



2022 Work Plan



Hazardous Waste Management Program

GOVERNMENTS WORKING TOGETHER FOR
A HEALTHIER AND CLEANER KING COUNTY

Program Mission

The Hazardous Waste Management 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, storage, and disposal of hazardous materials 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)

Alternative Formats on Request

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Hazardous Waste Management Program in King County

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Executive Summary

The Local Hazardous Waste Management Program in King County, commonly known as the Hazardous Waste Management Program (Haz Waste Program), is a multi-jurisdictional 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.

The Haz Waste Program believes that the environment and all people—regardless of race—in King County should be free from exposures to hazardous materials. However, some communities experience a greater risk of exposure because of racism embedded in the public policies, institutional practices, and other social and economic structures in our society. Systemic changes in policies, programs, and practices will need to happen to achieve this.

Our understanding of racial equity, community organizing, behavior change best practices, and community and technical research show that we need to focus our efforts on building momentum for systems changes that promote safer alternatives and remove exposure to hazardous products. We need to shift the burden of preventing exposure away from individuals to the systems and producers that create hazardous products. While pursuing policy and systems changes, we will continue to partner with communities, businesses, Tribes, cities, and agencies to provide prevention and collection services across the County.

The Haz Waste Program works to reduce hazardous exposures to people and the environment in King County. To achieve this, our services are delivered through:

- **Policy** and product stewardship initiatives on the production, use, and disposal of hazardous materials.
- **Prevention** of exposures to hazardous materials by using safer products and practices.
- **Collection** services for hazardous wastes from households and qualified businesses.

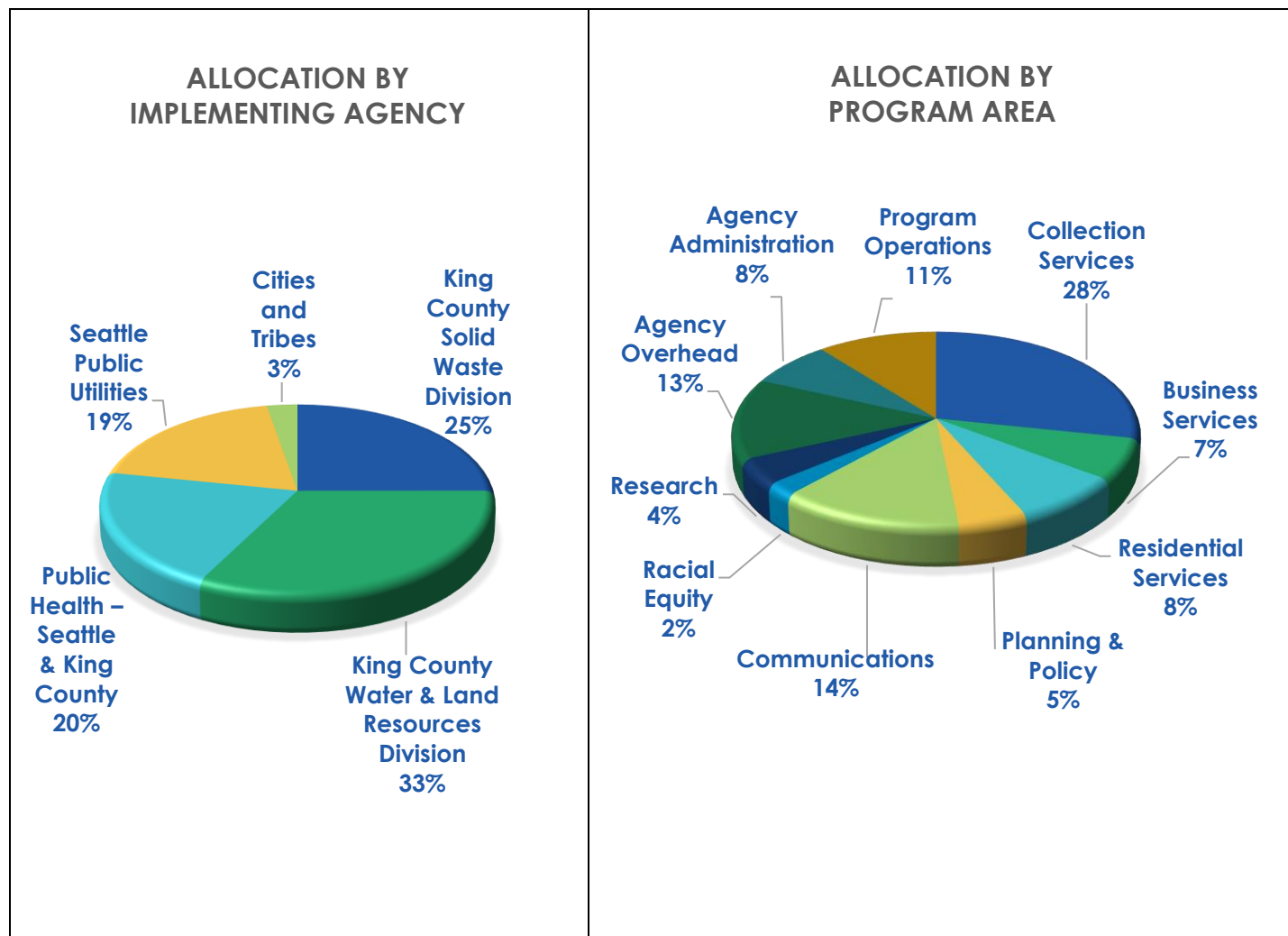
In 2021, the Haz Waste Program completed an update to its management plan. The management plan provides guidance for the Program's work over the next 10 years. The 2022 Haz Waste Program annual work plan implements the work outlined in the 2021 Hazardous Waste Management Plan Update.

2022 Program-Wide Goals

- Advocate for policy changes that prevent exposure to hazardous materials, identify and promote safer alternatives, and demand producer responsibility that shifts the burden of collection to the producers of hazardous materials.
- Cultivate partnerships with communities, businesses, cities, Tribes, and agencies to support residents and small quantity generator businesses (SQGs).
- Increase residential and SQG awareness and use of Haz Waste Program services and safer alternatives.
- Increase our understanding of community experiences with hazardous products and wastes and the underlying causes that create disparate health outcomes and environmental contamination.
- Integrate equity-centered Results Based Accountability in how we plan, implement, and tell the story of our work and impact.

Financial Overview

In 2022, the Haz Waste Program plans to deliver services to King County residents and businesses at a total cost of \$21,831,885. Funding allocations to implementing agencies and among program areas are illustrated below.



Hazardous Waste Management Lines of Business Overview

The Haz Waste Program's work is comprised of eight major program areas (Lines of Business, LOB). These LOBs work together to make progress toward Program-wide goals.

Collection Services

Collection Services helps ensure that hazardous wastes from households and SQGs 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 Wastemobile services.

Business Services

Business Services focuses on improving safer practices for the use, handling, storage, and disposal of hazardous materials in SQGs. The team provides technical assistance, training, and incentives to reduce environmental and human exposures to hazardous materials by increasing adoption of safer alternatives, best practices, and compliance with hazardous materials management regulations. Demographic data is used to identify communities, workers, and business sectors that are especially vulnerable to exposures to hazardous materials.

Residential Services

Residential Services works to reduce residential hazardous exposures to people and the environment in King County. The team delivers a suite of direct services, support, and community partnerships focused on addressing hazards associated with household chemical materials exposures. Strategies are implemented to encourage King County residents to use safer alternatives to hazardous products.

Planning, Policy, and Government Relations

Planning, Policy, and Government Relations works to create systematic changes in the production, use, and disposal cycles of hazardous materials as well as extended producer responsibility. This includes research and development to evaluate feasibility and innovative approaches, community-centered policy planning, partnership development, and a range of approaches and venues to advance policy initiatives. The team manages a variety of planning initiatives to support Program-wide needs and provides grant funding and other assistance to the cities and Tribes that the Haz Waste Program supports.

Communications

Communications connects King County residents and SQGs with the Haz Waste Program's services and resources through marketing, public relations, community outreach, and customer service strategies. It is also responsible for building broad-scale awareness of hazardous materials, safer alternatives, and best management practices. Specific strategies reflect strategic communication best practices, are informed by audience research, and delivered in culturally- and audience-appropriate methods to effectively achieve desired outcomes.

Racial Equity

Racial Equity oversees implementation of the Haz Waste Program's Racial Equity Plan to ensure that the Haz Waste Program is reaching and serving all residents and businesses in King County. Racial Equity provides critical support to programs and activities by providing expertise and consultation on the application of racial equity best practices throughout the design, implementation, and evaluation of the Haz Waste Program's services.

Research

Research provides critical support to programs and activities across the Haz Waste Program by providing expertise and consultation on technical and social science research throughout the design, implementation, and evaluation of Haz Waste Program services. The team provides information science support, helps with study designs and evaluation, identifies and researches new issues for Haz Waste Program consideration, identifies safer alternative chemicals and products, uses mapping to identify vulnerable communities and business sectors, and conducts laboratory- and field-studies to reduce harmful exposures.

Operations

All Haz Waste programs are supported by management activities to ensure effective operations, steward the Haz Waste Program's resources in fulfillment of its mission, and provide accountability to ratepayers. They include agency and Haz Waste Program administration, fund management, performance management, strategic planning, communications, racial equity, and operations.

2022 Financial Projections

Fees and Revenues

The Hazardous Waste Management Program 2022 fees and projected revenues are detailed below. The Program's fees are authorized under King County Board of Health Code 11.04.060.

2022 Program Fees	
	Rate
Sewer accounts (effective rate, average)	\$0.30/month
Private vehicle (transfer station or landfill trip)	\$2.23/trip
Commercial vehicle (transfer station or landfill trip)	\$5.84/ton
Single-family residential solid waste accounts	\$1.04/month
Commercial solid waste accounts: Tier 1 (≤ 0.48 cu. yds.)	\$1.80/month
Tier 2 (> 0.48 cu. yds. - < 10 cu. yds.)	\$14.82/month
Tier 3 (≥ 10 cu. yds.)	\$56.96/month

2022 Projected Revenues		
	Amount	Percent of Revenue
Solid waste account fees	\$11,172,328	61.2%
Transfer station fees	\$2,860,944	15.7%
Sewer fees	\$4,178,357	22.9%
Interest revenue	\$42,184	0.2%
Total 2022 revenue	\$18,253,813	100%
Fund balance drawdown ¹	\$3,578,072	--
Total	\$21,831,885	--

Budget and Staff by Program Partner

2022 Budget and Staff Allocation by Program Partner			
Agency/Activity	Budget	FTEs	Percent of Budget
King County Solid Waste Division	\$5,451,129	10.25	25%
King County Water and Land Resources Division	\$7,138,877	29.00	33%
Public Health – Seattle & King County	\$4,465,232	18.00	20%
Seattle Public Utilities	\$4,173,520	11.95	19%
Cities and Tribes, Other	\$603,127	-	3%
Total	\$21,831,885	69.20	100%

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

2022 Work Plan

All Haz Waste Program's Lines of Business work together to support policy and systems change, prevent hazardous material exposure in residential and small quantity generator business settings, and collect and properly dispose of hazardous waste. Appendix A provides a summary of the bodies of work, key deliverables, and LOBs assigned to lead the work.

Policy

The Haz Waste Program's policy work centers on planning, developing, implementing, and maintaining policy initiatives that shift the burden of preventing exposure away from individuals to the systems and producers that create hazardous products.

2022 Work Includes:

- **Extended Producer Responsibility:** Research and complete a feasibility study to determine viability of an initiative around extended producer responsibility for all household hazardous waste. Advance and maintain product stewardship initiatives. This includes participating in a smooth roll out of PaintCare and continuing forward movement on battery stewardship.
- **Policy Strategies and Issue Tracking:** Develop policy strategies; track emerging issues; and influence local, state, federal, and other external processes that can affect the Haz Waste Program's efforts. This includes developing a lead policy strategy and tracking the Safer Consumer Products Act, the Toxic Substance Control Act (TSCA), Per- and Polyfluoroalkyl Substances (PFAS) Chemical Action Plan, Statewide Chemical Policy Work Group, and bill tracking during the legislative session.
- **Government Relations:** Build and maintain strong relationships with city and Tribal partners, elected officials, Sound Cities Association, and other government stakeholders. Coordinate the Tribal and municipal grant program.
- **Topical Program-Wide Initiatives:** Use equity-centered Results Based Accountability framework to scope future topical priorities that focus on supporting policy or systems change across all lines of business.

Prevention

The Haz Waste Program's prevention work centers on promoting the use of safer alternatives and practices across our residential and business communities. There is a specific emphasis on partnering with communities who are experiencing the greatest disparities related to hazardous materials exposure, while providing information and access to all ratepayers. The Haz Waste Program also responds to requests for assistance.

2022 Work Includes:

- **Community Education:** Increase awareness of hazardous materials exposure reduction, lead in-home identification strategies, and promote adoption of safer cleaning practices through community-designed approaches, training, toolkits, and other outreach and education approaches.
- **Lead in Homes:** Promote case management services with health care providers and conduct home investigations and follow-up for children with elevated blood lead levels. Identify communities who are using cookware contaminated with lead through lab testing and modeling. Provide alternative cookware when a specific instance is identified.

- **Business Technical Assistance and Vouchers:** Provide technical assistance and vouchers to small quantity generators to help them adopt safer alternatives and practices. Focus on providing consultations to businesses located near diverse communities and to business industries with diverse workforces and build relationships with community members and leaders in those areas.
- **Customer Service:** Provide information about Haz Waste Program services and educational information through the Haz Waste Help Line and the Garden hotline. This includes developing a Haz Waste Help Line operations plan.
- **Degreaser Pilot Project:** Provide auto repair shops and other industries that use hazardous degreasers and solvents with safer alternative degreasers and complete an exposure assessment and evaluation to determine effectiveness.
- **Audience and Market Research:** Conduct an audience and market research study to understand attitudes, beliefs, behaviors, motivations, barriers, and preferences among King County residents and SQGs. This work will inform strategic communication efforts and service delivery.
- **Strategic Communication and Public Relations:** Develop and implement marketing and public relations strategies that market Haz Waste Program services and education messages.

Collections

Collection Services provide moderate risk waste (MRW) collection services to King County residents and SQG businesses. The Haz Waste Program also educates ratepayers about safe disposal practices and options.

2022 Work Includes:

- **Collection Sites and Wastemobile:** Maintain four fixed hazardous waste collection sites (north Seattle, south Seattle, Factoria, and regular Wastemobile collection in Auburn), a roving Wastemobile serving other cities and rural King County, and home collection for those who meet specific criteria.
- **Collection Services and Facilities Study:** Begin scoping and resourcing a Collections Services and Facilities study using a community-centered planning approach to understand racial disparities in collections services, options for new or modified collections services, and identify capital improvement of other capacity needs.
- **Regional Household Hazardous Waste Disposal Education:** Promote collections services and implement a HHW Disposal Education campaign. Include disposal information in prevention outreach and education efforts.
- **Accessibility and Outreach in BIPOC Communities:** Update signage at the hazardous waste collection sites and develop and implement outreach, including piloting Wastemobile pop up events, in communities that experience disparities in collections services.

Program Operations

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

2022 Work Includes:

- **Racial Equity Implementation Plan:** Update the Haz Waste Program's Racial Equity Implementation Plan.

- **Equity Centered Results Based Accountability (RBA):** Develop equity-centered RBA measures for the Haz Waste Program and each line of business. Use equity-centered RBA as the central framework for how the Haz Waste Program plans, implements, and evaluates its work.
- **Development of Agreements, Policies, and Models:** Develop and adopt agreements, policies, and models to guide Haz Waste Program operations. This includes operating agreements with partner agencies, a community partnership model, a community compensation model, language access policy, and the Haz Waste Program's policy on distributing materials from the collections sites to local non-profit organizations.
- **Organizational Development:** Refine, implement, and evaluate progress on the Haz Waste Program's organizational development priorities. These include racial equity, operating structure, partner agreements, workplace culture, workforce capacity, and succession planning.
- **Technical and Social Research:** Provide library services; safer alternatives assessments; lab support; field investigations; data analysis; data visualization; and formative, process, and impact evaluation to support all Haz Waste Program functions.
- **Information Technology:** Scope and resource a Haz Waste Program-wide performance management and data system. Pilot an approach to consolidating external data for performance indicator development, analysis, reporting, and evaluation.
- **2023-2024 Budget Development:** Develop and submit 2023-2024 biennial budget.

2022 Spending Plan by Program Area and Agency

Hazardous Waste Program Area	KC Water and Land Resources	Public Health	KC Solid Waste	Seattle Public Utilities	Cities and Tribes, Other	2022 Revised Total
Collection Services						
FTEs			6.55	9.50		16.05
Salary			\$801,458	\$1,145,793		\$1,947,251
Non-Salary			\$2,199,094	\$1,332,310	\$603,127	\$4,134,531
Facility Improvements			\$25,000	\$60,000		\$ 85,000
Collection Services Subtotal			\$3,025,552	\$2,538,103	\$603,127	\$6,166,782
Business Services						
FTEs	9.00					9.00
Salary	\$1,234,063					\$1,234,063
Non-Salary	\$281,500					\$281,500
Business Services Subtotal	\$1,515,563					\$1,515,563
Residential Services						
FTEs	3.00	6.00				9.00
Salary	\$462,662	\$841,333				\$1,303,995
Non-Salary		\$467,500				\$467,500
Residential Services Subtotal	\$462,662	\$1,308,833				\$1,771,495
Planning & Policy						
FTEs	2.00	1.00	1.00	1.00		5.00
Salary	\$311,988	\$150,188	\$161,749	\$175,203		\$799,128
Non-Salary	\$276,000	\$30,000				\$306,000
Policy Subtotal	\$587,988	\$180,188	\$161,749	\$175,203		\$1,105,128
Communications						
FTEs	4.00	2.00	1.60	0.20		7.80
Salary	\$495,877	\$287,683	\$258,799	\$30,388		\$1,072,747
Non-Salary	\$75,000	\$10,250	\$1,600,040	\$182,514		\$1,867,804
Communications Subtotal	\$570,877	\$297,933	\$1,858,839	\$212,902		\$2,940,551
Research						
FTEs	2.00	2.00				4.00
Salary	\$353,692	\$397,329				\$751,021
Non-Salary	\$156,662	\$31,000				\$187,662
Research Subtotal	\$510,354	\$428,329				\$938,683

Hazardous Waste Program Area	KC Water and Land Resources	Public Health	KC Solid Waste	Seattle Public Utilities	Cities and Tribes, Other	2022 Revised Total
Racial Equity						
FTEs	1.00	1.00				2.00
Salary	\$121,614	\$170,261				\$291,875
Non-Salary		\$190,291				\$190,291
Racial Equity Subtotal	\$121,614	\$360,552				\$482,166
Operations						
Agency Administration						
FTEs	5.00	2.00	1.10	0.25		8.35
Salary	\$648,314	\$232,342	\$188,189	\$47,657		\$1,116,502
Travel and Training	\$23,200	\$14,400	\$9,600	\$3,200		\$50,400
WLRD Lan/KCIT Support	\$172,736					\$172,736
Other Non-Salary	\$269,772	\$9,600	\$29,000			\$308,372
Agency Administration Total	\$1,114,022	\$256,342	\$226,789	\$50,857		\$1,648,010
Program Administration						
FTEs	3.00	4.00		1.00		8.00
Salary	\$475,774	\$651,950		\$190,212		\$1,317,936
Program-wide KCIT	\$556,831					\$556,831
Management Plan Update	\$10,000					\$10,000
Strategic Initiatives	\$145,000			\$46,340		\$191,340
Other Non-Salary	\$241,588	\$25,600				\$267,188
Program Administration Total	\$1,429,193	\$677,550		\$236,552		\$2,343,295
Operations Subtotal	\$2,543,215	\$933,892	\$226,789	\$287,409		\$3,991,305
2022 Budget and Staffing Totals						
FTEs	29.00	18.00	10.25	11.95		69.20
Salary ²	\$4,103,984	\$2,731,086	\$1,410,195	\$1,589,253		\$9,834,518
Non-Salary	\$2,208,289	\$778,641	\$3,862,734	\$1,624,364	\$603,127	\$9,077,155
Agency Overhead ³	\$826,604	\$955,505	\$178,200	\$959,903		\$2,920,212
Total Budget	\$7,138,877	\$4,465,232	\$5,451,129	\$4,173,520	\$603,127	21,831,885

² 2022 projected salary savings are applied in KC Water and Land Resources and Public Health.

³ 2022 King County Performance, Strategy, and Budget Office (PSB) adjustment is applied in KC Water and Land Resources overhead.

Appendix A: Summary of Work Areas, Key Deliverables, and LOBs

Work Area	Deliverables or Milestones	LOBs
Extended Producer Responsibility	- Complete Phase 1 feasibility study for EPR for all HHW - Fully operationalize PaintCare program as part of collection services - Participate in battery work group to move battery stewardship legislation by end of 2023	Planning and Policy, Communications, Research
Policy Strategies and Issue Tracking	Track and participate in state and federal actions addressing the Program's priorities (includes EPA PFAS Roadmap, EPA TSCA planning, Ecology PFAS Chemical Action Plan, Ecology Lead Chemical Action Plan, Ecology Safer Consumer Products Act, tracking legislation appropriate to the Program)	Planning and Policy, Research
Government Relations	- Engaged and ongoing participation by cities and tribes in work group - Enhanced communication and coordination with cities and tribes - Provide training and resources to support and advance city and tribal collection services	Planning and Policy, Communications, Residential Services, Business Services, Racial Equity
Topical Program-Wide Initiatives	Launch topical Program-wide initiative(s) using an equity-centered RBA approach. Charter work group and identify first initiative.	All LOBs
Community Education	- Work with KC residents, CBOs, and partners to strengthen skills and abilities to identify and manage hazardous materials in the home. - Co-create projects with community to teach safer cleaning practices and lead exposure prevention practices.	Residential Services, Communications, Research, Business Services
Lead in Homes	- Develop lead policy strategy - Assess potential of a universal testing strategy to develop better data to support decisions - Complete literature review on lead exposure to guide strategy development - Develop communications strategy - Conduct eBL case management - Complete lab testing and modelling of lead in cookware	Residential Services, Research, Planning and Policy
Business Technical Assistance and Vouchers	Focus 40% of business visits in historically overburdened and/or underserved communities of color	Business Services, Communications, Research
Degreaser Pilot Project	- Provide 50 SQGs with safer alternative degreasers - Complete exposure assessment and evaluation	Business Services, Research, Planning and Policy, Communications

Work Area	Deliverables or Milestones	LOBs
Audience and Market Research	Design and implement audience and market research study to inform Collections and Facilities study, Strategic Communications Plan, and future services	Communications, Research, Operations, Residential Services, Business Services, Planning and Policy
Strategic Communication and Public Relations	Develop and implement strategic communication and public relations plans to support LOBs and Program operations.	Communications, Residential Services, Business Services, Operations
Collection Sites and Wastemobile	Operate collection sites and Wastemobile	Collections
Collection Services and Facilities Study	- Charter and scope Collection Services and Facilities Study - Initiate consultant contract	Collections, Planning and Policy, Research, Operations
Regional Household Hazardous Waste Disposal Education	- Implement marketing and promotions - Develop an educational campaign	Collections, Communications
Accessibility and Outreach in BIPOC Communities	- Update signage at collection sites - Pilot Wastemobile pop-up events - Provide education and outreach to communities in their preferred languages	Residential Services, Communications, Collections
Racial Equity Implementation Plan	- Review progress on current implementation plan - Initiate update of implementation plan	Racial Equity
Equity Centered Results Based Accountability (RBA)	Develop RBA metrics for Haz Waste Program and all LOBs	Racial Equity, Operations
Development of Agreements, Policies, and Models	- Develop agreements, policies, and models - Develop operating agreement for SPU collection facilities	Planning and Policy, Racial Equity, Operations, Collections
Organizational Development	- Build and implement a framework for managing change that enables staff to adopt new values, skills, and behaviors - Strengthen workforce capacity and competencies to embed racial equity, improve services, and adapt to changing needs	Operations, Racial Equity
Technical and Social Research	Provide technical and social research support to LOBs	Research
Information Technology	- Complete business needs assessment and options analysis - Complete external data integration pilot	Operations, Research
2023-2024 Budget Development	Complete budget process	Operations