



**CITY OF KIRKLAND**

Public Works Department

123 Fifth Avenue, Kirkland, WA 98033 425.587.3800

[www.kirklandwa.gov](http://www.kirklandwa.gov)

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** John MacGillivray, Solid Waste Programs Supervisor  
Julie Underwood, Director of Public Works

**Date:** December 16, 2021

**Subject:** APPROVAL OF SOLID WASTE CONTRACT AND ADOPTION OF SUBSTITUTE 2022 SOLID WASTE RATE ORDINANCE

**RECOMMENDATION:**

It is recommended that the City Council:

1. Award the attached Comprehensive Garbage, Recyclables, and Compostable Collection Services Contract to Waste Management of Washington, Inc. (WMI) and authorize the City Manager to execute the contract on the City's behalf; and
2. Adopt the attached Substitute 2022 Solid Waste Rates Ordinance with rate increases effective on January 1, February 1, and July 1, 2022.

**BACKGROUND:**

The last Kirkland competitive solid waste contract procurement process that resulted in a contract award occurred in 2002 with an effective date of October 1, 2003. Because of the complexities associated with the major annexation in 2011, that seven-year contract with WMI was renegotiated in 2010, with an effective date of July 1, 2011 and an expiration before extensions of June 30, 2018. In 2017, the City conducted a competitive solid waste contract request-for-proposals (RFP) process. Three proposals were received, but after considering the three proposals—all of which included retail rate increases ranging between 6- to 17-percent—the City Council opted to exercise the first of the City's two available two-year contract extensions in lieu of awarding a new contract, thereby extending the term of the City's current contract with WMI through June 30, 2020. On February 26, 2020, staff exercised the second and final two-year extension, extending the contract term through June 30, 2022.

On March 17, 2021, the City issued an [RFP](#) and [draft contract](#) for the procurement of solid waste collection services beginning July 1, 2022. The issuance of the RFP was preceded by several months of preparation that included a community survey; individual hauler interviews; a [procurement update to the City Council](#) on December 8, 2020; City Attorney's Office legal and consultant review; and an [industry review](#) opportunity for the incumbent and potential competing service providers to provide input on the draft RFP and contract prior to the release of the RFP. Also influential to the provisions and services in the draft RFP and contract were the goals, actions, and/or commitments made in the

City's 2019 Comprehensive Solid Waste Management Plan, its Sustainability Master Plan, and City Council Goals.

The City has contracted with WMI for several decades and WMI was the only service provider to submit a proposal. Upon review, staff determined the proposal submitted by WMI was submitted under the presumption of a competitive environment and is absent of collusive activity. A Proposal Evaluation Team reviewed the proposal and deemed WMI able to reliably perform the solid waste collection services needed by the City. Additional background on the RFP process, proposal evaluation, and features, services, and provisions in the new contract can be reviewed in the September 7 Study Session [Solid Waste Contract Procurement Update Staff Report](#). A copy of WMI's proposal is available for review at this [link](#).

**OVERVIEW OF CONTRACT:**

This section of the staff report provides a recap of the RFP alternatives, services, and provisions in the WMI proposal that was accepted by the City Council at its September 7, 2021 Study Session.

*Contract Background*

Table 1 below shows the alternatives, services, and provisions incorporated into the final contract for the City Council's consideration and approval.

At the Study Session, the RFP alternatives declined by the City Council included every-other-week garbage collection; a transition from City billing to the contractor acting as billing agent; consideration of an alternative CPI index; and an alternative allowing the contractor to retain revenues from the sale of recyclables commodities within a floor/ceiling pricing range.

<b>Table 1: Summary of Accepted RFP Alternatives and WMI-proposed Services</b>	
<b>Alternative/Service</b>	<b>Description</b>
<b>Bulky Waste Collection</b>	RFP Alternative 2. One bulky waste pick-up per household per year at no additional cost to the customer. Rate increase: \$38,490/year.
<b>Free November Yard Waste Extras</b>	RFP Alternative 4. Single-family residential customers may place out up to five extra units (32-gallon equivalent) of yard waste each week every November at no additional charge to the customer. Rate increase: \$47,090/year.
<b>Contractor Retains Recycling Commodity Revenues</b>	RFP Alternative 7. Contractor retains revenues from sales of recyclable commodities and pays all costs associated with processing, marketing, and sales. Rate decrease: \$466,014/year.
<b>Big Belly Solar-powered Container Replacements</b>	In lieu of replacing 47 trash units, 23 trash and recycling kiosks will be provided and installed at high-traffic locations in the downtown. Old units may be repurposed for use in neighborhood parks or sold as surplus.
<b>Class Electric Collection Vehicle Pilot</b>	A minimum three-month pilot to occur within first five years of start of contract. WMI will provide a post-pilot written report so staff can evaluate the viability and costs of a partial or full transition to an electric fleet of collection vehicles.
<b>New Near-zero Emission CNG Collection Vehicles</b>	Purchase and deployment of a new fleet of model-year 2022 near-zero emissions collection vehicles.

<b>Electric Route Manager Vehicles and Delivery Trucks</b>	Two electric route manager vehicles and two electric delivery/bulky waste pick-up box trucks.
<b>\$40,000 Annual Community Event Donation</b>	Each year, the contractor will provide \$40,000 in funding to the City to be used at the City's discretion to support community events.
<b>Green4Good Community Grant</b>	Through the federal alternative fuels tax credit, the contractor will provide the City with up to \$50,000 (50% of the credit) annually to be used to support Kirkland's sustainability efforts through a City-administered community grant program.
<b>Dedicated Route Manager</b>	A WMI route manager will be assigned to serve as a liaison to Kirkland staff to resolve daily operational and service issues.
<b>Multifamily Textile Recycling</b>	Used textile drop-off boxes will be offered to large multifamily properties. Clothing received may be reused or recycled.
<b>Extra Annual WM Recycling Collection Event</b>	Each year, the contractor will hold two residential recycling events and accept difficult-to-recycle items.
<b>EcoCarts</b>	Replacement carts provided to customers will be manufactured with a minimum of 10% post-consumer recycled plastic.
<b>Slotted Lids for Multifamily Recycling Containers</b>	Upon request, the contractor will install slotted dumpster lids to help reduce contamination at multifamily properties.
<b>Recycling All-Stars Program</b>	WMI will offer an annual program to reward customers for reducing recycling or compostable contamination at no additional cost to the City.
<b>Contract Implementation</b>	WMI will dedicate resources to communicate information to residential and commercial customers about rates and services in the new contract. Communications may include a community meeting, postcards, information packets and site visits to multifamily and commercial properties. More information on the contract implementation communication plan can be found at the end of this staff report.

*Solid Waste Contract Approval*

The effective date of the new solid waste collection services contract with WMI, if approved by the City Council, is July 1, 2022 with a 10.5-year term running through December 31, 2032. The City may, at its sole discretion, extend the contract once for a two-year period through December 31, 2034. Staff and legal counsel from the City and WMI have reviewed and finalized the terms and conditions of the contract for the City Council's consideration and approval. The contract is attached in its final form as *Exhibit A*. A vote by the City Council to approve the attached resolution will authorize the City Manager to sign and execute the solid waste collection services contract with WMI on behalf of the City.

**SUBSTITUTE SOLID WASTE RATES ORDINANCE ADOPTION:**

The following section provides a summary of the assumptions incorporated into the solid waste rate model and the direction the City Council provided at its October 19, 2021 meeting in response to several solid waste rate policy questions posed by staff. Also discussed are the topics of paying disposal fees directly to King County, a potential universal low-income discount, and compliance with rate increase notification requirements. Finally, details of a proposed substitute 2022 solid waste rates ordinance that would supersede and replace the 2022 solid waste rates ordinance adopted by the City Council in 2020 in [Ordinance O-4735](#) are presented. More technical detail on the rates policies,

drivers, assumptions, and structures presented can be reviewed in the [Solid Waste Contract Procurement - Rates Discussion staff report](#).

### *Summary of Rates Policy Direction and Rate Model Assumptions*

Major assumptions made in the 2022 solid waste rate model include:

- A 2% rate increase for January 2022 already was adopted by the City Council. Per direction from the City Council, the rate increases will be implemented in three-steps with 2022 rate increases on February 1, 2022 and July 1, 2022. The third and final rate increase attributable to the new contract is a projection and will be finalized during the 2023/2024 solid waste rate analysis and biennial budget process.
- Equal incremental rate increases
- Retaining a linear rate structure
- Replenishment of the cash reserve balance to \$2.3 million by the end of 2024
- Maintaining the current commercial-to single-family residential cross subsidy
- Beginning direct payment of disposal fees to King County on or about January 1, 2023.
- A full pass through of the 2022 9.4% increase in the King County disposal fee. A second 9.4% disposal fee increase is assumed in the 2023 rate projection.
- A full pass through of the 2022 6.29% CPI increase to WMI. A 3.5% CPI is assumed in the 2023 rate projection.
- An estimated downsizing rate of 2.6% for 2022 and 2023.
- Equal cart-based service rates between single family residential and multifamily/commercial sectors
- Disposal of waste at the Houghton Transfer Station

### *Direct Payment of Disposal Fees to King County*

The new contract includes a provision in which the City may transition to paying its waste disposal fees directly to King County upon 180 days' written notice to WMI. In the final rate model, staff now projects that the City could save up to \$808,000 per year by paying disposal fees directly to King County. During the contract negotiation and finalization phase, staff asked WMI if it would consider allowing the transition to occur upon the effective date of the new contract on July 1, 2022 instead of January 1, 2023. Waste Management considered the request but declined. Therefore, the earliest date upon which a transition to direct payment of disposal fees could be made is January 1, 2023 if the City notifies WMI on July 1, 2022 per the contractual requirement. However, the projected \$808,000 in savings has been distributed equally among the proposed 2022 rates increases and the projected 2023 rate increase attributable to the new contract therefore slightly lowers each incremental rate increase percentage.

### *Low Income Discount*

At its October 19, 2021 meeting, the City Council directed staff to evaluate offering a universal solid waste low-income discount to all qualified residents to ease the impact of the rate increase for some residents. Per City code, the low-income solid waste rate discount currently is available only to senior citizens over 62 years of age and disabled persons. Per *Kirkland Municipal Code 16.12.025*, "[The] income received by customer and spouse, if married, shall not exceed (from all sources of income), as to either single persons or married persons as the case may be, the annual low-income index generated by the county for use in federal housing and community development block grant

programs in the county.” The qualification standard for the City is 50% of the Area Median Income (AMI) or less. Also, per code, the solid waste rate charged to qualified residents is 60% of the rates set forth in the adopted rate ordinance (or a 40% discount). A consultant survey of several King County cities found that some cities restrict utility discounts only to residents 62 years and older and to disabled persons (e.g., Auburn, Bothell, and Kirkland) whereas other cities offer universal low-income discounts and/or utility tax rate relief programs (e.g., Burien, Kent, Renton, Shoreline, and Tukwila).

A staff evaluation of solid waste low-income and disabled person discount provisions lead staff, in the interest of equity, to consider and review offering universal discounts in the Water, Sewer, and Surface Water utilities. The evaluation revealed a need to consider utility-wide financial ramifications of a universal discount and address discount inequities and qualification loopholes in the code.

Currently for Solid Waste, 153 seniors and disabled persons are receiving a 40% discount, which equates to a nominal rate subsidy of approximately \$17,500 per year. Staff estimates that if a universal low-income discount was offered to all Kirkland residents, as many as 2,200 single family residential households could qualify for the discount. The Kirkland estimate is derived from the King County Solid Waste Division’s county-wide low-income qualification analysis conducted as a part of its disposal fee rate restructure. If all 2,200 households qualified and received the current Solid Waste rate discount, the annual revenue shortfall would increase to as much as \$325,000 with a consequent impact on solid waste rates unless an alternative funding source was identified. The subsidy would be substantially more if a universal low-income discount was offered through all utilities.

Issues and questions that require additional consideration and analysis include:

- Offering a universal low-income discount to all utility customers, not just Solid Waste;
- Gaining an understanding of the potential financial ramifications and staffing demands of offering a universal low-income discount across all utilities. Utility Billing has indicated that an additional 0.25 FTE would be required to administer an expanded low-income discount program;
- Equalization of discount percentages, qualification, and verification standards among all utilities. The current discount for Surface Water and Water is 50%, for Sewer it is 25%, and for Solid Waste the discount is 40%.
- Evaluation of how to make the discounts equitable through offering a universal discount to multifamily customers while ensuring property managers and landlords are passing the discount onto qualified tenants through a rent adjustment;
- Identifying any legal obstacles to offering a universal low-income discount;
- Determining a discount alignment strategy, if any, for Kirkland Water and Sewer customers served by the Northshore Utility District, the Woodinville Water District, and the City of Bellevue;
- Addressing loopholes. For example, some residents may be able to demonstrate little to no annual income and technically meet the low-income standard to qualify for a discount but are also able to pay in full using savings or retirement accounts or a combination thereof.

Therefore, staff recommends deferring consideration of establishing a universal low-income discount to coincide with the 2023/2024 utility rates analysis and biennial budget process to allow time to analyze the administrative and financial impacts of a universal low-income discount.

### *Solid Waste Rate Increase Notification Requirements*

RCW 35.21.157 requires that “[a] city that contracts for the collection of solid waste, or provides for the collection of solid waste directly, shall notify the public of each proposed rate increase for a solid waste handling service. The notice may be mailed to each affected ratepayer or published once a week for two consecutive weeks in a newspaper of general circulation in the collection area. The notice shall be available to affected ratepayers at least forty-five days prior to the proposed effective date of the rate increase.” A subsequent finding states: “The legislature further finds that private solid waste collection companies regulated by the utilities and transportation commission are required to provide public notice but that **city-managed solid waste collection systems are not [required]**. The legislature declares it to be in the public interest for city-managed systems to provide public notice of solid waste rate increases.”

However, the City Attorney’s Office recommends that the City abide by the 45-day notification requirement even though the finding could be construed as relieving a city of its obligation to provide 45-day notification. It has always been the City’s practice to comply with the 45-day notification requirement.

To comply with the 45-day notification requirement, on or about November 15, 2021 the City published a notification of the adopted 2% solid waste rate increase effective on January 1, 2022. The notification also included a disclaimer that the City may increase rates again by stating: “Due to extraordinary market conditions, the Kirkland City Council may adopt additional solid waste collection rate increases in 2022. Public notice will be provided if any additional 2022 solid waste collection rate increases are adopted.” This disclaimer serves as 45-day notification if the City Council adopts a substitute 2022 solid waste rates ordinance to supersede the existing 2021/2022 ordinance. Therefore, if the City Council adopts a substitute rate ordinance at its Regular Meeting on January 4, 2022, the 45-day notification requirement will have been met if the first rate increase from the substitute ordinance goes into effect on February 1, 2022 as well as for the second rate increase effective on July 1, 2022. Nonetheless, an addendum to the initial notification also will be issued with specifics on the actual adopted new 2022 rate increases.

### *Proposed Substitute Solid Waste Rate Increase Ordinance*

Per direction provided by the City Council to staff, the rate increases attributable to the new contract with WMI will be phased-in in three steps with equal increases on February 1 and July 1, 2022. The final *projected* rate increase will go into effect on January 1, 2023 but will be finalized during the 2023/2024 rate analysis and biennial budget process. It is important to note that while the *projected* third 13.7% rate increase would go into effect on January 1, 2023, there is flexibility to smooth the final 13.7% rate increase over 2023 and 2024 as the projected 2024 rate increase is about 5.9%. The smoothing would make the projected 2023 rate increase lower, but the 2024 rate increase higher.

As shown in *Table 2*, the proposed single-family rate increases are 15% per increase step; 12.2% per step for multifamily/commercial, and 6% per step for roll-off customers. The average rate increase across all three sectors is 13.7% and reflects the cost increases and reductions accepted by the City Council. Increases resulted from the acceptance of the one free bulky waste pick-up and free November yard waste extras RFP alternatives totaling \$85,580 per year. The cost decreases accepted by the City Council include the contractor retaining recycling commodity revenues and a transition to direct payment of disposal fees to King County for a total of \$1,274,014. The net

decrease from the initial WMI wholesale rate requirement is \$1,188,434. The previous preliminary average rate increase presented to the City Council in October was 16.3% and the cost savings is reflected in the lower proposed average 13.7% increases.

Sector	Rate Increase Effective Dates			
	Jan 1, 2022 (Adopted)	Feb 1, 2022 (Step 1)	July 1, 2022 (Step 2)	Jan 1, 2023 <sup>1</sup> (Step 3)
Single-Family	2%	15%	15%	15%
Multifamily/Commercial	2%	12.2%	12.2%	12.2%
Roll-off	2%	6.0%	6.0%	6.0%
Average	2%	13.7%	13.7%	13.7%

<sup>1</sup>Projected 2023 rate increase to be finalized through 2023/2024 solid waste rates analysis and biennial budget

Most of the 13.7% rate increase (11.9 percentage points) is attributable to costs associated with the new contract with WMI. Those costs include mandated profit margins, inflation of driver wages, health and welfare benefits, pensions, and recycling processing and contamination disposal costs. The two other major cost drivers are the pass-throughs of the 2022 6.29% CPI increase and the 9.4% King County disposal fee increase.

Tables 4 and 5, below, show the individual rates by cart or container size for single-family residential and multifamily/commercial customers. The rate differences show the cost increase relative to the adopted January 2022 2% rate increase. For example, the average 35-gallon single-family residential household would pay \$9.51 per month or \$114.20 per year more starting on July 1, 2022 than on January 1, 2022. Similarly, the average multifamily/commercial customer with a 4-yard container serviced once-per-week would pay \$63.14 per month or \$757.68 per year more starting on July 1, 2022 than on January 1, 2022.

Service Level	# of Customers	Jan 2022	Feb 2022 <sup>2</sup>		July 2022 <sup>2</sup>		Jan 2023 <sup>3</sup>	
			Rate	Diff	Rate	Diff	Rate	Diff
35g 1x	950	\$7.38	\$8.52	\$1.14	\$9.85	\$2.47	\$11.37	\$3.99
10 gal	331	\$9.15	\$10.55	\$1.40	\$12.21	\$3.06	\$14.09	\$4.94
20 gal	2,618	\$18.28	\$21.09	\$2.81	\$24.38	\$6.10	\$28.14	\$9.86
35 gal	12,595	\$28.45	\$32.83	\$4.38	\$37.96	\$9.51	\$43.81	\$15.36
64 gal	5,107	\$52.01	\$60.01	\$8.00	\$69.40	\$17.39	\$80.09	\$28.08
96 gal	6,092	\$78.02	\$90.01	\$11.99	\$104.10	\$26.08	\$120.13	\$42.11

Service Level <sup>4</sup>	# of Customers <sup>5</sup>	Jan 2022	Feb 2022 <sup>2</sup>		July 2022 <sup>2</sup>		Jan 2023 <sup>2</sup>	
			Rate	Diff	Rate	Diff	Rate	Diff
1 yd 1x	97	\$99.67	\$111.43	\$11.76	\$124.53	\$24.86	\$139.22	\$39.55
1.5 yd 1x	34	\$126.42	\$141.35	\$14.93	\$157.96	\$31.54	\$176.59	\$50.17

2 yd 1x	169	\$152.95	\$171.01	\$18.06	\$191.11	\$38.16	\$213.65	\$60.70
3 yd 1x	181	\$202.65	\$226.58	\$23.93	\$253.20	\$50.55	\$283.06	\$80.41
4 yd 1x	183	\$253.12	\$283.01	\$29.89	\$316.26	\$63.14	\$353.56	\$100.44
6 yd 1x	98	\$352.65	\$394.29	\$41.64	\$440.62	\$87.97	\$492.59	\$139.94
8 yd 1x	73	\$451.57	\$504.88	\$53.31	\$564.21	\$112.64	\$630.75	\$179.18

<sup>2</sup>Proposed rates in ordinance. Monthly rate difference shown is relative to adopted January 2022 rates.

<sup>3</sup>Projected rates for 2023

<sup>4</sup>Cart-based rates are the same between single-family and multifamily/commercial

<sup>5</sup>Number of customers with once per week service. Up to six service days are available per week.

**COMMUNICATION PLAN:**

Staff has developed a robust, phased plan to communicate details of the rate increases and new service offerings in the new contract to residents and businesses leading up to and beyond the July 1, 2022 contract start date. The communication plan will be implemented in partnership with WMI. Details of the communication plan are available for review as *Attachment A*.

**SUMMARY:**

Staff is requesting that the Council act to:

1. Approve Resolution R-5510 to authorize a new 10.5-year solid waste contract with WMI to take effect on July 1, 2022. The contract incorporates the services and provisions in the contract and proposal and the accepted RFP alternatives.
2. Approve Ordinance O-4777 adopting a substitute 2022 solid waste rate ordinance with average 13.7% rate increases effective on February 1, 2022 and July 1, 2022. The third and final rate on January 1, 2023 is a projection and will be finalized during the 2023/2024 solid waste rates analysis and biennial budget process.

Attachment A: Communication Plan

Resolution R-5510

Exhibit A to Resolution: Comprehensive Garbage, Recyclables, and Compostables Collection Services Contract

Ordinance O-4777

Publication Summary



# Outreach plan for new solid waste contract with Waste Management

February - August 2022

Prepared by the Solid Waste Division



***Greener, expanded services.***

# Outreach needs

## Updated rates

On July 1, 2022, the City is starting a new competitively-bid contract for the first time in twenty years. For many reasons, the cost of service has increased since the last time a contract was bid. To bring customers up to market rates gradually, the City Council directed staff to implement a three-step rate increase implementation, with increases on February 1, 2022, July 1, 2022, and January 1, 2023. Additionally, previously adopted new rates took effect January 1, 2022. Outreach is needed to inform customers about updated rates.

## Expanded services

Expanded services will become available to all customers with the new contract, starting July 1, 2022. Messaging will inform residential customers about expanded customer service hours and additional curbside services available, and multifamily and commercial customers about expanded service offerings.

# Outreach approach

Solid Waste staff, in partnership with Waste Management, will provide outreach to customers starting in early 2022, leading up to the start of the new contract in July. Messaging will continue for the first few months of the new contract. Outreach will be divided into three phases:

**Phase 1: Updated rates**

**Phase 2: Pre-launch**

**Phase 3: Launch**

## Tactics

Messaging and outreach tactics will differ for single-family, multifamily, and commercial customers. Under the new contract, Waste Management will pay for some materials and provide direct outreach to businesses and multifamily customers. Solid Waste will provide additional materials.

# Single-family customers

## Phase 1: Updated rates (Feb 2022)

### Goals

- Raise **awareness of new contract**
- Inform residents about **updated rates**
- Educate about **drivers for rate increase**
- Promote **low income discount program**
- Inform residents **how to change their cart size**
- **Promote composting** food scraps and waste reduction



Food scrap compost kit available to residents

### Tactics

- **Website**
- **Social media** - Kirkland Conserves (Solid Waste)
- **Direct mail** (Solid Waste) - newsletter

## Phase 2: Pre-launch (May - June 2022)

### Goals

- Introduce **expanded services** in new contract
- Remind customers of July 2022 **rate increase**
- Inform residents **how to change their cart size**
- **Promote composting** food scraps and waste reduction

### Tactics

- **Website**
- **Social media** - Kirkland Conserves (Solid Waste) and Think Green Kirkland (WM)
- **Email** - This Week in Kirkland and Kirkland Conserves monthly digest
- **Direct mail** (WM) - informational packet
- **Virtual Recycling Center Tour** (WM and Solid Waste)
- Engagement at **community events**



Virtual recycling center tour hosted by WM and Solid Waste

# Phase 3: Launch (July - Aug 2022)

## Goals

- Promote **expanded services** in new contract
- Emphasize **unchanged accepted item list** for recycling
- Educate about **contamination** and "wishcycling"

## Tactics

- **Social media** - Kirkland Conserves (Solid Waste), City of Kirkland, and Think Green Kirkland (WM) accounts
- **Email** - This Week in Kirkland and Kirkland Conserves monthly digest
- **Website**
- **Direct mail** (WM) - postcard
- **Facebook ads** (Solid Waste)
- Think Green **Recycling & Reuse Event** (WM)
- Engagement at **community events**



WM will host two Think Green Recycling & Reuse events annually

## Key residential messages

### Expanded services

- One free bulky item pickup per residence per year
- Lower cost for bulky item collection
- Extended customer service hours
- Email customer service contact
- Free November yard waste extras (5 per household per week)
- Food waste mini can alternative to 96-gallon food+yard cart



BigBelly recycling kiosk

### Greener service

- Cleaner, more sustainable collection service with Net Zero emission trucks
- 23 new BigBelly garbage and recycling kiosks will replace failing units

### Cost drivers and lowering cost with waste reduction

- Market rate adjustment with the first competitively-bid contract in twenty years
- Significant cost increases in wages, benefits, equipment and supplies
- Recycling industry changes have increased recycling costs
- High levels of contamination in recycling require new equipment and more staff
- Recycle and compost more to downsize your garbage cart and reduce your cost

# Commercial and multifamily customers

## Phase 1 & 2: Pre-launch (Mar - June 2022)

### Goals

- Inform customers about **updated rates**
- Educate about **drivers for rate increase**
- Inform customers about **new contamination procedures**
- Educate customers about **expanded services**
- Provide **technical assistance** to right-size service

### Tactics

- **Website**
- **Email** - Kirkland business update
- **Direct mail** (WM) - informational packet
- **Site visits** to provide technical assistance (WM)



Right-sized service at multifamily property

Food scrap program for multifamily properties



## Phase 3: Launch (July 2022)

### Goals

- Promote expanded services, especially unlimited recycling for businesses

### Tactics

- **Direct mail** (WM) - postcard

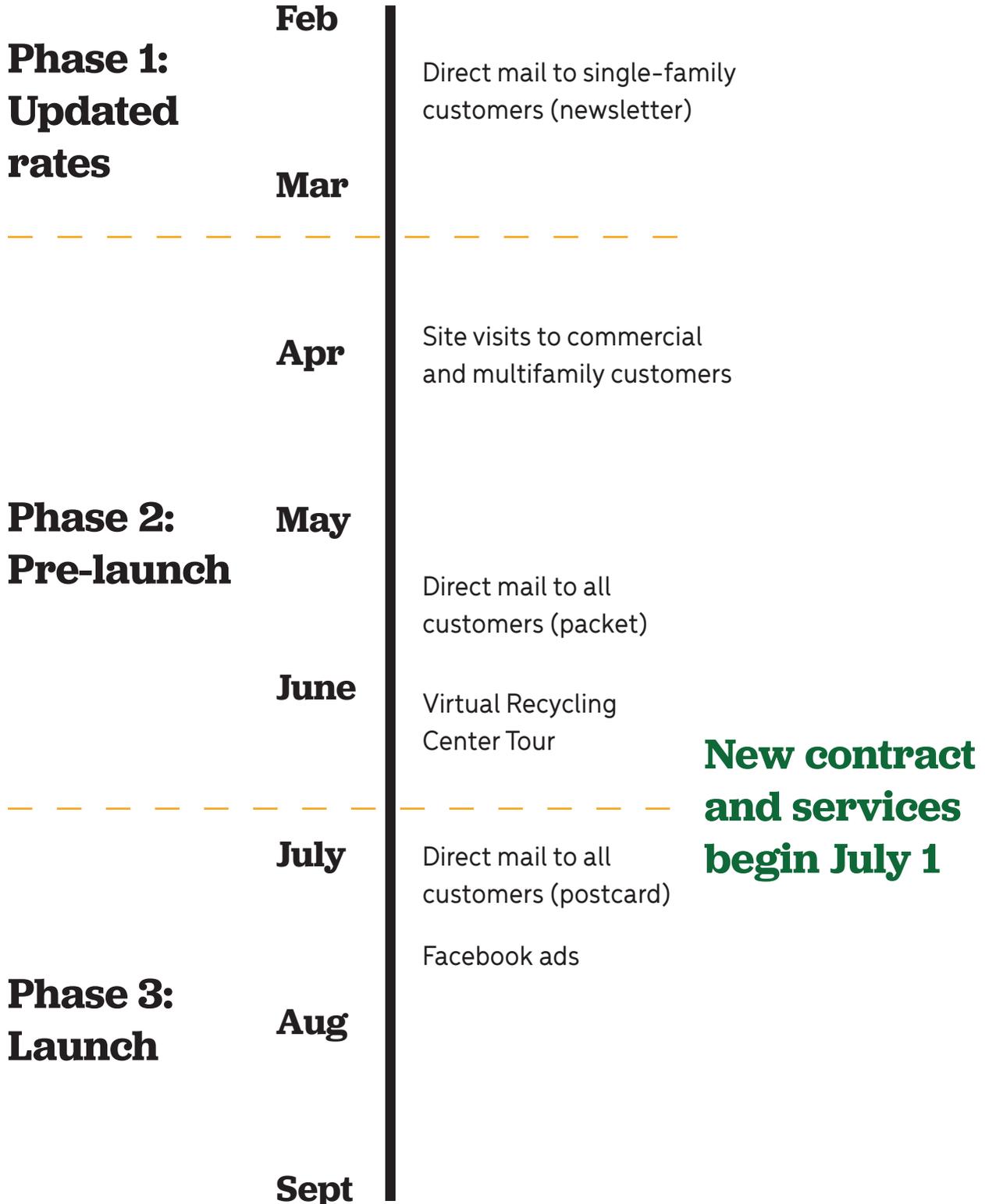
## Key commercial & multifamily messages

- Unlimited recycling for businesses
- Multifamily residents will have access to bulky collection services
- Extended customer service hours
- Updated contamination procedures
- Free technical assistance is available



Updating guidelines on dumpster

# Timeline



# Cost breakdown

## No cost

- Website
- Email
- Social media
- Virtual Recycling Center Tour
- Engagement at community events



WM outreach booths

## Paid for by Waste Management

- Site visit to commercial and multifamily customers
- Direct mail to all customers (packet)
- Direct mail to all customers (postcard)
- Think Green Recycling & Reuse Event



WM mailer sent to Auburn residents at 2021 contract launch

## Paid for by Solid Waste Division

- Direct mail to single-family customers (newsletter) .....\$13,000
- Facebook ads.....\$250

Total: \$13,250



Kirkland's 2022 residential recycle guides