



# **Local Hazardous Waste Management Program in King County**

# **2016 Work Plan**

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## Table of Contents

I.	Executive Summary.....	1
II.	2016 Financial Projections .....	3
III.	2016 Work Plan Highlights.....	4
	General Services .....	4
	Focus Projects.....	6
	Policy and Systems Change .....	7
	Technical Resources.....	8

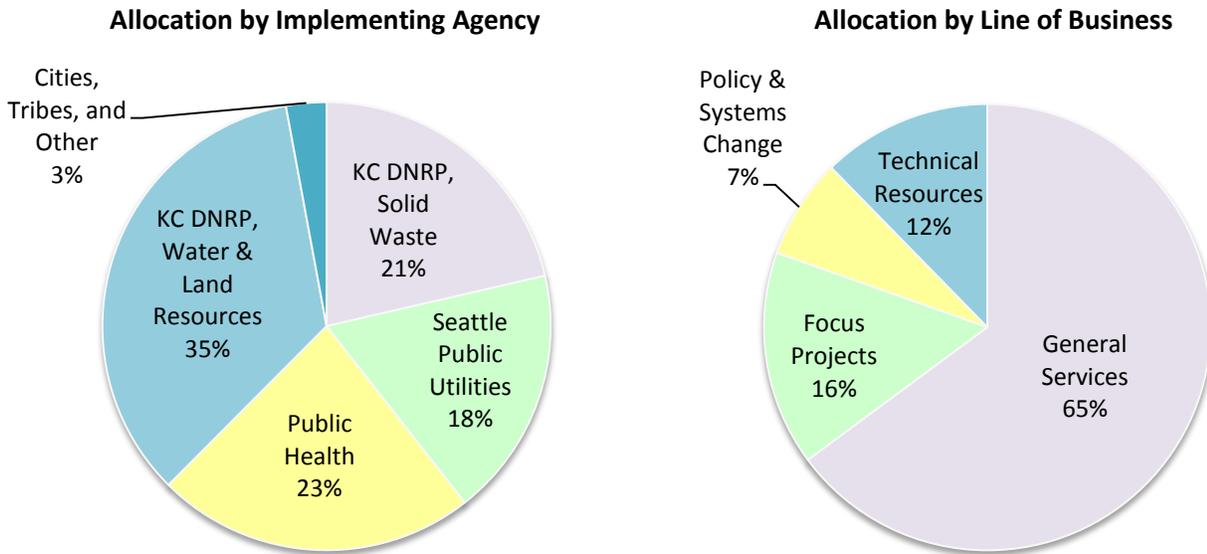
### Program Mission

*The Local Hazardous Waste Management Program (Program) is a multi-agency coalition program whose mission is to protect and enhance public health and environmental quality throughout King County by reducing the threat posed by the production, use and storage and disposal of hazardous material and to reduce the generation of hazardous materials, their evaporation into the air, and their disposal into the trash, sewers and storm drains (King County Board of Health Code 11.04.050).*

# I. Executive Summary

The Local Hazardous Waste Management Program in King County (Program) is a multijurisdictional program whose mission is to protect and enhance public health and environmental quality throughout King County by reducing the threat posed by the production, use, storage and disposal of hazardous materials.

In 2016, the Program plans to deliver services to King County residents and businesses at a total cost of \$18,667,122. Funding allocation to implementing agencies and line of business is illustrated below.



During 2015, the Program engaged in a strategic planning process to become a more results-focused organization. As a result, the 2016 LHWMP Work Plan incorporates changes designed to advance the following objectives:

- **Reach** – the delivery of services at a scale appropriate to the Program’s service area which includes over 2 million people and 60,000 businesses throughout King County;
- **Impact** – the effectiveness of the Program’s services to successfully achieve desired outcomes by enhancing evidence-based planning, service delivery and evaluation; and
- **Equity** – the provision of services equitably and in a culturally appropriate manner, incorporating strategies that are designed based upon project-specific needs.

Changes that may be noted from previous work plans include: 1) a project structure that consolidates services in a Line of Business model; 2) fewer numbers of projects that are better resourced to accomplish their work; 3) projects implemented using multi-agency teams and funding; and 4) work plan elements that specifically help achieve the reach, impact and equity objectives described above.

# LINES OF BUSINESS

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## I. GENERAL SERVICES

This Line of Business represents broadly available services and information resources for all King County residents and small quantity generators, including collection services, information resources and technical assistance. It also is responsible for marketing LHWMP services, connecting ratepayers with available services, building awareness of hazardous materials and best management practices, and managing grant funds to cities and tribes for collections and educational activities. Major work areas include:

- **Collection Services and Grants**
- **Information Resources and Marketing**
- **Technical Assistance and Incentives**

## II. FOCUS PROJECTS

This Line of Business specifically targets issue areas that are ready for an intensive behavior change effort. These projects will use an evidence-based approach to develop strategies and tactics designed to change behaviors in respective target audiences. Major work areas include:

- **Safer Cleaning Practices**
- **Lead Safe Home Renovation**
- **Auto Paints**

## III. POLICY

This Line of Business works to create systematic changes in the production, use and disposal cycles of hazardous materials. The Program looks for changes in formulation of hazardous materials and products, and/or their discontinuation – as well as ways to increase producer responsibility. Major work areas include:

- **Product Stewardship**
- **Policy Initiatives**
- **Secure Medicine Return**
- **Interagency Coordination**

## IV. TECHNICAL RESOURCES

This Line of Business includes the technical programs which provide critical support to projects and activities across the Program. The other projects could not do their work effectively without this support. Major work areas include:

- **Research**
- **Service Equity**
- **Technology and Data**

These four lines of business are supported by management activities to ensure effective operations, steward LHWMP's resources in fulfillment of its mission, and provide accountability to ratepayers. They include agency and Program administration, fund management, performance management, strategic planning and operations. These costs are detailed in the spending plan.

## II. 2016 Financial Projections

### FEES AND REVENUES

The Local Hazardous Waste Management Program fees and projected 2016 revenue are detailed below. The Program's fees are authorized under King County Board of Health Code 11.04.060.

2016 Program Fees		Rate
Sewer accounts (effective rate, average)		\$0.26/mo.
Private vehicle (transfer station or landfill trip)		\$1.81/trip
Commercial vehicle (transfer station or landfill trip)		\$4.73/ton
Single-family residential solid waste accounts		\$0.84/mo.
Commercial solid waste accounts:		
	Tier 1 ( $\leq 0.48$ cu. yds.)	\$1.46/mo.
	Tier 2 ( $> 0.48$ cu. yds. - $< 10$ cu. yds.)	\$12.01/mo.
	Tier 3 ( $\geq 10$ cu. yds.)	\$46.15/mo.

2016 Projected Revenues		
	Amount	Percent of Revenue
Solid Waste Account Fees	\$10,207,767	61%
Transfer Station Fees	\$2,324,945	14%
Sewer Fees	\$3,402,853	20%
Other Revenue (State Grant & Interest)	\$914,718	5%
Total 2016 Revenue	\$16,850,283	100%
Fund Balance Drawdown <sup>1</sup>	\$1,816,839	--
<b>Total</b>	<b>\$18,667,122</b>	<b>--</b>

### BUDGET AND STAFF BY AGENCY

2016 Budget and Staff Allocation by Agency/Activity			
Agency / Activity	Budget	FTEs	Percent of Budget
King County Solid Waste Division	\$3,992,108	10.25	21.4%
King County Water and Land Resources Division	\$6,346,158	30.20	34.6%
Public Health – Seattle & King County	\$4,300,375	18.00	23.0%
Seattle Public Utilities	\$3,367,404	12.05	18.0%
Cities and Tribes	\$517,818	-	2.6%
Other	\$25,000	-	0.1%
<b>Total</b>	<b>\$18,667,122</b>	<b>70.50</b>	<b>100%</b>

<sup>1</sup> Fund balance use is consistent with the Program's multi-year rate strategy, which accrues reserves in early years of a rate period, and expends them in later years.

## III. 2016 Work Plan Highlights

### GENERAL SERVICES

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#### COLLECTION SERVICES AND GRANTS (15.3 FTE, \$4,788,382)

The Collection Services and Grants project helps ensure that hazardous wastes from households and business small quantity generators are managed to minimize impacts to the environment and human health. This includes providing convenient hazardous waste collection services year-round at four fixed facilities, and through seasonal mobile Wastemobile services. Funding is also provided to support related city and tribal services throughout King County.

**Goals:**

1. Provide collection services for King County residents and small quantity generators.
2. Support hazardous waste related activities by cities, towns, and tribes.

**2016 Work Includes:**

- **Collection Sites and Wastemobile:** Maintain four fixed hazardous waste collection sites (North Seattle, South Seattle, Factoria and regular Wastemobile collection in Auburn), and a roving Wastemobile serving suburban cities and rural King County.
- **Home Collection Service:** Provide home collection of household hazardous waste upon request for senior citizens and homebound residents.
- **Increase Use by Underserved Groups:** Explore ways to increase collection services by multi-family housing residents, homebound and businesses.
- **City and Tribal Grants:** Provide financial support for city and tribal moderate risk waste (MRW) collection and education events.

#### INFORMATION AND MARKETING (10 .5 FTE, \$1,988,527)

The Information and Marketing Project ensures that information related to LHWMP's services and resources is broadly accessible to King County's 2 million residents and 60,000 businesses. Specific strategies reflect broad-scale strategic communications, are informed by audience research, and delivered in culturally- and audience-appropriate methods to effectively achieve desired outcomes. This project manages all of LHMWP's general marketing, information resources, and awareness building efforts. It also maintains a range of informational resources in accessible formats for the public, and is responsible for marketing LHWMP's services and connecting ratepayers to available services.

**Goals:**

1. Maintain broad-scale strategic outreach for LHWMP, reaching King County's 2 million residents and 60,000 businesses.
2. Increase use of LHWMP's services and informational resources by connecting ratepayers with available services.
3. Increase general awareness about hazardous waste and materials, as well as exposure prevention and safer alternatives.

4. Provide accessible, user-friendly information and on-line resources for a range of hazardous materials.
5. Provide services equitably and in a culturally- and audience-appropriate manner.

**2016 Work Includes:**

- **Customer Service Lines:**
  - **Household and Business Hazardous Waste Lines:** Respond to the projected 8,000 inquiries from residents and businesses regarding how to properly manage, recycle and dispose of hazardous wastes.
  - **Garden Hotline:** Operated in conjunction with Seattle Public Utilities, provide King County residents with access to information on environmentally-preferred solutions to garden problems. Anticipated to serve approximately 10,000 residents per year.
- **Information Resources and Website:** Develop and maintain a wide range of relevant and user-friendly information resources and tools on the Program's website ([www.hazwastehelp.org](http://www.hazwastehelp.org)). Web resources include operation of the Industrial Materials Exchange (IMEX) to provide an alternative to disposal.
- **Marketing, Media and Social Media:** Promote awareness and services via traditional and social media, advertising and other sources.
- **Communications Planning:** Ensure the Program's communication tools are appropriate and effective in reaching the broad range of King County audiences, are designed to meet program goals and audience needs, and are provided in a culturally-appropriate manner, including alternative formats for non-English speaking customers.

**TECHNICAL ASSISTANCE AND INCENTIVES (6.95 FTE, \$1,308,319)**

The Technical Assistance and Incentives Project provides technical assistance, training, and incentives to increase adoption of best management practices and reduce exposures resulting from hazardous materials and waste.

The project integrates LHWMP's field-based technical assistance and provides technical assistance to businesses, schools, childcare facilities, and other commercial properties on a wide array of topics, and for household lead investigations. This project also manages LHWMP's incentive programs and responds to complex problem sites as part of an interagency team.

**Goals:**

1. Provide site consultations, technical assistance, training, and incentives to interested businesses, institutions, and property managers.
2. Provide response-based lead investigations and coordinated cleanup of problem sites.
3. Provide services equitably and in a culturally- and audience-appropriate manner.

**2016 Work Includes:**

- **On-site Technical Assistance:** Provide site consultations to businesses, schools, and other SQGs; advise on management practices and alternatives related to hazardous materials.
- **Lead Investigations:** Provide response-based residential site consultations to investigate sources of identified lead exposure, and recommend intervention strategies.
- **Green Gardening:** Provide workshops to landscape professionals throughout King County with an emphasis on non-English speaking audiences.

- **Incentives:** Provide financial and promotional incentives to support business adoption of best management practices related to hazardous materials and wastes.
  - **Secure Medicine Return Drop Boxes:** Reimburse the stewardship plan operator for secure medicine drop boxes at up to 400 voluntary collection sites throughout King County.
  - **EnviroStars:** Participate in a new regional green business recognition program which consolidates several existing programs. Actively recruit businesses as Envirostar members.
  - **Vouchers:** Provide 50% cost share (up to \$500 per business) to implement recommendations resulting from staff consultations.
- **Interagency Compliance Team (ICT):** Participate in a coordinated multi-agency enforcement team to clean up chronically mismanaged sites that present environmental, health, and safety risks.
- **Service Improvement Planning:** Utilize market research, lessons learned, and referral networks to increase numbers of businesses served, and the effectiveness of services provided relative to adoption of best management practices.

## FOCUS PROJECTS

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Separately from the Program’s General Services, we recognize there are specific chemicals and behaviors that are particularly problematic and/or present a unique opportunity to make lasting improvements. Focus project topics are selected based on technical (exposure, prevalence, severity) and social science considerations (available alternatives, audience readiness, LHWMP’s ability to impact, etc.).

Focus Projects are designed to understand audience motivators, barriers, and situational factors, develop culturally appropriate strategies to facilitate behavior change, develop relationships with appropriate partners, and evaluate success. Projects utilize skills from across the program, including subject matter experts, technical assistance, incentives, strategic communications, research, and service equity. Projects have a limited timeframe and are intentionally narrow in scope to achieve measurable behavior change.

### Goals:

1. Facilitate targeted behavior change (i.e., use, storage, disposal, and purchasing) related to identified products and/or practices.
2. Implement strategies in a culturally- and audience-appropriate manner.

The Program’s current Focus Projects include:

### **SAFER CLEANING PRACTICES (4.0 FTE, \$656,668)**

The goal of this project is to increase use of best management practices and safer products to reduce exposures from hazardous cleaning products.

#### **2016 Work Includes:**

- **Planning:** Refine the scope of the project by developing an understanding about how King County residents and businesses are affected by cleaning products and practices, identifying and segmenting priority audience groups, and identifying best management practices.
- **Formative Research:** Develop a deep understanding of the audience and how they experience cleaning products and practices. This will include developing relationships with the community, conducting surveys, focus groups, and interviews with the audience, and identifying the audience’s barriers and benefits to following best management practices.

- **Strategy Development:** Utilize the information gathered through formative research to develop potential strategies and tactics that will facilitate the adoption of best management practices.

## **LEAD SAFE HOME RENOVATION (4.0 FTE, \$638,384)**

The goal of this project is to reduce lead exposures resulting from home repair and renovation practices in pre-1978 residences.

### **2016 Work Includes:**

- **Planning:** Refine the scope of the project. This includes developing an understanding about how King County residents are affected by lead exposure resulting from renovations and repairs occurring in pre-1978 housing, identifying and segmenting priority audience groups, and identifying best management practices.
- **Formative Research:** Develop a deep understanding of the audience and how they experience lead exposure during home repair and renovation in pre-1978 housing. This includes developing relationships with the community, conducting surveys, focus groups, and interviews with the audience, and identifying the audience's barriers and benefits to following best management practices.
- **Strategy Development:** Utilize the information gathered through formative research to develop potential strategies and tactics that will facilitate the adoption of best management practices.

## **AUTOBODY PAINTS (4.0 FTE, \$642,838)**

The goal of this project is to increase use of waterborne automotive basecoat paints (vs. solvent-based paints).

### **2016 Work Includes:**

- **Planning:** Refine the scope of the project. This includes identifying and segmenting priority audience groups, and identifying best management practices around the adoption of waterborne basecoat paints.
- **Formative Research:** Develop a deep understanding of the audience and how they use waterborne and solvent basecoat paints. This includes developing relationships with the community, conducting surveys, focus groups, and interviews with the audience, and identifying the audience's barriers and benefits to following best management practices.
- **Strategy Development:** Utilize the information gathered through formative research to develop potential strategies and tactics that will facilitate the adoption of best management practices.

## **POLICY AND SYSTEMS CHANGE**

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This Line of Business is responsible for planning, developing, implementing, and maintaining the Program's policy initiatives. This includes identification of issues, development of selection criteria, narrowing of issues, selection, and implementation. The team uses a variety of strategies to impact policy such as legislative change (from federal to individual cities), regulatory change (federal or state), executive orders and agency actions or policies (federal to individual cities), chemicals criteria, marketplace change (product certification, retailer purchasing policies, economic incentives), pilot programs, and IRAC workgroups.

**Goals:**

1. Foster “systems” changes in private and public sector arenas.
2. Help ensure chemicals and products are safe for people and safe for our environment.
3. Manage products that still present any risk from chemical content in a closed-loop stewardship system, funded by those who make and sell the products.
4. Use a systems-change approach to address hazardous materials issues that are disproportionately affecting service equity audiences.

**POLICY (4.75 FTE, \$911,523)**

Strive to create systematic changes in the production, use, and disposal cycles of moderate risk waste and toxics. The Program looks to change laws, rules, and policies; leverage work in conjunction with other agencies; change formulation or availability of hazardous materials and products; and increase producer responsibility for disposal hazardous products.

**2016 Work Includes:**

- **Product Stewardship:** Advance product stewardship initiatives for rechargeable batteries, paint, and other moderate risk wastes. Maintain and/or enhance existing product stewardship programs.
- **Policy Initiatives:** Explore policy initiatives related to priority chemical hazards affecting human health and the environment. These will be drawn from LHWMP’s current and former projects, research on emerging issues, and institutional barriers to policy goals.
- **Secure Medicine Return:** Oversee implementation of the King County Secure Medicine Return program. Pursue opportunities to leverage King County’s Secure Medicine Return Regulations regionally and nationally.
- **Interagency Coordination:** Participate in regional interagency teams to coordinate regulatory and enforcement agencies involved in chemical management and disposal. Engage in various work groups on key topics to reduce chemical hazards within specific industries.

**TECHNICAL RESOURCES**

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LHWMP’s technical resource teams provide expertise to projects across the Program’s Lines of Business. Technical resource staff provide informed guidance and functional support to projects and the overall Program. They provide expertise and technical resources to support effective, efficient, and equitable programs and services, and support LHWMP’s other Lines of Business.

**RESEARCH (4.25 FTE; \$729,803)**

The Research Services project maintains a robust range of tools and expertise to more effectively prioritize, develop, and deliver program strategies to achieve desired outcomes. This includes evaluation of hazardous materials as well as conducting and interpreting audience research.

**2016 Work Includes:**

- **Analysis and Technical Support:** Research, analyze and/or synthesize information related to hazardous waste and exposure reduction to inform Program planning and intervention strategies.
- **Audience Research and Evaluation:** Conduct, synthesize and interpret customer research (surveys, focus groups) to guide project planning and evaluate effectiveness.

- **Strategic Support and Training:** Provide expertise, research and analysis to guide Program priorities and strategies, as well as training, tools and resources for staff and community partners.

## **TECHNOLOGY AND DATA (2 FTE, \$577,586)**

The Technology and Data project develops and maintains data and web infrastructure, online tools, and the Extranet.

### **2016 Work Includes:**

- **Systems and Tools:** Develop and maintain technology and web infrastructure, databases, applications, and other tools to improve LHWMP's services and provide support for project, program, and performance management objectives.
- **Data Management:** Collect, synthesize and interpret data for Program planning, performance management, evaluation, and reporting.
- **Special Projects:** Develop and maintain specific applications as needed; for example, data tools for transition of EnviroStars to the new regional Green Business program.

## **SERVICE EQUITY (0.85 FTE, \$205,016)**

The Service Equity project supports LHWMP in implementing its [Service Equity Policy](#) to improve services to all populations. Service equity staff support continued efforts to ensure service equity is embedded within all LHWMP projects and services.

### **2016 Work Includes:**

- **Program-wide Support:** Provide consultation, guidance, and resources to LHWMP's management, strategic planning, and evaluation to support Service Equity objectives across the Program.
- **Workforce Development:** Enhance staff and organizational expertise through training, coaching, and resources.
- **Project Support:** Provide project-specific consultation, support, and resources to fulfill service equity objectives within each project.
- **Environmental Justice Network in Action (EJNA):** Complete a model community engagement project in SeaTac and Tukwila.

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# **OPERATIONS**

This work ensures that the Program's resources and services are managed appropriately for the benefit of LHWMP's ratepayers, operations are coordinated and effective, resources are used appropriately, and that the Program is accountable, with comprehensive performance management and transparency.

## **AGENCY ADMINISTRATION (7.9 FTE, \$1,335,793)**

Management and support activities provided within respective implementing agencies, including supervision, planning, financial management, administrative support, project oversight, and reporting. This includes agency participation on the Core Team and support of the Management Coordination Committee.

## **PROGRAM ADMINISTRATION (6 FTE, \$1,120,815)**

Manage the overall Program in fulfillment of its mission; provide program-wide leadership; oversee financial planning and performance accountability; and ensure Program services are efficient, effective, relevant, and equitable for the Program's ratepayers. Specific functions include oversight of the program and its operations, performance management, fund management and strategic planning.



**Alternative Formats on Request  
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