon's recycling system with support from Oregon Consensus*

## Stakeholder and Public Engagement Subcommittee Workshop Agenda

Wednesday, April 24, 2019

10 a.m. to 3 p.m. (Lunch and snacks will be provided. Please bring your own coffee/tea.)

Portland State University, College of Urban and Public Affairs, Ste. 720 (Please note it can take some time to find parking in this area.)

Join the meeting online or by phone:

<https://zoom.us/j/2348602747>

Dial 669-900-6833

Meeting ID: 234 860 2747

**Purpose:** Develop draft stakeholder and public engagement plan for review and approval by the Recycling Steering Committee

### Expected participants

- Amy Delahanty, Oregon Consensus
- Amy Roth, AOR
- Beth Vargus Duncan, ORRA
- Brian Stafki, Oregon DEQ
- David Skakel, Tri-County Hazardous Waste & Recycling Program
- Eric Stephens, University of Oregon
- Laura Leebrick, Rogue Disposal
- Loretta Pickerell, Oregon DEQ
- Pam Peck, Metro
- Timm Schimke, Deschutes County

### Desired outcomes

- Draft purpose and goals for stakeholder and public engagement are developed.
- Identify process stakeholders, develop shared understanding of their interests and influence in the process, and recommend the appropriate level of engagement.
- Identify and recommend methods for engaging stakeholders, including how to best use existing communications channels and inclusive methods to reach stakeholder groups that have barriers to participation.
- Develop a recommended timeline for engagement activities that includes next steps.
- Identify resource needs and limitations.

### Meeting preparation

Review agenda, draft engagement plan template, Recycling Steering Committee Charter/Description and timeline (we will not review the charter or timeline in detail at the meeting, please come prepared with any questions about these documents), IAP2 Spectrum of Public Participation

The Recycling Steering Committee is a collaborative of representation from the Assoc. of Oregon Counties, Assoc. of Oregon Recyclers, Assoc. of Plastics Recyclers/Denton Plastics, EFI, Far West Recycling, Lane County, League of Oregon Cities, Metro, NORPAC, Oregon Department of Environmental Quality, Oregon Refuse & Recycling Assoc., City of Portland, Recycling Partnership, Rogue Disposal & Recycling, Waste Connections, and Waste Management. **For more information, visit** <https://go.usa.gov/xmYYe>.

## Agenda

**10 a.m. Welcome, introductions, meeting goals and ground rules** — Pam, Amy R. and group

*Outcome:* Shared understanding of meeting goals and generation of ground rules for meeting.

**10:20 Develop engagement purpose statement, objectives and engagement stages** — Pam and Group

The group will review the recycling steering committee's desired outcomes and workplan timeline and then work together to identify the purpose, objectives and high level timeline for the engagement plan. Questions for the group consider: Why do we need to engage stakeholders? What is the scope of the engagement? Are there non—negotiable elements? What are the benefits for stakeholders? What engagement has already occurred? Will the project require more than one stage of engagement?

*Outcome:* Shared agreement on the purpose, objective and stages of engagement.

**10:50 Identify process stakeholders and their interests and influence** — Pam and Group

The group will discuss the concepts of interests, impacts and influence to reach a common definition, and then work individually and as a group to identify key stakeholders, their interest in the steering committee's outcomes and process and their level of influence related to the outcomes and process. Questions to consider:

- Who will be impacted by the outcomes of the Recycling Steering Committee process?
- Who has an interest in process outcomes? What are their key interests?
- Who are the stakeholders that are critical to implementation of process outcomes?
- Who are the stakeholders who have not been engaged in the past but should have a voice in the process?

*Outcome:* Shared agreement on the universe of stakeholders who should be engaged in the process and their level of interest and influence related to the work of the Recycling Steering Committee.

**Noon Lunch break** (fill plates, continue eating during next agenda item)

**12:20 p.m. Map stakeholders to determine appropriate engagement level** — Pam and Group

The purpose of this exercise is to help us better understand stakeholders and reach agreement on the appropriate level of engagement for each group (see IAP2's Spectrum of Public Participation, included in the meeting packet, to prepare for this exercise). Sometimes stakeholders with high interest have little to no influence in regard to blocking or supporting potential Recycling Steering Committee outcomes and may need to be lower priorities for engagement due to resource limitations.

*Outcome:* Shared agreement on the recommended level of engagement for various stakeholder groups and identification of priority groups.

- 1:00**                    **Inclusive stakeholder engagement** – Amy D and Group
- Consider stakeholder capacity to engage in the process and identify barriers to stakeholder engagement and participation. What are general barriers that are true across all stakeholder groups? Do some stakeholder groups have specific barriers?
- Outcome:* Group has shared understanding of potential barriers to engagement
- 1:30**                    **Identify and prioritize engagement methods to reach stakeholders** — Amy D and Group
- Work in small groups to identify potential engagement methods and then the group as a whole will discuss and identify priority methods and the timeframe for using each method in the process. Questions to consider: Are there existing engagement activities and/or communications channels that could be used? What methods will best support steering committee member engagement with the stakeholder groups they represent? What methods overcome barriers to stakeholder participation
- Outcome:* Engagement methods are identified and prioritized
- 2:20**                    **Roles and responsibilities related to the engagement plan** — Amy R and Group
- What are the roles of subcommittee and steering committee members, and DEQ staff related to plan implementation?
- Outcome:* Draft roles and responsibilities are identified by engagement method
- 2:50**                    **Next steps** — Pam and Group
- Discuss next steps and identify roles, responsibilities and timelines for completion.
- Outcome:* Shared agreement on next steps for completing the draft plan.
- Engagement Plan Review draft out to flag major concerns April 29 and 30, not wordsmith, doc is for steering group not the public
  - Draft to steering committee by May 3 and discussed at May 10 meeting
  - Steering group feedback then incorporated
- 3:00**                    **Adjourn**

## STAKEHOLDER ENGAGEMENT PLAN TEMPLATE

DRAFT 2 | April 19, 2019

### PURPOSE OF ENGAGEMENT

A clear statement that summarizes the opportunity to be explored, the problem to be solved, the decision to be made. Accurately represent the amount of influence stakeholders and the public can have on the project outcome. Use clear, concise, common language.

### OBJECTIVES

“Unpack” the engagement purpose statement. Be clear about objectives for each stage of engagement. A good objective is Succint, Measurable, Achievable, Realistic and Timely (SMART)

### PROCESS STAKEHOLDERS

Stakeholder Group	Areas and level of interest	Areas and level of influence	Engagement approach/level (inform, consult, involve, etc.)	Engagement methods	Engagement Stage (note all or specific stages)	Key contacts /specific people to engage	Who is responsible for engaging this group?

### ENGAGEMENT METHODS

Descriptions of the specific engagement methods listed in the table above, such as project website, interested parties contact list, interested party updates, AOR Forums, briefings, community listening sessions, etc.

### INCLUSIVE ENGAGEMENT PLAN

Careful consideration should be given to the needs and capacities of stakeholders. Engagement approaches should be responsive to diverse needs, communication and cultural preferences, and encourage and facilitate meaningful participation and contribution from stakeholders. Identify barriers to stakeholder involvement and strategies to address them. Indicate resources that may be required to enable people to participate. Consider using a variety of communication methods to engage harder to reach groups.

#### **TIMEFRAME**

What is the timeframe for engaging various stakeholder groups? Is the timeframe realistic?

#### **ROLES AND RESPONSIBILITIES**

Roles of subcommittee and steering committee members, DEQ staff related to plan implementation.  
Include plan/method for tracking roles and responsibilities and what has been completed.

#### **BUDGET AND RESOURCE NEEDS**

Estimated budget by major activity area, time needed from steering committee members and DEQ staff to support engagement.

#### **FEEDBACK PLAN**

Indicate how stakeholder feedback will be provided to the steering committee, how stakeholder feedback will be tracked and responded to.

#### **EVALUATION PLAN**

How will we know if the engagement objectives are being met? Are there specific points in the process when we should check in to evaluate and refine the approach?

Adapted from:

Better Together - [www.bettertogether.sa.gov.au/prepare](http://www.bettertogether.sa.gov.au/prepare)

Stakeholder engagement toolkit: Department of Health and Human Services, Victorian Government, 1 Treasury Place, Melbourne



State of Oregon Department of Environmental Quality

# Updating Recycling Systems in Oregon — Recycling Steering Committee Charter

## Background

For several years, Oregon and the rest of the world have relied on China to take much of the recyclable paper and plastics generated by residents and businesses. In fact, up to 60 percent of the world's recycling went to China. For Oregon, sending materials to China was due to the loss of local markets, the low cost of shipping materials to China, and China's acceptance of materials that often contained higher levels of contamination than U.S. markets would accept. In January 2018, the Chinese government banned the import of certain plastic and paper grades and set a much tighter contamination standard for paper (0.5 percent by weight). The loss of China's markets has disrupted recycling systems worldwide, and in Oregon, communities are making changes to their recycling programs in response including raising utility rates, suspending recycling, removing items from programs or in rare cases disposing of materials collected for recycling. Read more on the [Recycling Markets page](#).

Collaboration and partnerships will be important throughout this process as the recycling systems are diverse and involve many players. In May 2018, DEQ formed the Recycling Steering Committee with partner representatives and launched a planning process to modernize Oregon's recycling systems so they are stronger and more resilient to market changes.

## Purpose of the Recycling Steering Committee

The SC will work together to examine and make recommendations for modernizing recycling system in Oregon, in order to:

- Optimize the environmental benefits of managing materials at the end of life using a life-cycle perspective.
- Create a recovery system that is strong and resilient to changes in supply and demand.
- Restore and maintain public trust in the system through education and engagement with the public.

Throughout this work, the steering committee will look to balance the needs of different parts of the state and any significant geographical differences.

The SC will also look to balance solutions for sustainable materials management at the end-of-life that do not compromise or hinder efforts to reduce environmental impacts at other stages of the life cycle such as product design, manufacturing, delivery or use. The SC will look for opportunities to further integrate Oregon's 2050 [Oregon's 2050 Vision](#) — the state's plan for managing recycling systems and more including:

Upstream, design and production:

- Producers make products sustainably.
- Materials are not used at a rate faster than can be renewed or recovered.

- Research and innovation fuel unprecedented technological advances and economic vitality in Oregon.
- Coordination throughout the life cycle of products leads to innovated solutions.
- Complete and transparent information on product contents and life-cycle impacts is readily available.
- Responsibility is shared for full life-cycle impacts.

#### Consumption and use:

- All Oregonians live will in communities where materials are used sustainably.
- Oregonians actively seek to live within the limits of our sustainable share of the world's natural resources.
- Sustainable product and material choices are desired and readily available.
- Complete product and environmental information is accurate and readily available.

#### End-of-life management:

- Materials have a useful life after discard.
- Stable infrastructure and markets support highest and best use of discarded materials.
- Oregonians are engage in making better materials choices for end-of-life management of materials.
- Health and environmental risks from disposed wastes are minimized.
- Public policies support sustainable materials management at product end of life.

### Potential outcomes

Outcomes include recommendations for:

- List of materials for collection programs with an understanding of environmental and economic impacts and understanding of regional differences
- Optimal collection methods that can supply clean materials and are cost-effective
- Models for materials sorting and processing infrastructure for the state and region including facilities, processes and technology that can effectively and efficiently sort and market recyclable materials
- Governance structures that are the most effective at supporting Oregon's recycling systems
- Effective education materials and enforcement methods that encourage residents and businesses to recycle correctly and reduce contamination
- Markets development strategies

### Guiding principles

- Policies and programs are based on research
- Coordinate and collaborate with partners
- Ensure actions complement one another
- Build on what's already working, using existing infrastructure when possible
- Focus on high impact materials and processes that support environmental benefits
- Be flexible and adaptable to new materials coming in to the system.
- Consider socially responsible policy options that address Social equity, quality of life, economic viability and unintended consequences.

### Members

The SC is chaired by DEQ and comprised of representatives of partners who will collaborate to identify and implement changes needed in Oregon's recycling systems. Representatives from Association of

Oregon Counties, Association of Oregon Recyclers, DEQ, League of Oregon Cities, Metro, and the Oregon Refuse and Recycling Association chose fifteen experienced stakeholders to be on the SC. Members include:

**Government representatives**

- Assoc. of Oregon Counties (Deschutes County) — Timm Schimke – Bend
- City of Portland — Bruce Walker – Portland
- DEQ — Loretta Pickerell (chair) – Portland
- Lane County — Sarah Grimm – Eugene
- League of Oregon Cities (City of Beaverton) — Scott Keller – Beaverton
- Metro — Pam Peck – Portland

**Recycling industry representatives**

- EFI — Jeff Murray – Portland
- Far West Recycling — Vinod Singh – Portland
- Oregon Refuse and Recycling Assoc. — Kristan Mitchell – Salem

- Paper industry — Jay Simmons, NORPAC
- Plastics industry — Nicole Janssen, Association of Plastics Recyclers/Denton Plastics
- Rogue Disposal & Recycling — Laura Leebrick – Medford
- Waste Connections — Jason Hudson – Vancouver, Wash.
- Waste Management — Matt Stern – Kirkland, Wash.

**Other association representatives**

- Assoc. of Oregon Recyclers — Amy Roth — Tualatin
- Recycling Partnership — Dylan De Thomas — Portland

## Recycling Steering Committee process and procedures

Generally, the SC will follow a process to identify and define problems:

1. Gather relevant information to inform decisions.
2. Brainstorm and deliberate solutions.
3. Use a collaborative, consensus-based process to identify and implement changes.

**Problem definition:** Within the defined broad goals identified in the 2050 Vision, the SC will determine which problems it will seek to solve, and explore stressors and opportunities to address them.

**Gather information:** The SC will provide input to DEQ to identify foundational research and lean on the expertise of SC members to inform the SC’s work. The SC will feed information to subcommittees to work deeper on issues.

**Brainstorm and deliberate:** Informed by the above, subcommittees and the SC will develop a list of potential options for addressing problems and work toward achieving the outcomes.

**Identify and implement changes:** The SC will formulate recommendations and develop implementation plans.

## Decision-making

The SC will strive for consensus on policy recommendations to revamp Oregon’s recycling. Consensus is defined as, “willingness to accept the group’s recommendation.” The group will utilize a “five-finger” approach to gauge the level of agreement on a given proposal. Members will indicate their level of support by showing one or more fingers:

- One finger indicates enthusiastic support.



- Two fingers indicates support.
- Three fingers indicates willingness to go along but some questions or on the fence.
- Four fingers indicates willingness to go along but serious questions and concerns.
- Five fingers indicates a block to consensus.

If a member is at a “four” or “five” they will offer explanation and a proposal to move them up to a higher level of agreement. If there is no more time for the group to deliberate on a particular proposal, anyone who blocks consensus will write a rationale for the dissent and offer one or more alternative proposals. SC members will be informed in advance of all meetings at which a proposal or recommendation will be up for consensus and SC members will make every effort to attend the meeting in person, be on the phone, or send an alternate with the authority to act on behalf of the organization they represent. . SC members can share their perspective by email at least one week prior to the meeting.

## Communications

The facilitation team will share meeting summaries that will document significant issues raised during the discussions, whether and how the issues were resolved, committee recommendations, and other action items. These meeting summaries will be posted on the [DEQ project website](#).

Committee records, such as formal documents, discussion drafts, meeting summaries and exhibits are public records. Committee communications are not confidential and may be disclosed. However, the private documents of individual committee members generally are not considered public records if DEQ or another public body does not use or retain copies.

DEQ will be the point of contact with the public and media about meetings, agenda topics and general progress. DEQ will attempt to coordinate in advance and seek input from the SC on what, when and how communication will occur. All media inquiries should be directed to the DEQ media contact: **Unless delegated specifically to do so by the DEQ and the SC, members should not speak on behalf of the group.**

## Participation guidelines

All committee members commit to:

- Participate in each meeting to the best of your abilities to ensure continuity throughout the process. Avoid substituting or alternating members whenever possible.
- Come prepared for meetings by reading materials prior to the meeting, thinking through questions and developing responses and discussion ideas
- Engage in honest, open-minded, constructive and good-faith discussions to seek understanding and optimal decisions and outcomes.
- Treat everyone and their opinions with respect.
- Share air time with peers. . Employ the WAIT (Why Am I Talking?) rule after you have spoken on a topic. Comment constructively and specifically
- Consult regularly with your particular constituencies and provide input to the discussions from those constituencies.
- Operate according to, and stay focused on, the committee’s specific charge.
- Do not attempt to represent the views of the SC as a whole to the public except as clearly agreed upon and delegated to do so.

DRAFT Recycling Steering Committee Work Plan and Timeline

This plan and timeline is subject to change as conditions and findings are developed.

The Recycling Steering Committee will work together to examine and make recommendations for modernizing recycling system in Oregon, in order to: optimize the environmental benefits of managing materials at the end of life using a life-cycle perspective; create a recovery system that is strong and resilient to changes in supply and demand; and restore and maintain public trust in the system through education and engagement with the public.

- Potential outcomes for Oregon's recycling system:**
- List of materials for collection programs with an understanding of environmental and economic impacts and regional differences
  - Optimal collection methods that can supply clean materials and are cost-effective
  - Models for materials sorting and processing infrastructure for the state and region including facilities, processes and technology that can effectively and efficiently sort and market recyclable materials
  - Legal and relational framework that is the most effective at supporting Oregon's recycling systems
  - Effective education materials and compliance methods that encourage residents and businesses to recycle correctly and minimize contamination
  - *Markets development strategies — need to revisit this outcome in May/June*

		2018	2019										2020											
		May 2018-Feb 2019	Mar		Apr	May	Jun			Jul	Aug	Sep	Oct		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Updated: 3/8/19		MAY, OCT, DEC, JAN		LEGAL AND RELATIONAL FRAMEWORK		MARKET DEVELOPMENT AND WHOLE-SYSTEM IMPLEMENTATION PLANS				RECYCLING INFRASTRUCTURE			WHOLE-SYSTEM DESIGN		WHOLE-SYSTEM DESIGN	WHOLE-SYSTEM DESIGN	WHOLE-SYSTEM DESIGN	IMPLEMENTATION PLANS*						
	Recycling Steering Committee	SC meetings		Key outcomes: • Proposed scope and key outcomes of Steering Committee work • Facilitation services • Assessment of stakeholders • Infrastructure research needs • Shared understanding of contamination stressors and opportunities • Public Engagement, Contamination and Infrastructure subcommittees • Final market development research report		Proposed outcomes: • Shared understanding of current framework, stressors and opportunities • Proposed list of desired functions for future framework • Next steps for Framework subcommittee including objectives and scope of potential research		Proposed outcomes: • Shared understanding of what market development is • List of potential and existing opportunities to develop markets and how and when to address • Identified efforts necessary to access markets • Shared understanding of role of SC in efforts • Next steps in pursuing market development strategies after whole system implementation plans are developed • Shared understanding of implementation plans developed				Proposed outcomes: • Description of potential optimal recycling infrastructure • Shared understanding of functions and abilities of different collection methods and sorting and processing systems • Identified gaps between Oregon's current infrastructure and a potential optimum infrastructure • Next steps for Infrastructure subcommittee including potential further analysis and draft recommendations			Proposed outcomes: • Preliminary recommendations for framework options to pursue • Next steps for subcommittee for further information		Proposed outcomes: • Preliminary recommendations for recycling infrastructure options to pursue • Next steps for subcommittee for further information	Proposed outcomes: • Consensus on recycling framework and infrastructure to pursue • High-level implementation concepts • Next steps for Framework and Infrastructure subcommittees including drafting implementation plans • Next steps for education and compliance development	Proposed outcomes: • Consensus on high-level framework and infrastructure implementation including roles, responsibilities, resources and timelines					
		By email		• Stakeholder engagement strategy and communication tools • Material list for initial focus of material projection research		• Framework subc. scope of work, structure and membership • Material list for initial focus of material projection research • Statement of work for collection and processing infrastructure research • Request for proposals for recycling framework research				• Material list for collection and processing research														
Sub-committees	Stakeholder Engagement Subcommittee proposed outcomes: <div>• Proposed scope of work, structure and membership</div> <div>• Proposed engagment strategy and communication tools</div> <div>• AOR markets forum engagement</div> <div>• Engaged stakeholders</div>																							
	Contamination Subcommittee proposed outcomes: <div>• Proposed scope of work, structure and membership</div> <div>• List of concerns, those addressed in short-term or long-term processes, and recommendations for those not addressed</div> <div>• Coordination with short-term recycling markets stakeholder groups</div> <div>• Education and compliance strategies for implementing long term changes</div>																							
	Infrastructure Subcommittee proposed outcomes: <div>• Proposed scope of work, structure and membership</div> <div>• Proposed material list for initial focus of material projection research</div> <div>• Proposed statement of work for collection and processing infrastructure research</div> <div>• Proposed materials list for collection and processing research</div> <div>• Proposed recommendations for collection and processing systems</div> <div>• Proposed infrastructure implemenation plan</div>																							
	Framework Subcommittee proposed outcomes: <div>• Proposed scope of work, structure and membership</div> <div>• Proposed request for proposals for recycling framework research</div> <div>• Proposed framework recommendations</div> <div>• Proposed framework implementation plan</div>																							
Research contracts	RSE (Aug 2018-Jan 2019) — what are the best market development strategies?																							
	Cascadia Consulting (Feb-Apr) — how will materials in commingled system change overtime?										Cascadia (May-Oct) — what is optimum collection, sorting and processing infrastructure? What is necessary to achieve this?													
													Contractor TBD (Jul-Oct) — what functions do different frameworks											

One additional meeting may be scheduled as necessary

\*One additional meeting may be scheduled as necessary

# IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.