Hazardous Waste Management Program

Item 3

Management Coordination Committee (MCC)
MEETING MINUTES
May 19, 2026

ATTENDANCE

MCC Members:

☒ Dylan Orr, Public Health – Seattle and King County (PH SKC), MCC Chair
☒ Rebecca Singer, King County Solid Waste Division (KC SWD), MCC Vice Chair
☒ Josh Baldi, King County Water and Land Resources Division (KC WLRD)
☒ John Boyd, Sound Cities Association (SCA), City of Kent Councilmember
☒ Susan Fife-Ferris, Seattle Public Utilities (SPU)

Other Attendees:

Charles Wu, KC WLRD
Halima Lozano, KC WLRD
Julie Mitchell, KC SWD
Katie Swanson, SPU
Kendrick Stewart, KC WLRD
Laura Belmont, SCA
Marqise Allen, KC WLRD
Matthew Weintraub, KC WLRD
Maythia Airhart, KC WLRD
Pam Johnson, SPU
Raevel Chea, KC WLRD
Ryan Kellogg, PH SKC
Ryan Murphy, KC WLRD
Stef Frenzl, KC WLRD

GENERAL BUSINESS

Meeting Minutes

MCC member Susan Fife-Ferris, moved to approve the March 17, 2026, Meeting Minutes. The MCC Vice Chair, Rebecca Singer, seconded the motion.

Decision: Motion to approve the March 17, 2026, Meeting Minutes was approved.

DISCUSSION ITEMS

Q1 2026 Performance & Financial Update

Raevel Chea (Program Business & Finance Officer) & Halima Lozano (Program Business Strategy Manager)

The Program Business & Finance Officer (BFO), Raevel Chea, provided a brief overview of 2026 Q1 performance.

2026 Q1 Financial Highlights:

- Revenue and expenses came in as expected with no significant variants.
- Salary expenses are lower in Q1 because our new bi-annual projects and contracts are still being implemented.
- Improvements to internal financial processes are underway to strengthen accountability and transparency.
- MCC had no questions or concerns regarding this presentation.

The Program Business Strategy Manager, Halima Lozano, presented the Q2 Dashboard Key Performance Indicators (KPIs) and project updates. She highlighted the staff issues with workforce capacity and the success of Business Services metrics outcome for the Safer Alternatives Program. She noted that the Program's rollup numbers show lower community engagements and collections for Q1, which aligns with typical early-year

trends, as these activities generally increase in Q2 and Q3. Additional updates on the Community Programs Action Plan (CPAP), the Moderate Risk Waste (MRW) Database replacement, and the South County Recycling and Transfer Station (SCRTS) Facility Transition were shared.

MCC Questions, Concerns, And Considerations

- Regarding CPAP, the MCC Chair, Dylan Orr, would like to see the information early to ensure that there are no missed opportunities and that MCC agrees with the strategy.
    - The Program anticipates having the draft Action Plan to MCC for review and feedback in June.
- Regarding our Organizational Development and the Operations Review System (ORS), MCC Member Susan Ferris-Fife asked for MCC to receive more information on both of these initiatives. The ORS is a continuous improvement initiative to enhance our internal financial and progress monitoring.
    - **Action**: Kendrick Stewart, who is the Program Operations Manager, and Lakshmi Panikkar, who is leading the Org Development work, will prepare a future briefing to the MCC. The team will provide high-level updates in future MCC materials.
- Regarding performance, communications, and government relations, the MCC Chair, Dylan Orr, noted the Program is doing an incredible amount of work that connects and supports the rate planning and would like the ability to share this good work with the new King County executive and City of Seattle mayor, new cities, etc.
    - **Action:** The Program Communications Manager, Michell Mouton, noted that the Program coordinates with agency partners to ensure updates are shared appropriately. Communications will explore opportunities to best feed information to Seattle Public Utilities to consider for the City of Seattle mayor's report. The Director's Report is a good resource for updates.

Proposed Rate Assumptions
Raevel Chea (Program Business & Finance Officer) & Kendrick Stewart (Program Operations Manager)

Raevel Chea and Kendrick Stewart presented a briefing on the Program's proposed rate assumptions that will require MCC approval as part of the rate-setting process. MCC discussed the upcoming hazardous waste rate planning effort and the need to restart work that began in 2024 and was paused in 2025. While there is no statutory schedule for rate setting, MCC acknowledged that delaying action is no longer viable.

The purpose of this discussion is to review and discuss the proposed rate assumptions that, once approved by MCC, will guide projections for rate scenario development. MCC members offered questions, suggestions, and requests for additional information. Staff will incorporate this feedback and return to a future MCC meeting with follow-up information and refined materials for further discussion.

MCC members are concerned with the aggressive timeline, and they encourage these considerations for the rate-setting process and timeline:

- King County budget process requirements
- Executive review timelines
- Budget Office review process
- Board of Health process
- Billing entity implementation requirements

The MCC also raise concern about the Fund Balance projection, which shows a steep decline by 2029. The graph conveyed a sense of "crisis," and they recommended stronger visual flagging and framing, along with messaging that supports the proposed rate increase.

The MCC Chair, Dylan Orr, noted that implementing an audit during a rate increase could create both political optics concerns and additional workload that may not be feasible. MCC suggested potentially shifting timing to 2028 instead of 2027.

Decision: The Program audit was moved to the 2028 work plan.

MCC emphasized the need for greater clarity and transparency in the rate proposal, including:

- Clear cost drivers – what is increasing costs, with a distinction between controllable vs. uncontrollable costs (e.g., inflation, labor, regulatory, etc.).
- Defined operations vs. administration – what falls under each category.
- Service impacts – how the proposed rate affects customers, especially direct services (e.g., what is preserved, improved, etc.).
- Timing and long-term obligations – distinguish one time investments from recurring costs, outlining future maintenance obligations, and explaining long sustainability assumptions.
- Conversion of rate changes to dollar amount – translating percentage of rate increase into dollar amount increase to customers.
- Current cost-management efforts – actions underway to improve processes and to ensure responsible stewardship of ratepayer money (e.g., alternative service delivery models, operational efficiencies, delay of expenditures, cost reductions, etc.)
- Risks of inaction – what happens if the rate is not approved or reduced (e.g., service level, compliance risks, deferred investments, etc.)

Regarding the need for historical crosswalk/context, MCC requested a comparison between:

- Previous rate-setting discussions
- Current assumptions
- 2022 rates
- 2024 discussions and decisions
- A "crosswalk" document showing what changed, what assumptions are different, and what is materially new since prior discussions

Decision: Rate assumptions were not approved due to the need for additional information, including clearer cost drivers, service impacts, long-term financial obligations, and associated risks. The MCC will meet in June to review and consider approving the proposed rate assumptions, so rate modeling can proceed to support a July discussion and decision on the 2028-2029 proposed rate options.

UPDATES

Director's Report & Look-Ahead Calendar
Maythia Airhart (Program Director)

Program Director Maythia Airhart highlighted key items from the Director's Report spotlighting the Program's upcoming presentation to the Board of Health, the rate planning approach and timeline, the 2025 Residential services program report on Childhood Lead Investigation, and the three-month look-ahead calendar. Members were encouraged to review the full report for additional updates.

Next Meeting: June 16, 2026, 10 a.m. – 12 noon, Virtual, Zoom