
Waste No More Denver Implementation Task Force

Charter and Operating Procedures

Background

On November 8, 2022, 70% of Denver voters approved the [Waste No More](#) ballot initiative, which requires all Denver businesses, including apartment buildings, condos, restaurants, hotels, and sporting arenas, and permitted events to provide compost and recycling pick-up services alongside trash services. The ordinance also requires that all construction and demolition waste must be recycled. These policies aim to boost recycling and composting rates as well as decrease the amount of waste our City sends into the landfill.

The City and County of Denver's Office of Climate Action, Sustainability, and Resiliency (CASR) has convened a Task Force to consider revisions to the Waste No More ordinance to help the City effectively implement it. The Task Force includes stakeholders impacted by the ordinance, such as office and apartment building owners/managers, food waste producers (such as restaurants and schools), special event managers, construction companies, waste haulers and processors, small businesses, labor, environmental advocates, and residents of large multi-family buildings.

Charge

The Waste No More Implementation Task Force will provide recommendations to help the City effectively enforce the ordinance. Specifically, the Task Force will provide recommendations to:

- clarify the requirements of the ordinance to ensure it can be implemented and enforced as intended;
- define the City's enforcement process, to ensure the terms of the ordinance are enforceable; and
- adjust the implementation timelines where needed.

Expected Outcomes

The Task Force will produce a report with a set of recommendations for the City by October 2023. City staff will use the recommendations to propose ordinance revisions, as well as rules and regulations, to present to City Council for consideration and adoption, along with the Task Force report. By law, any revisions to the ordinance as approved by the voters must be approved by a super-majority of City Council, or 10 of the 13 members.

Term and Timeline

The Task Force will meet more or less monthly starting March 2023. It is expected to meet through September and its report will be completed by October 2023.

Advancing Equity in Implementation

The Task Force will examine equity considerations to ensure that under-resourced buildings and communities are able to comply with and benefit from the recycling and composting services provided in the Waste No More ordinance. The Task Force will also explore other ways in which the implementation process can advance equity in Denver.

Guiding Principles

The Task Force will develop recommendations that:

- Make Denver a national model for implementing zero waste while prioritizing social and environmental justice – we have the opportunity and must do both.
- Prioritize under-resourced buildings and BIPOC neighborhoods early.
- Recognize Waste No More as a core climate resilience and sustainability strategy for Denver.
- Aim for resounding success – massive diversion of waste – several years down the road.
- Emphasize education and outreach as a primary component.
- Ensure the Task Force process is transparent to all stakeholders, with opportunities for all community members to receive information about the process and have a voice.
- Don't reinvent the wheel; learn from what is working elsewhere.
- Address consumers' need for consistent, cross-sector messaging.
- Seek cost-effective, feasible and sustainable strategies for all stakeholders – focusing from the outset on the 'triple bottom line,' i.e., ensuring Waste No More works economically for businesses; benefits people, workers and the community; and benefits the planet.
- Seek 'eager compliance' among property owners and managers by ensuring solutions are achievable and as simple and streamlined as possible.
- Allow for flexibility for changing circumstances if new alternatives are developed or become more cost effective.
- Ensure the ordinance is as integrated and aligned as possible with relevant regional and statewide approaches.
- Achieve momentum through early successes with low-hanging fruit.
- Set up the process strategically for long-term success.
- Emphasize opportunities for peer-to-peer education and accountability.
- Prioritize messaging to the schools, so kids can be ambassadors to their families, and so parents can show up at work knowing what to do.
- Focus outreach and education on the 'why,' so people are bought into the policy because they understand the need for and importance of it.
- Ensure the workers implementing Waste No More (e.g., janitors, drivers, sorters) have good jobs that enable them to be successful agents of climate justice and solutions, and that there is an adequate labor force to do so.

Task Force Meeting Format

1. **Virtual and in-person meetings.** The first Task Force meeting will be in person. After that, Task Force meetings will be conducted virtually or in-person, based on the availability of accessible meeting space, with the goal of maximizing in-person meetings where possible. Meeting summaries will be created for all Task Force meetings. Meeting

agendas, summaries, presentations and other relevant materials will be posted on the City's [Waste No More](#) website.

2. **Recording and live-streaming of virtual meetings.** Virtual Task Force meetings will be recorded and available for the public to observe. Please visit the City's website above for more information. There will also be opportunities for public comment before Task Force recommendations are finalized. Members of the public should check the website (or join CASR's newsletter) to be notified about these opportunities when they become available.
3. **Transparency.** The Task Force will formulate policy ideas and make decisions on proposed recommendations at Task Force meetings. Members may informally engage each other on an individual basis to build relationships, discuss their interests, and generate ideas, however, group deliberations by e-mail are discouraged; any information meant to be shared with the group should be sent to City staff or the facilitator for moderation.
4. **Meetings are scheduled as follows, and CASR will aim to announce any changes with at least two weeks notice:**

| | | |
|-------------------------|-------------|--------------|
| Meeting 1 | March 9 | 2:00-5:00 pm |
| Meeting 2 | April 6 | 2:00-5:00 pm |
| Meeting 3 | May 4 | 2:00-5:00 pm |
| Meeting 4 | June 1 | 2:00-5:00 pm |
| Meeting 5 | July 13 | 2:00-5:00 pm |
| Public comment (August) | | |
| Meeting 6 | September 7 | 2:00-5:00 pm |

Task Force Structure

The Task Force will include the specific roles and expectations set forth below.

Membership

For the 2023 Waste No More Implementation Task Force, the City and the ballot sponsor selected stakeholders from across the commercial and multi-family building sector, food waste producers, special events, waste haulers, waste processors, small businesses, construction industry, environmental advocates, residents of multi-family buildings, and labor/workforce development. A full list of members is provided at the end of this Charter.

City Staff

City staff will serve as technical advisors and subject matter experts but will not have a voting role on the task force. Grace Rink, Executive Director of the Office of Climate Action, Sustainability and Resiliency, will lead the Waste No More Implementation Task Force process for the City. Other staff who will help support the Task Force are:

- Community Planning & Development: Jill Jennings-Golich, Deputy Director, and Eric Browning, Chief Building Official
- Dept. of Public Health & Environment: Gregg Thomas, Director of Environmental Quality
- Dept. of Transportation & Infrastructure: Jessica Lally, Project Manager, and Nina Waysdorf, Manager
- Department of Excise & Licenses: Erica Rogers, Policy Director
- Office of Special Events: Rose Watts, Director

Independent Facilitator

The Task Force will be facilitated by Ryan Golten of the Consensus Building Institute (CBI), who will be an advocate for members' procedural interests while remaining impartial to the substance of the issues under discussion.

Agenda Design Team

To aid in the efficient and productive use of Committee members' time, the City may request that a small group of Task Force members work with city staff and the CBI facilitator between meetings to design focused agendas and frame meeting topics. This group will have no substantive decision-making authority; it will be focused on helping design a collaborative, strategic and inclusive process.

Workgroups

The City envisions that it may be advantageous to form workgroups to help advance specific Task Force discussions and formulate policy ideas and options for Task Force consideration. Potential workgroups may relate to topics such as Communications, Construction and Demolition, Equity and Organics/Compost. Workgroups may choose to include non-Task Force members in their discussions to contribute relevant expertise, keeping in mind that workgroups have no decision-making authority. Workgroup topics, scope, membership, and timelines will be fleshed out in initial Task Force meetings.

Roles and Expectations

Task Force members are expected to:

- Attend all meetings; if a Task Force member needs to send an alternate, this should be the exception (i.e., occurring no more than twice) and the alternate should be well briefed on the process and issues under consideration.
- Prepare for meetings by reading materials, considering issues, reviewing the agenda, and engaging with their constituents or networks as needed.
- Try to remain open-minded and avoid judging ideas.
- Strive to listen actively, bridge gaps in understanding, and seek resolution of differences.
- Help create an environment that is safe, respectful, and constructive for participants.
- Stay on track with the agenda, working on the issues at hand.
- Avoid repetition and revisiting resolved issues.
- Provide clear and specific recommendations that are connected to well-articulated objectives.
- Seek evidence-based recommendations while recognizing decisions will need to be made in the face of uncertainty and incomplete data.
- Regularly communicate with constituents and networks regarding issues and recommendations being considered by the Task Force and bring relevant input or concerns to meetings (note that only official Task Force members will be able to participate in meetings themselves).

City staff will:

- Work with the facilitator and an Agenda Design Team, as applicable, to develop focused agendas.
- Circulate materials at least one week before Task Force meetings, so members can review them with their networks or constituents and receive input prior to meetings.

- Provide for all logistics, including virtual meeting needs, scheduling, and direct communications with the Task Force.
- Maintain a website for information, notice of dates and events, and posting of documents
- Inform the public of future meeting dates and how to view them live and find recordings after, and of public comment opportunities.
- Provide the necessary in-house and consulting technical assistance to aid the Task Force in their work to help ensure a well-informed, technically credible, operationally feasible set of final recommendations.
- Coordinate effectively among City staff, managers and elected officials.
- To the extent possible, provide additional information that the Task Force may request throughout the course of the process to advance its discussions.
- Prepare draft written products based on Task Force discussion for Task Force review.
- In consultation with the Task Force, provide opportunities for broader public input during the process and before finalizing Task Force recommendations.
- Develop ordinance revisions and/or regulatory language (rules and regulations) based on Task Force recommendations in a timely fashion for consideration by City Council.

The CBI Facilitator will:

- Structure and conduct inclusive, productive, and engaged Task Force meetings.
- Ensure participation ground rules are met.
- Work with City staff to develop meeting agendas, prepare draft and final meeting summaries, and generate draft written products as needed.
- Help participants resolve their differences on the issues raised.
- Be accountable to the entire Task Force and work in a non-partisan and impartial manner.

Developing Recommendations through a Consensus Process

Defining Consensus

The Task Force will strive to make consensus decisions that *all members can accept or live with*, or at the very least not oppose. Reaching this outcome requires all group members to educate each other about important needs and concerns and develop a recommendation, or set of options, that address individual and group interests to the greatest extent possible. The Task Force recognizes that outcomes with full consensus support are likely to carry significant weight with City leadership.

In the instance that only one Task Force member opposes a recommendation, the Task Force may reach 'consensus minus one' but shall not do so until the following meeting and in the interim will further explore ways to satisfy the relevant interests and concerns. Concerns will be noted in the meeting summary. If there is strong majority support for an outcome but more than one Task Force member is opposed, the Task Force may, alternatively, reach its decision by majority vote in order to reach closure. In that case, the minority perspective will be noted in the final Task Force report.

Members are discouraged from blocking or withholding consensus unless they have serious reservations with the proposed approach. If members disagree, they should make every effort to offer an alternative for consideration that will be satisfactory to all participants. Also, members may 'abstain' or 'stand aside' and not offer their consent to avoid blocking an agreement while

also not lending their endorsement. Absence is the equivalent of abstaining; members must be present to vote.

Resource Materials

Task Force members are encouraged to share links that will provide brief, relevant information to help inform the process. The [Waste No More Ordinance](#) is available on the City's Waste No More webpage.

Task Force Members

Many members have expertise and interest across multiple areas and sectors. But to help remember who is who, we have grouped participants according to their primary role.

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|--------------------------------|---|
| Building Representatives | <ol style="list-style-type: none"> 1. Jessy Aghababian, Unico Properties 2. Peggy Panzer, Laramar Group/AAMD 3. Stephen Shepard, Denver Metro BOMA |
| Food Waste Producers | <ol style="list-style-type: none"> 4. Holly Adinoff, Sullivan Scrap Kitchen 5. Allyson Gutierrez, Colorado Rockies Baseball Club 6. Sonia Riggs, Colorado Restaurant Association 7. Chris Woodburn, Denver Public Schools |
| Special Events Representative | <ol style="list-style-type: none"> 8. Andrea Furness, Classic Events Co. 9. Renee Ortiz, Eventful Productions Inc |
| Waste Haulers and Processors | <ol style="list-style-type: none"> 10. Christopher Berry, GFL Environmental 11. Erwin Galvan, Waste Management Recycle America 12. Clinton Sander, A1 Organics 13. Christi Turner, Scraps Ltd |
| Small business | <ol style="list-style-type: none"> 14. Chris Chiari, Patterson Inn |
| Construction Industry | <ol style="list-style-type: none"> 15. JW Houser, Taylor Morrison/Homebuilders Association 16. Maggie Nichols, Iron Woman Construction 17. Anna Perks, Perks Deconstruction |
| City Council Members | <ol style="list-style-type: none"> 18. Jolon Clark, District 7 19. Chris Hinds, District 10 |
| Ballot Sponsor Representatives | <ol style="list-style-type: none"> 20. Vann Fussell, Compost Colorado 21. Ean Thomas Tafoya, GreenLatinos |
| Environmental Advocate | <ol style="list-style-type: none"> 22. Ryan J Call, Eco-Cycle |
| Workforce Development | <ol style="list-style-type: none"> 23. Luis Ponce, SEIU |
| Multi-family building resident | <ol style="list-style-type: none"> 24. Marguerite Harden, Resident & HOA Board Member |
| Multi-Sector | <ol style="list-style-type: none"> 25. Joshua Jackson, NAACP 26. Laurie Johnson, Circular Colorado |

Preliminary Draft Work Plan (subject to change)

| Date | Mtg # | Purpose: | Outcome: |
|-------------------|--------------|--|---|
| March 9, 2023 | 1 | Introductions, review Task Force purpose and scope , and discuss how the Task Force will do its work | <ul style="list-style-type: none"> Members have a common base of knowledge and a shared understanding of the scope and parameters of their task (what's on/ off the table to recommend?) Agreement to work cooperatively toward common goal |
| April 6, 2023 | 2 | Implementation and enforcement <i>Market constraints:</i> what are they, how and when will they change, how do we account for them? <i>Infrastructure constraints:</i> what are they, how do they influence/are influenced by the market, what is Denver's role? <i>Review best practices from other cities to address these constraints</i> | <ul style="list-style-type: none"> Identify market, infrastructure and behavioral constraints Identify ways the ordinance can and cannot account for, adjust to, and influence those constraints Specifically, regarding roll-out: what year should compliance/enforcement begin, and when does each building type have to do what? Establish work groups + their tasks |
| May 4, 2023 | 3 | Equity How do we ensure low-income communities/ buildings are prioritized and able to comply with/ benefit from the ordinance? City structure and support: what do regulated entities need? | <ul style="list-style-type: none"> Identify equity issues Identify potential solutions: (a) in ordinance and rules/regs, and (b) outside that scope, future ideas/ideals Identify areas in which additional City supports are needed |
| June 1, 2023 | 4 | Communication <ul style="list-style-type: none"> Universal signage: guiding principles, how specific? Messaging campaigns: informational, inspirational, who messages what, and to whom? | <ul style="list-style-type: none"> Identify principles for universal signage and effective messaging |
| July 13, 2023 | 5 | Review overall agreements thus far Discuss and provide input for public engagement process | <ul style="list-style-type: none"> Agree on high-level proposal(s) for public to provide input on (e.g., timeline adjustments, communication protocols, materials requirements, funding, enforcement strategies) |
| September 7, 2023 | 6 | Review and incorporate public input How it all comes together | <ul style="list-style-type: none"> Final recommendations |