



Residential Recycling Guidelines

Clean Paper and Cardboard
Flattened cardboard (up to 24"), newspapers, inserts, magazines, catalogs, phonebooks, paperback books, mail folders, newsletters, paper bags, food boxes.

Paper Food Containers
Clean paper cups, milk & juice cartons, juice boxes, frozen food boxes (over 16 oz only).

Plastic Containers
Batteries, caps, bottles and jugs (no caps), glass jars and tubs (over 16 oz only).
Plastic bags are not accepted.

Glass Bottles and Jars
Bottles & jars (at curbside only).
No acceptor for breakables.

Aluminum, Tin Cans, and Clean Scrap Metal
Batteries & tin cans, empty aerosol cans, scrap metal & small metal appliances (toaster, coffee maker, etc.).
Flame retardant empty cans.

The Following Items Are Not Accepted:

- Non-Accepted Paper:** Food-soiled paper (napkins, paper plates, paper cups, etc.), waxed paper, laminated paper, glossy paper, etc.
- Non-Accepted Plastic:** Plastic bags, plastic wrap, plastic containers (over 16 oz), plastic bottles (over 16 oz), etc.
- Non-Accepted Glass:** Broken glass, mirrors, etc.
- Non-Accepted Metal:** Aluminum foil, tin foil, steel, etc.
- Other Non-Accepted Items:** Tires, auto parts, appliances, etc.

Electronics, Fluorescent Bulbs and Tubes and Hazardous Waste:

- Fluorescent tubes and ballasts, electronics (computers, printers, etc.),
- TV sets, VCRs, stereos and radios, and hazardous products.
- Gasoline, oil, antifreeze, etc. (do not put in regular or garbage).
- For info on disposal of hazardous waste:
- Waste Management: 206-425-7300

2013 RSA TASK 6:

Grass Roots Campaign

EVALUATION REPORT

October 2013

Prepared for

Waste Management of the Northwest

Prepared by

Cascadia Consulting Group, Inc.



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EXECUTIVE SUMMARY

Background

Approximately 34 percent (274,901 tons) of King County's overall disposed waste in 2011 was compostable or potentially compostable.¹ To address this issue, curbside yard waste collection service was made available to 99 percent of King County residents living in single-family homes.² However, county-wide subscription rates for this service are at 67 percent and at 46 percent for single-family households in Waste Management service areas regulated by the Washington Utilities and Transportation Committee (WUTC).³

Waste Management (WM) and King County Solid Waste Division (SWD) participate in a Recycling and Commodity Revenue Sharing Agreement (RSA) in service areas regulated by the WUTC. In 2013, as a part of this agreement, WM and King County SWD initiated a door-to-door outreach and educational effort to further increase the diversion of compostable materials by increasing yard waste collection subscription rates in the WUTC-regulated areas of the County. Waste Management contracted with the project team to provide assistance in designing, implementing, and evaluating this pilot project. The primary goals of the project were to:

- Maximize single-family curbside yard waste collection service sign-ups at the lowest cost.
- Increase customer loyalty to and satisfaction with Waste Management and King County through professionalism and high quality customer service.
- Deliver effective customer education to reduce contamination and sustain participation in the curbside yard waste collection service over time.

For this project, our goal was to visit up to 10,000 homes in King County WM WUTC areas, focusing on homes with garbage and recycling but without curbside yard waste collection service. Our team's goal for this work was for 1,000 new homes in the WM WUTC services area to subscribe to curbside yard waste collection services as a result of this outreach effort.

Project Approach

Between February and September 2013, the project team developed and implemented a targeted door-to-door outreach campaign for single-family customers in King County WUTC-regulated areas served by WM. Key tasks included:

- Targeting customers and developing outreach collateral;
- Training outreach staff and customizing technology solutions to support in-field outreach;
- Performing door-to-door outreach;

¹ King County. (2012) *2011 King County Waste Characterization and Customer Survey*. Seattle, WA: Prepared by The project team Consulting Group.

² Curbside yard waste collection service includes green waste, food scraps and food soiled paper, compostable paper, and other biodegradable items acceptable by King County's composting processors.

³ Waste Management. (2012) *Revenue Sharing Plan: 2012 Service Snapshot in King County, Washington*. Seattle, WA: Prepared by Cascadia Consulting Group.

- Collecting, tracking, and reporting outreach data, as well as anecdotal outreach staff and customer feedback; and
- Providing ongoing quality control, evaluation, and project management.

The specific outreach strategies employed for this project included: sending targeted WM customers an introductory letter, and then deploying trained WM outreach staff to visit these customers at their doorstep, offering education and an opportunity to sign up for curbside yard waste collection service.

Results

During this grass roots door-to-door outreach effort, the team made contact with a total of 12,015 single-family customers. All 12,015 received a personalized introductory letter, tailored to the specific WUTC WM district where they resided (North or South). Among these customers, outreach staff visited 9,244 homes. A total of 7,174 received a second communication from WM outreach staff, either a leave behind leaflet (3,286) or a conversation at their doorstep (3,888). Outreach staff visited customers in nine of the twelve cities contacted during this effort, including: the unincorporated areas of Auburn, Bothell, Federal Way, Redmond, Renton, Seattle, and Woodinville and the incorporated areas of Newcastle and Sammamish. These cities were spread across three WM districts (North Sound, South Sound, and Seattle).

A total of 298 customers signed up for curbside yard waste collection service, for an overall sign-up rate of 2.5 percent (of all 12,015 customers contacted through the project) and a per customer sign-up cost of \$352.28. The sign-up rate was slightly higher at 2.9 percent for customers that spoke with outreach staff at the door (114 sign-ups out of a total of 3,888 customers that spoke with staff at the doorstep).

When customers signed up for curbside yard waste collection service at the doorstep, outreach staff encouraged them to pledge to recycle their food scraps and food soiled paper among other actions. In exchange for their pledge, each customer received two Cedar Grove Composting coupons for compost products. Of the 53 customers that signed up at the door and pledged to recycle food scraps and food soiled paper, 51 percent (or 27 customers) redeemed coupons at local Fred Meyer supermarkets.

Summary and Recommendations

This project was designed as a pilot grass roots effort to inform future efforts designed to achieve similar objectives. One-on-one customer interactions provided insight into common barriers to signing up for curbside yard waste collection service and the incentives needed to increase food scrap and food soiled paper recycling. The following primary recommendations are based on key project outcomes and lessons learned in the field:

- Focus future door-to-door outreach efforts in areas known to have few “No Solicitor” signs at residences. A total of 22 percent of all customers visited for this project had these types of signs posted. Other forms of outreach and communication should be explored for areas with many “No Solicitor” signs.
- Assess how sign-up and cancellation rates change throughout the year, and focus outreach and communications resources to maximize customer sign-ups and retention. Due to the WUTC RSA 2013 cycle, this project assessed sign-up rates only during summer months.

- Test the effectiveness of different incentives, mandatory subscription policies, and rate options in increasing curbside yard waste collection service sign-ups. Curbside yard waste collection service is currently voluntary in the WM King County WUTC areas, and customers most commonly cited cost as the primary barrier to signing up for service.

1. BACKGROUND AND PROJECT GOALS

Background

Waste Management (WM) and King County Solid Waste Division (SWD) participate in a Recycling and Commodity Revenue Sharing Agreement (RSA) in service areas regulated by the Washington Utilities and Transportation Committee (WUTC). The goal of the Revenue Sharing Agreement (RSA) is to increase recycling rates in areas of King County where solid waste collection services are regulated by the WUTC. In King County, WUTC areas compose 23 percent of the total customer base served by WM.⁴ These customers also span two contract cities, Sammamish and Newcastle, which have established franchise agreements with WM and adhere to WUTC-governed service requirements and rates.

WM and King County SWD have initiated a wide range of efforts to increase residential recycling rates as part of the WUTC RSA. Most recently in 2011 and 2012, RSA efforts included:⁵

- Curbside collection efforts to increase curbside garbage, recycling, and yard waste service subscription rates using direct mail, print and online advertising, and Spanish-language materials.
- Residential customer focus groups to investigate recycling knowledge, behavior and awareness.
- Programs that test the effectiveness of incentives and pledges on recycling and composting participation.
- Community outreach efforts to educate the public about various recycling programs.
- Multifamily best practice research and pilot programs.

The King County SWD, through the County's Draft Comprehensive Solid Waste Management Plan has set a goal to achieve a 55 percent recycling rate by 2015 and a 70 percent recycling rate by 2020, where the recycling rate includes subscription recycling and organics collection. Because food scraps and food soiled paper is one of the largest components of recyclable materials present in the disposed garbage stream going to Cedar Hills Regional landfill, projects that increase food scrap and food soiled paper recycling represent a key opportunity to meet the County's recycling rate goals.

Approximately 34 percent (274,901 tons) of King County's overall disposed garbage in 2011 was compostable or potentially compostable.⁶ As part of King County's plan to divert this valuable resource

⁴ Waste Management. (2012) *Revenue Sharing Plan: 2012 Service Snapshot in King County, Washington*. Seattle, WA: Prepared by Cascadia Consulting Group.

⁵ Waste Management. "Revenue Sharing Agreement Activities, Increasing Waste Diversion in King County." Accessed September 20, 2013. <http://your.kingcounty.gov/extranet/dnrp/swd/MSWMAC & SWAC/SWAC percent20- percent20WM percent20RSA percent20June percent2015 percent202012.pdf>.

from the disposed garbage stream, the SWD has made curbside yard waste service available to 99 percent of all single-family county residents in the county. These residential customers live in areas with access to curbside garbage service.

County-wide, 67 percent of single-family households with curbside garbage service are currently subscribing to curbside yard waste collection service. About 12 percent of these yard waste customers put food scraps and food soiled paper in their yard waste cart.⁷ In the WM WUTC areas, only 46 percent of all single-family households currently subscribe to curbside yard waste collection service.⁸ The Grass Roots Campaign detailed in this report was designed to increase the number of single-family residents that participate in curbside yard waste collection service in these areas.

Project Goals

Waste Management and King County SWD initiated a door-to-door outreach and educational effort to increase the diversion of compostable materials by increasing curbside yard waste collection service subscription rates in the WUTC areas of the County. The primary goals of the project were to:

- Maximize single-family curbside yard waste collection service sign-ups at the lowest cost.
- Increase customer loyalty to and satisfaction with Waste Management and King County through professionalism and high quality customer service.
- Deliver effective customer education to reduce contamination and sustain participation in the curbside yard waste collection service over time.

To accomplish these goals, the project targeted 10,000 single-family homes, with an ultimate goal of signing up 1,000 new curbside yard waste subscription customers in WM WUTC areas.

In a parallel effort, WM, King, and Snohomish Counties conducted a behavioral study of single-family residential customer recycling in King and Snohomish County WUTC areas.⁹ The draft report from this project is cited in this report.

2. OVERVIEW OF PROJECT APPROACH

Between February and September 2013, the project team conducted a door-to-door outreach campaign in King County WUTC areas served by WM. This project targeted single-family residents with curbside garbage service but without curbside yard waste collection service. The door-to-door outreach approach was designed to increase the number of residents subscribing to curbside yard waste collection service, provide personalized recycling and composting education to these customers, and strengthen relationships with WM and King County SWD as service providers.

⁶ King County, 2012.

⁷ King County, 2012.

⁸ Waste Management. (2012) *Revenue Sharing Plan: 2012 Service Snapshot in King County, Washington*. Seattle, WA: Prepared by Cascadia Consulting Group.

⁹ Waste Management. (2013) *Waste Management Behavior Study*. Oceanside, CA: Prepared by Action Research.

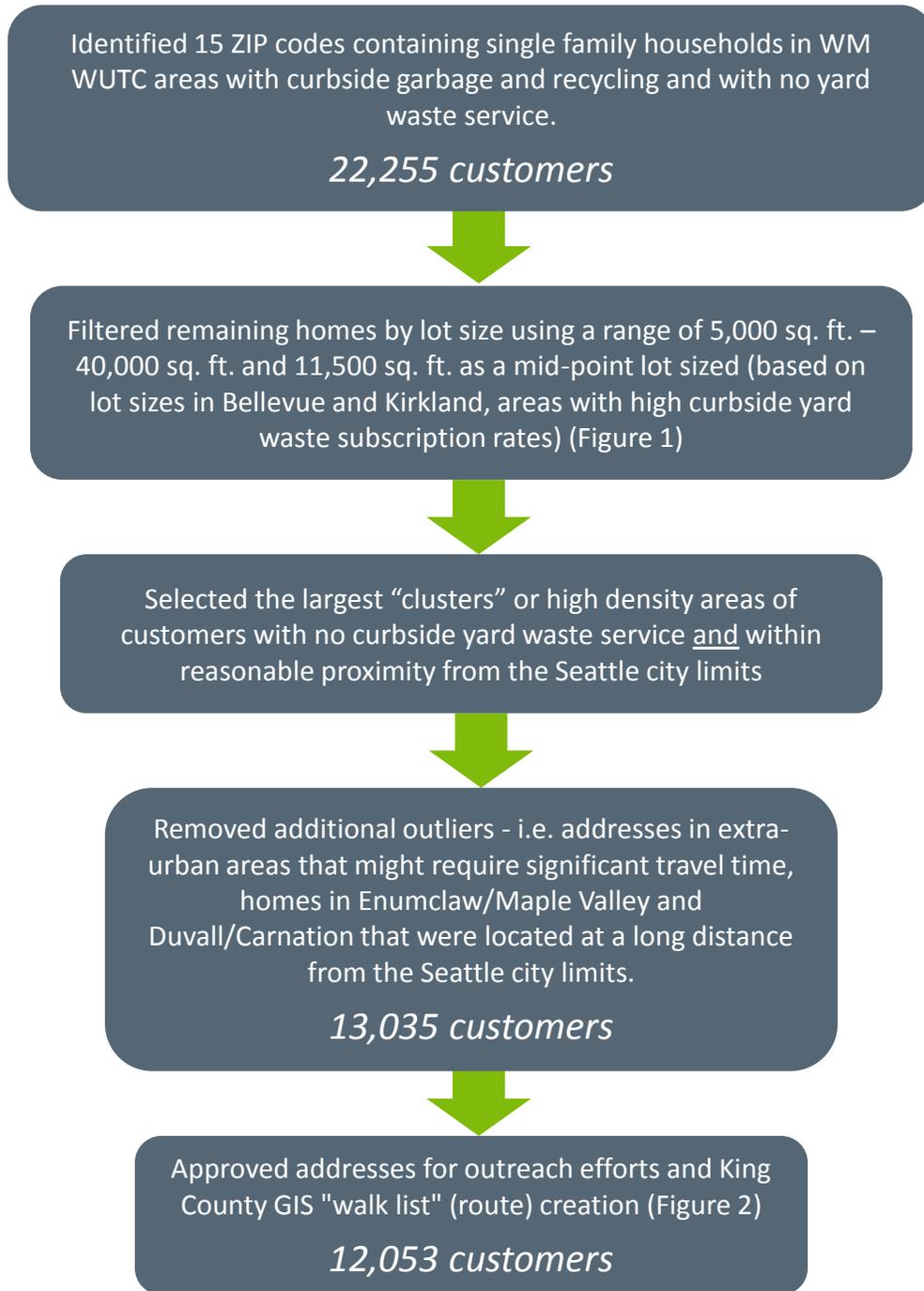
Planning

The project team coordinated closely with Waste Management and King County SWD to design a project approach that aligned with key project goals and objectives. The planning activities are described in more detail in the next two sections.

TARGETING CUSTOMERS

The project team worked collaboratively with King County SWD's GIS department to target non-yard waste garbage service subscribers in WM WUTC areas. This targeting approach was designed to maximize the potential for new sign-ups, thereby enhancing the cost effectiveness of this project. The team filtered the WM WUTC customer list using the methodology described in Figure 1 below.

Figure 1. Methodology to Filter WM WUTC Customers for Outreach



coupons for outreach staff to provide to each resident that signed up for curbside yard waste collection service at the door and made a pledge to change their behavior on the pledge form. These coupons could be redeemed at Fred Meyer supermarkets or at Cedar Grove Composting retail locations.

Training, mobilization, and outreach

A total of four WM outreach staff representatives delivered outreach services for this project. They wore Waste Management uniforms so that customers could visually identify the team at a glance. The team used electronic tablets (iPads) to efficiently support outreach tracking and reporting efforts. WM, King County SWD, Cedar Grove Composting, and project consultants conducted a full-day training for outreach staff. The staffers were trained to speak on a variety of topics related to food scrap and food soiled paper recycling and how to use the yard waste cart, including tips on how to minimize odors and pests, tips about how to transport materials from the kitchen to the cart, the closed-loop nature of composting collected yard waste, food scraps, and food soiled paper.

Training materials developed for this project included:

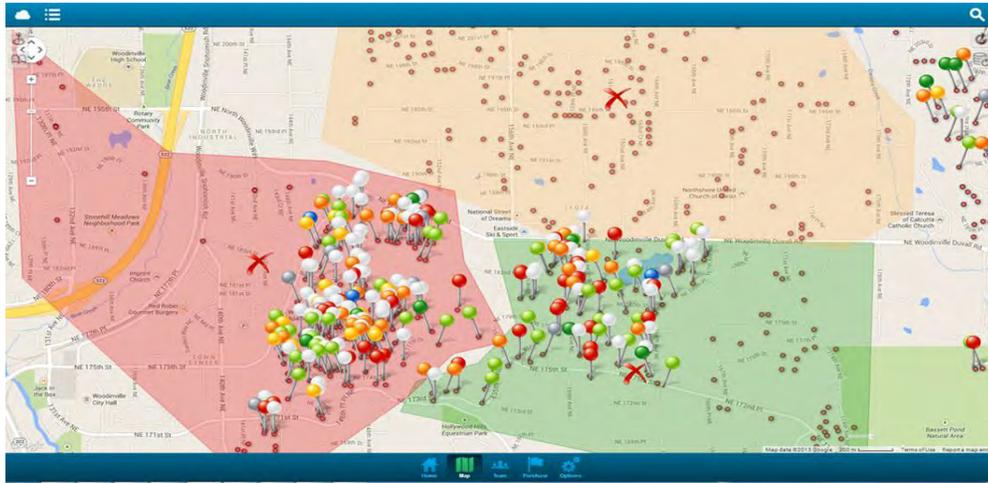
- Outreach staff training presentation.
- Frequently asked questions document (**Attachment 5**).
- “At the Doorstep” script (**Attachment 6**).

The project team obtained required outreach permits from the incorporated cities of Sammamish and Newcastle in order to visit customers at their doorstep. Police departments were also contacted in advance of staff visiting each of the nine cities included in this project.

Data collection, tracking, and reporting

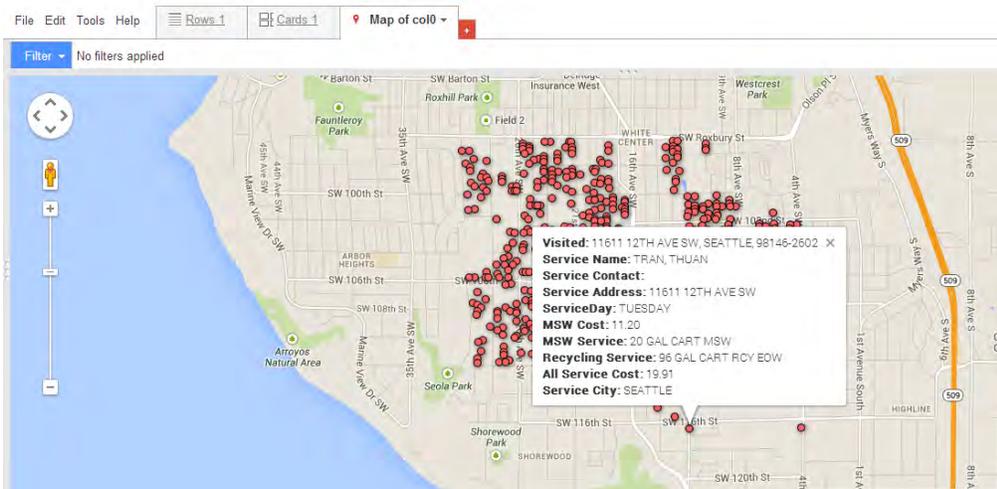
This project utilized many new technology solutions to support more efficient outreach, information tracking, and reporting processes. Project-specific email accounts for outreach team managers and staff were created to facilitate on-going team communication. The project team also utilized the [Door-to-door Mapper](#) iPad web application (Figure 4) to plan outreach visits and record detailed customer information during field outreach. Field and project managers had remote access to this information as well as the ability to download daily reports in an easy-to-sort spreadsheet format. This web application enhanced project management capabilities, eliminated time spent on data entry, and allowed for more time for quality control processes to ensure data accuracy reduced the amount of time spent on data entry.

Figure 4. Door to Door Mapper App



Finally, [Google Fusion](#) maps (Figure 5) gave the project team the ability to translate addresses into geo-coded locations and attach “meta-data” to each address, allowing the outreach staff to have customer data on hand during site visits, including collection service levels and customer names. As with the Door-to-door Mapper, Google Fusion increased efficiency for the delivery of outreach services. The Door-to-door Mapper and Google Fusion integration gave outreach staff the capacity to geo-locate the addresses relative to the staff real-time location while in the field, removing the need for pre-determined routes, MapQuest routing, paper maps, or field staff coordination.

Figure 5. Google Fusion Maps with associated meta-data (in box)



Quality control, evaluation, and management

Quality control, evaluation, and management support were important to all phases of this project. On a weekly basis, the project team compared the Door-to-Door Mapper data from outreach staff with customer sign-up information from WM’s database. Data management and quality control included the weekly reviews of outreach services performed, sign-up rates, customers visited, and quantitative progress against targets and goals. Outreach staff and managers met on a bi-weekly basis. Managers

also accompanied staff on home visits to provide performance feedback to improve the quality and effectiveness of interactions throughout the duration of outreach activities.

The project team staff provided on-going quality control on all walk lists by removing customers that had signed up for curbside yard waste collection service between the outreach launch date and the date that staffers moved into a new area (**Attachment 7**).¹⁰ Outreach launched on June 18, 2013 and concluded on September 6, 2013.

The results of project outreach efforts are detailed in the next section.

3. SUMMARY OF RESULTS

This project was the first WUTC door-to-door outreach effort funded through the RSA. An overview of the project outcomes, costs, and field observations are detailed in this section.¹¹

Project Outcomes

During this grass roots door-to-door outreach effort, our team made contact with a total of 12,015 single-family customers. All 12,015 received a personalized introductory letter, tailored to the specific WUTC WM district where they resided (North or South). Among these customers, outreach staff visited 9,244 homes. A total of 7,174 received a second communication from WM outreach staff, either a leave behind leaflet (3,286) or a conversation at their doorstep (3,888). Outreach staff visited customers in nine of the 12 cities contacted during this effort, including: the unincorporated areas of Auburn, Bothell, Federal Way, Redmond, Renton, Seattle, and Woodinville and the incorporated cities of Newcastle and Sammamish. These cities were spread across three WM districts (North Sound, South Sound, and Seattle).

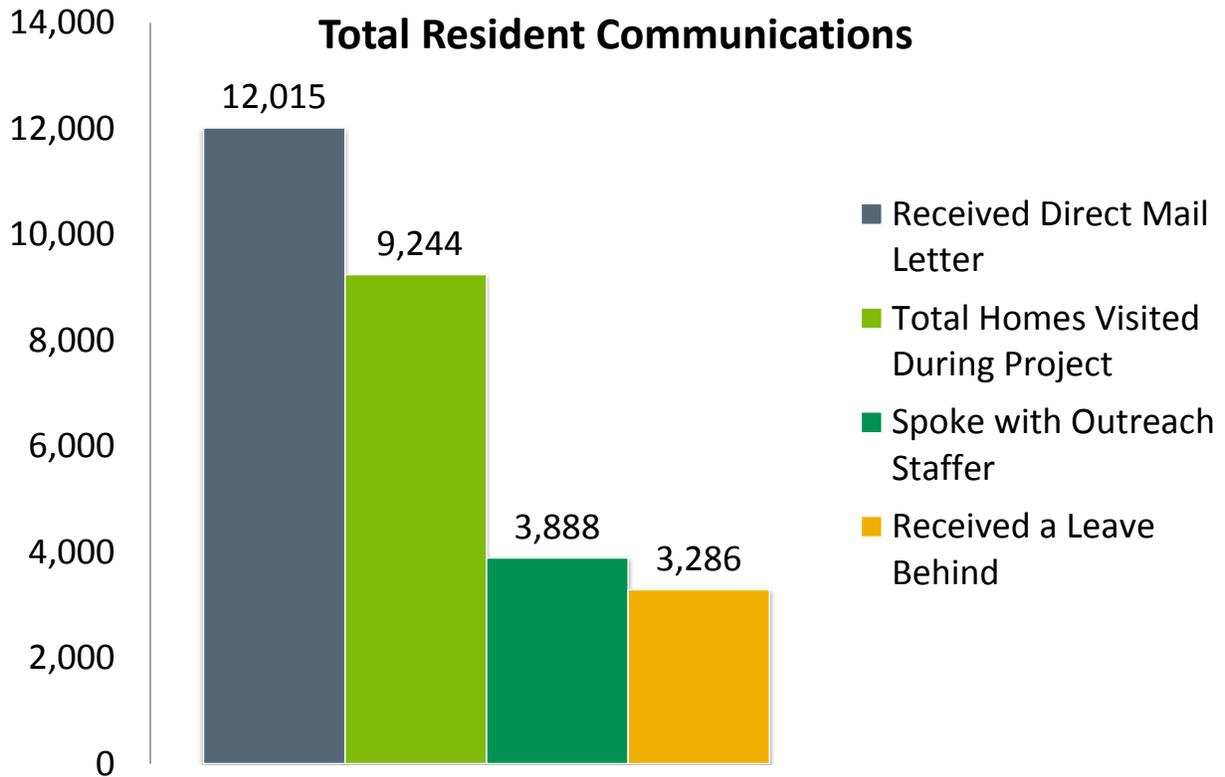
OUTCOMES BY OUTREACH STRATEGY

As illustrated in Figure 6 below, a total of 7,174, or 60 percent of customers targeted for this project received two types of outreach or communications from the project (the direct mail, and either a leave behind leaflet or a face-to-face interaction). A total of 2,070 customers (22 percent) had “No Solicitor” signs. These customers were not eligible for a second communication from outreach staff.

¹⁰ “Walk lists” refer to the subsets of addresses that targeted customers were grouped. These lists were designed for outreach efficiency and aggregated addresses by proximity to each other, not only by ZIP code or city designation.

¹¹ All data analyzed in this report was accessed on September 16, 2013.

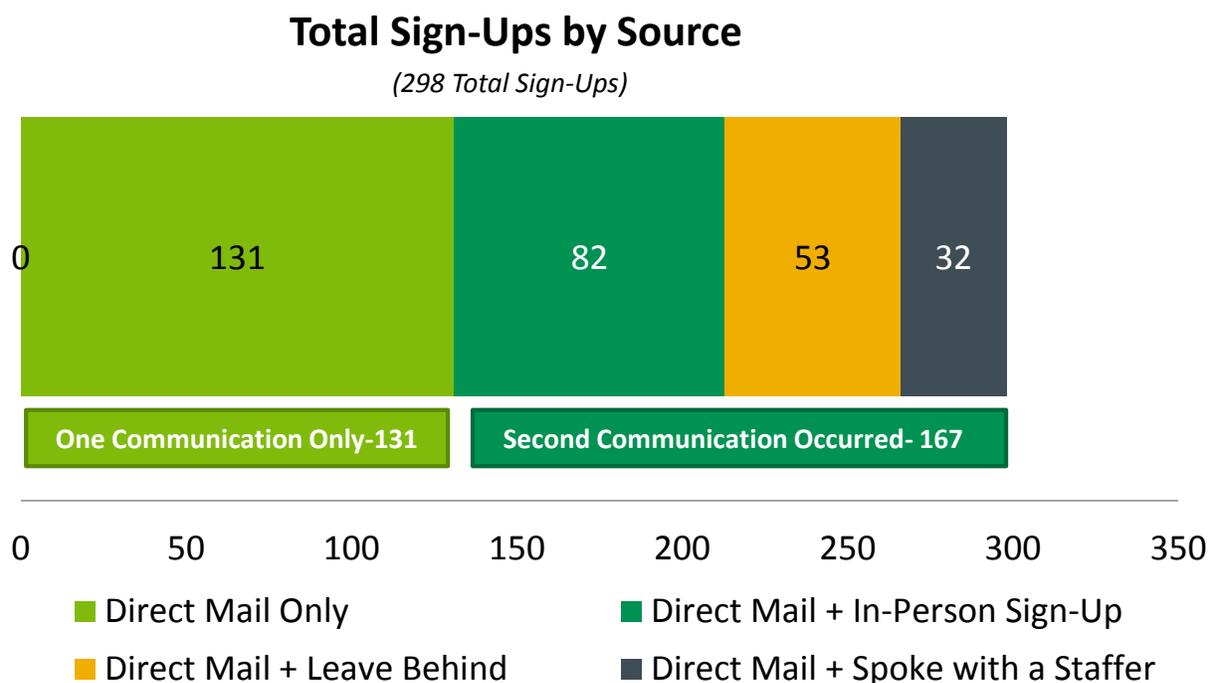
Figure 6. Total Customer Communications



As illustrated in Figure 7, 298 customers signed up for curbside yard waste collection service after receiving communication from the WM outreach team. The majority of sign-ups (167) occurred after receiving two communications: the direct mail and a leave-behind leaflet or face-to-face interaction with outreach staff. A total of 131, or 41 percent of all curbside yard waste collection service sign-ups occurred after receiving the direct mail communication.¹² Out of the 167 sign-ups that received two different types of communication, the highest sign-up rate resulted from customers that participated in in-person interactions at the doorstep (82 customers, or 28 percent of the total number of customer sign-ups).

¹² Some customers received a visit from an outreach staffer after recently signing up for the service; however, because this visit occurred post-sign-up, it was attributed to the direct mail communication.

Figure 7. Total Sign-Ups by Source



To assess the effectiveness of the various outreach tactics employed for this project, we compared sign-up rates based on the number and type of communications and outreach customers (Table 1). A total of 446 customers signed up for service in the WM WUTC during this project timeframe, with 298 signing up after receiving communication from the project and 148 signing up without receiving any communication from the project. Of the 12,015 customers that received some form of communication, 298 customers signed up for curbside yard waste collection service, an overall sign-up rate of 2.5 percent. Sign-up rates were highest (2.9 percent) if the customer received both the direct mail letter and a face-to-face visit at their doorstep. Of all customers visited, 2.1 percent chose to sign up for curbside yard waste collection service at the time they were visited at the doorstep. Sign-up rates were lower if the customer received the direct mail and a leave-behind leaflet (1.6 percent). Rates were even lower if the customer only received the direct mail communication (1.1 percent). There was a 2.3 percent sign-up rate for customers that received a second communication (either spoke with a staffer or received a leave-behind leaflet).

Table 1. Total Sign-Up Rates for Various Project Outreach Strategies

Communication Type	# of Sign-Ups	Total Recipients of Comm. Type	percent Sign-Ups of Total
Overall Project	298	12,015	2.5 percent
One Communication (Direct Mail Only)	131	12,015	1.1 percent
Two Communications (Direct Mail + Leave Behind)	53	3,286	1.6 percent

Two Communications (Direct Mail + Spoke with a Staffer)	114	3,888	2.9 percent
Two Communications (Direct Mail + In-Person Sign-Up)	<i>Subtotal of Spoke with a Staffer</i> 82	3,888	2.1 percent
Two Communications (Combined)	167	7,174	2.3 percent
No Communication	148	10,240	1.4 percent

Cost Analysis

Total project and per unit sign-up costs are presented here to help Waste Management, King County SWD, and the WUTC compare this campaign to other RSA efforts to increase residential recycling participation and rates.

Table 2 presents project cost information by task to inform future planning efforts. Project management costs have been distributed equally across all tasks. Project costs include labor time for outreach and professional consulting staff as well as expenses associated with producing educational materials.

Table 2. Cost by Project Task

Task and Notes	Costs
Task 1. Design and Plan Outreach Campaign	\$ 16,625
Task 2. Prepare and Mobilize Outreach Team	\$ 19,608
Task 3. Direct Mail	\$ 12,604
Task 4. Conduct Outreach	\$ 41,336
Task 5. Evaluation	\$ 11,937
WM Educational Collateral Expenses	\$ 2,868
Total Cost for Project	\$ 104,978

Estimated unit costs per sign-up are reported in Table 3. The second cost per sign-up excludes one-time project costs that can be eliminated or greatly minimized to replicate this type of projects in the future.

Table 3. Estimated Unit Cost per Sign-Up

Costs Included	Unit Cost per Sign-Up
Total Fully Inclusive Project Cost (298 Sign-Ups)	\$ 352.28
Project Cost Excluding One-time Planning and Evaluation Costs	\$ 256.43

Field Observations

In addition to the quantitative results obtained through this outreach project, field staff recorded anecdotal observations during the outreach process, including observations related to: location, common barriers to customer sign-ups, and customer feedback.

LOCATION

The following table lists the cities in the WUTC areas of King County by the three Waste Management Districts (Figure 8).

Figure 8. Waste Management Districts in the WUTC

Districts		
North Sound	South Sound	Seattle
Sammamish	Auburn	Seattle
Redmond	Federal Way	Newcastle
Bothell		Renton
Woodinville		Burien
Carnation		
Kirkland		

North Sound: Housing in WM’s North Sound district varied greatly from dense subdivisions to large, rural lots. Customer reception to the project team outreach efforts also varied widely between and within communities.

In Woodinville, customers were generally quite receptive to outreach staff yet seemed to already have established strategies for managing yard waste, like onsite composting, especially those with a relatively large lot size.

The Sammamish area had a large number of “No Solicitation” signs. Many customers reside in suburban sub-divisions and were not as receptive to outreach staff as in other WUTC areas.

The Redmond area was highly variable, from sub-divisions to farmland, and from enthusiastic customers to dismissive ones. One outreach staff person noted that lot sizes seemed larger in this area, with many areas having no sidewalks. Customers frequently mentioned bears and the need for bear prevention strategies with regard to garbage and recycling management and collection.

South Sound: The South Sound area included a mix of rural and suburban housing stock. Generally, customers in the rural areas seemed more skeptical of the value of curbside yard waste collection service and composting.

Seattle: The Seattle area was fairly receptive to outreach staff. Many east Renton customers appeared to have large lot sizes. A 96-gallon cart was viewed as insufficient capacity for the large amount of yard waste generated at these sites. “No Solicitation” signs were rarely observed in these areas.

Staff visiting areas in all districts noted that some customers claimed to dump their yard waste in nearby green belts even though green belt areas have “No Illegal Dumping” signs posted. Many customers seemed resistant to signing up for curbside yard waste collection service because they perceived dumping in the green belt as being a viable and free alternative.

KEY BARRIERS TO SIGN-UPS

The barriers to customer sign-ups captured in Table 4 below were derived from outreach staff observations and notes.

Table 4. Most Commonly Cited Customer Barriers to Signing Up for Curbside Yard Waste Collection Service (As Observed by Outreach Staff)

Most Commonly Cited Customer Barriers	
Financial	High cost of curbside yard waste collection service.
	WM charges to collect yard waste from the curb and then Cedar Grove Composting profits financially by selling the finished product.
	Curbside yard waste collection container/cart sizes are too small or are too large to meet customer needs.
Level of Effort	Customer already composts yard waste at home (i.e. backyard composting), or use an alternative yard waste disposal method (i.e. dumping in green belts).
	Participating in curbside yard waste collection service requires too much time and effort to capture, sort, and properly dispose of yard waste, food scraps, and food soiled paper.
	Customer already pays a landscape company to dispose of their yard waste.
	Customer not interested, unless they are required to do so (i.e. government mandate).
Education and Perceived Need	Customer has never heard of food scrap and food soiled paper recycling.
	Customer is renting the residence, is a new homeowner, or is about to move out of the targeted residence.
	Customer emphasizes that they are “great recyclers,” and do not see yard waste, food scraps, and food soiled paper composting as a form of recycling.
	Customer says they just “don’t need” curbside yard waste collection service.

The most common barriers noted by outreach staff seemed to align with key findings from the recently completed WUTC residential behavior study. For example, cost was the most commonly cited barrier for customers when deciding whether to sign up for curbside yard waste collection service. The second most prevalent barrier was the lack of a perceived need for the service. This was either because customers had never heard of composting or food scrap and food soiled paper recycling, or they already had an established system for disposing of this waste. (Many said they put their food scraps and food soiled paper in the garbage, and they use compost piles for yard waste or dump the debris in nearby green belts.)

EDUCATIONAL MATERIALS

Over the course of this project, staff distributed some form of educational materials to 2,428 customers at the door, or 62 percent of customers that spoke with a staff person. Outreach staff indicated that the most popular outreach piece was the “Residential Compost Collection Guidelines” (**Attachment 4**). Customers recognized “Your King County Residential Recycling Guide” (**Attachment 4**) and often stated that they had already received it in the mail.

BioBag compostable bag samples were generally popular with customers that were already interested in composting their food scraps and food soiled paper with their yard waste. However, the bags generally did not interest customers that were new to the concept of recycling food scraps and food soiled paper.

4. LESSONS LEARNED AND RECOMMENDATIONS

This project was designed as a pilot grass roots effort to inform future outreach projects designed to achieve similar objectives. One-on-one interactions with customers facilitated a deeper understanding of the barriers and incentives to increasing the adoption of targeted behaviors. These behaviors included signing up for curbside yard waste collection service and placing yard waste, food scraps and food soiled paper into the designated collection carts. The following recommendations are based on customer interactions and the outcomes of this project. We have organized the lessons learned and recommendations into the following three primary groups.

- **Door-to-Door Outreach** – Applications or ideas specific to the door-to-door outreach efforts.
- **Policies and Incentives** – Recommendations related to potential policies and incentives.
- **Educational Materials** – Recommendations for communications and outreach materials to increase and sustain full participation in curbside yard waste collection service over time.

Door-to-Door Outreach

Door-to-door outreach adds value as an approach to reaching customers: it helps start a dialogue about recycling and enhances customer relationships. We know doorstep interactions have at least doubled sign-up rates and anticipate these customers will be more likely to retain their curbside yard waste collection service year round. As expected, door-to-door outreach is more time intensive than other types of outreach approaches.

Lesson Learned: About 22 percent of all customers targeted for this project had “No Solicitation” signage on their premises. According to a related King County Ordinance (**Attachment 8**), customers who live in these areas are protected from solicitation by placing a physical sign on their premises.

Recommendation: Because the majority of customers with “No Solicitation” signs were located in larger housing development plots in the North UTC, we recommend that future projects obtain prior approval from Home Owner Associations or neighborhood watch groups in order to more effectively penetrate these neighborhoods. Alternatively and because it can be difficult to anticipate “No Solicitor” signs until physically visiting homes, direct mail or other types of outreach may be more appropriate and cost effective.

Lesson Learned: Advanced technology methods allowed the project team to create efficiencies in data entry and tracking, staff management, and real-time mapping and routing. The WUTC areas presented navigational difficulties for door-to-door outreach staff, including very long driveways, varied rural and sparse clusters of homes, and difficulty locating specific addresses. Staff indicated that outreach in these areas would have been much more difficult to perform had it not been for the use of the iPad mapping software and the ability to locate and re-route themselves in real-time while in the field.

Recommendation: Consider investigating and using technology solutions to increase project efficiencies. Because the iPad application collected detailed information on customer interest level, we recommend following up with these customers after the door-to-door portion of outreach occurs. The follow-up could be a direct mail postcard or a phone call, encouraging customers to sign up for curbside yard waste collection service. This would likely increase the overall customer sign-up rate.

Policies and Incentives

Customers most commonly cited cost as a barrier to signing up for curbside yard waste collection service. Therefore, WM and King County SWD may consider investigating different rates (i.e. embedded yard waste rates) and incentives to increase curbside yard waste collection service sign-ups. Policies such as mandatory collection or organic material disposal bans could also be considered. King County SWD could also investigate the viability of every-other-week curbside garbage service.

Lesson Learned: Many customers were skeptical or resistant to paying for curbside yard waste collection service, with some stating that they would not sign up until service was “required” by the government.

Recommendation: King County SWD may consider mandated subscription to yard waste service, every-other-week garbage service, or other policies to increase sign-ups in WUTC areas where this service is currently voluntary.

Lesson Learned: Many WUTC customers expressed that the cost of curbside yard waste collection service was too expensive. Some incentives may help to overcome this financial barrier.

Recommendation: Incentives can dramatically increase sign-up rates. The results from the behavior study report noted that 42.6 percent of customers would be interested in curbside yard waste collection service if there were reduced rates or financial incentives.¹³ It is important to note that incentives should be appropriate for the targeted customer demographic. For example, a kitchen container for transporting food scraps and food soiled paper may be less appealing or applicable for someone that is not already educated about food scrap recycling. For future projects, we recommend engaging customers in helping determine incentives that would be of the most value to them.

Educational Materials

Waste Management and King County SWD have a suite of educational materials currently used to support communications and engagement across a wide range of customer groups and outreach efforts. The recently completed behavior study results and recommendations should inform refinements to existing materials and the development of new ones.

EDUCATION

Lesson Learned: This project reinforced the need to clearly explain why curbside yard waste collection service is important to WM customers in WUTC King County areas. Many customers are unfamiliar with composting food scraps and food soiled paper, and do not understand the value of this practice.

¹³ Waste Management, 2013.

Recommendation: The project team recommends examining past WM customer sign-up data to determine when these rates are highest and lowest. These trends could help determine when WM should focus resources on performing outreach and targeted communications. The project team also recommends deploying personalized mailings as well as special promotions to encourage new sign-ups during these peak seasons.

RETENTION

Lesson Learned: The behavior study report states that customer commitments are important to sustaining recycling participation.¹⁴ Customers that pledged to sign up for curbside yard waste collection service and place food scraps and food soiled paper in the yard waste cart were eligible for Cedar Grove Composting coupons. These coupons were redeemed by 51 percent of these pledging customers.

Recommendation: Coupons similar to the Cedar Grove Composting coupons could be considered as incentives for future outreach efforts. Further incentive tactics, like the Food Cycler¹⁵ incentive program could create urgency and further customer commitments to separate food scraps and food soiled paper to deposit into their yard waste cart.

Recommendation: WM could monitor subscription retention rates for customers that pledged to participate in the curbside yard waste collection service during outreach efforts to see if retention rates for these customers are higher for this group of customers that pledged and redeemed their coupons.

Recommendation: To inform service retention efforts, the project team recommends exploring different engagement strategies and data tracking approaches. For example, WM might examine customer subscription data from the past to identify peak cancellation periods. Outreach could be focused during these peak periods, encouraging customers to retain their curbside yard waste collection service. Reminder mailings could also provide valuable information to help customers to be knowledgeable about their service and maintain it. These mailings could include information about right-sizing collection service levels and seasonal reminders, such as depositing yard debris from storms, pumpkins, turkey bones, and spoiled food in the yard waste cart.

SUMMARY

This pilot project tested a new grass roots, door-to-door outreach approach to increase single-family customer curbside yard waste collection service sign-ups in King County WUTC areas served by Waste Management. The project increased sign-up rates, yielding a higher rate of sign-ups compared to customers who did not receive outreach through this project. This outreach approach also provided valuable education to customers about collecting yard waste, food scraps, and food soiled paper for composting, and helped strengthen the relationship between customers and WM and King County.

¹⁴ Waste Management, 2013.

¹⁵ Waste Management, "Are You Ready To Take The FoodCycling Pledge?", Accessed October, 1, 2013. <http://www.wmfoodcycling.com/>.

ATTACHMENTS

1. Direct Mail Letter (South King County)
2. Leave Behind Leaflet
3. Pledge Form with Cedar Grove Composting Coupons
4. Waste Management Educational Materials: Recycling Guidelines, Residential Compost Collection Guidelines flyers, and the Your King County Residential Recycling Guide booklet
5. Frequently Asked Questions
6. At the Doorstep Script
7. Walk List Maps
8. No Solicitation County Ordinance

ATTACHMENT 1. DIRECT MAIL LETTER (SOUTH KING COUNTY)



Dear King County Resident:

Did you know you could save money, time, AND reduce your waste by signing up for curbside yard waste service? Join the thousands of King County residents who have already begun recycling food scraps and food-soiled paper in their yard waste carts!

Weekly curbside yard waste service is not only convenient and cost-saving—it's good for your community.

- The average single-family household in King County throws away about **48 pounds of food scraps and food-soiled paper every month.**
- Over **60%** of what residents throw away each year could be recycled, so you may be able to reduce the size of your garbage cart and **save money on your garbage bill.**
- Yard waste, food scraps and food-soiled paper are collected from homes like yours and taken to a **locally-based company**, Cedar Grove Composting, and turned into **nutrient-rich compost sold at local nurseries and stores.**



To make the signup process quick and easy, **Waste Management will be in your neighborhood this summer** – in person, at your doorstep – to answer questions, provide free education and tools, and sign you up for yard waste service.

The cost of yard waste service is as low as **\$9.60 per month**—and when you sign-up at the door, you will receive a **buy two, get one free coupon for a bag or yard of Cedar Grove compost.** Visit <http://wmnorthwest.com/skingcounty/service.html>, or give us a call at **1-866-949-7764.**

Sincerely,
Waste Management Northwest



ATTACHMENT 2. LEAVE BEHIND LEAFLET

Sorry We Missed You!

Waste Management representatives were in your neighborhood signing up residents for yard waste service and providing education about food scrap recycling.

Call 1-866-949-7764 to learn more and sign up!



Did you know?

Recycle More, Save More.

Over 60% of what residents throw away each year could be recycled, so you may be able to reduce the size of your garbage cart and save money on your garbage bill.

Yard waste has value and creates jobs.

Yard waste, food scraps, and food-soiled paper are collected from homes like yours and taken to a locally-based company, Cedar Grove Composting, and turned into nutrient-rich compost sold at local nurseries.



Call 1-866-949-7764 to sign up for yard waste service!



ATTACHMENT 3. PLEDGE FORM W/ CEDAR GROVE COMPOSTING COUPONS



Summary of Service Changes:

Current Service:
New Service Requested:

I pledge to:

- Put food scraps and food-soiled paper in my yard waste cart along with my yard debris.
- Discover one new thing that I didn't know I could recycle and start recycling it.*
- Reduce junk mail at its source.**
- Choose one disposable item that I typically use (and toss!) and switch to a reusable alternative. Example: paper coffee cups, cleaning wipes, or plastic storage containers and shopping bags.

*Review your new King County Recycling Guide and/or WM educational flyers or visit: <http://wmnorthwest.com/skingcounty/recycling.html> for more information.

**Stop junk mail, phone book and catalog waste by visiting <https://kingcounty.catalogchoice.org/>

Signature: _____

The coupon features the Cedar Grove logo and a bag of compost. The main offer is "BUY 2 YARDS, GET 1 FREE!". It specifies that the offer is redeemable at Cedar Grove Landscape Yards in Bellevue, Seattle, and Maple Valley. The coupon includes the website CEDAR-GROVE.COM, the phone number 877 764 5748, and a barcode with the number 00000 36917. The expiration date is 8/30/13. At the bottom, there are three brown mound icons representing the 1, 2, and FREE! items.

ATTACHMENT 4. WASTE MANAGEMENT EDUCATIONAL MATERIALS

Recycling Guidelines (4A)

Residential Recycling Guidelines



Clean Paper and Cardboard

Flattened cardboard (limit 2x3 ft), newspapers, inserts, magazines, catalogs, phonebooks, paperback books, mail (window envelopes ok), paper bags, food boxes



Paper Food Containers

Clean paper cups, milk & juice cartons, juice boxes, frozen food boxes (rinse out, no caps).



Plastic Containers

Plastic cups, bottles and jugs (no caps), plastic jars and tubs (clean and no lids).
Plastic bags are not accepted.

Ignore the numbers; recycle plastics by shape!



Glass Bottles and Jars

Bottles & jars (all colors and sizes)
(No caps or lids, labels ok).



Aluminum, Tin Cans, and Clean Scrap Metal

Aluminum & tin cans, empty aerosol cans, scrap metal & small metal appliances (limit 2x2x2 ft, 35 lbs). Please rinse and empty cans.



Please empty clean recyclables out of bags and boxes into your recycling container so they can be easily sorted.

The Following Items Are Not Accepted:

Non Accepted Paper

Food-soiled paper towels, napkins and non-coated paper plates (ok in food/yard cart)
Shredded paper (ok layered in food/yard cart)

Non Accepted Plastic

Plastic bags or film (reuse or recycle at grocery stores)
Plastic plates, utensils
Prescription vials
Styrofoam containers, packaging

Non Accepted Glass

Ceramics, dishes, drinking glasses

Non Accepted Metal

Aluminum foil, foil trays
Sharp metal or greasy items

Other Non Accepted Items

Clothing, shoes (donate instead)
Diapers
Garbage
Hoses
Light bulbs, windows, mirrors
Needles, syringes
Toxic containers (paint, oil, antifreeze, pesticides, etc.)

Electronics, Fluorescent Bulbs and Tubes and Hazardous Waste:

Fluorescent bulbs and tubes, electronics (computers, cell phones, TVs etc.), batteries, syringes and needles, and hazardous products (cleaners, solvents, etc.) do not go in the recycling or garbage.

For safe disposal information visit:

- wmnorthwest.com
- recyclewashington.org
- takeitbacknetwork.org
- lamptracker.com
- thinkgreenfromhome.com
- medwaste.wm.com
- 1-800-Recycle



If in Doubt, Check it Out at wmnorthwest.com

THINK GREEN®

Printed on recycled paper. Traducción de español en el reverso.

C22011 engspan

Residential Compost Collection Guidelines (4B)

Residential Food and Yard Waste Collection Guidelines



Food

Meat, fish, dairy, fruit, vegetables, shells, bones, pasta, rice, eggshells, nutshells, bread, grains and leftovers



Food-Soiled Paper

Coffee grounds and filters, tea bags, waxed cardboard, soiled paper bags, kitchen paper towels, paper napkins, non-coated paper plates, approved compostable containers* and loose shredded paper



Plants, Flowers and Vegetative Garden Waste

Plants and flowers, landscape vegetation, vegetative garden waste, windfall fruit, jack-o-lanterns and holiday trees



The following items are not accepted:

Plastic bags	Styrofoam	Diapers
Plastic film or wrap	Glass	Soil, rocks
Plastic-coated food containers (i.e. milk cartons, ice cream containers)	Metal	Stumps or branches over 4" long x 4" diameter
	Grease or liquids	Lumber or fencing
	Pet waste	



*visit gogreenscene.com for a list of approved compostable products

For more information visit wmnorthwest.com.

THINK GREEN!

WWA_resi2011

Your King County Residential Recycling Guide booklet (4C)



THINK GREEN.™

Waste Management
720 4th Ave, Suite 400, Kirkland, WA 98033
Online 24 hrs.: wmnorthwest.com
Información en español
800.592.9995 (M-F 7AM-5PM)
This material will be provided in alternate formats upon request.
Online Billing: wm.com/wm/ezpay

2011-12 Collection
Calendar Enclosed

Everything has its place.
Recycle right!

Read & use these guidelines.

KingCoAnnual2011  30% post-consumer recycled content



ATTACHMENT 5. FREQUENTLY ASKED QUESTIONS

Resources to Respond to Frequently Asked Questions:

BILLING QUESTIONS

- All billing related questions should be directed to Waste Management Customer Service at 1-866-949-7764 (Monday-Friday, 7 AM - 5 PM).

COMPLAINTS ABOUT GOVERNMENT/KING COUNTY

- Record ALL customer complaints/compliments/suggestions using the protocol outlined in the training. Cascadia will elevate to King County on a weekly basis.
If the customer insists on providing direct feedback about King County programs, services or facilities, direct residents to complete and submit the online form (<http://your.kingcounty.gov/solidwaste/contacts/comment-form.asp>).

COMPLAINTS ABOUT WM

- Record ALL customer complaints/compliments/suggestions using the protocol outlined in the training. Cascadia will elevate to Waste Management on a weekly basis.
- If the customer insists on providing direct feedback to WM, direct them to the following resources:
Email: pnwrsservices@wm.com, Online form: <http://wmnorthwest.com/guidelines/problem.htm>, or
Call: 1-866-949-7764 (Monday-Friday, 7 AM - 5 PM).

HOUSEHOLD HAZARDOUS WASTE

- Contact the Household Hazards Line at 206-296-4692, toll free at 1-888-869-4233 or email haz.waste@kingcounty.gov for more information about disposal options and procedures.

MISSED PICKUP(S)

- Complete the form online (<http://wmnorthwest.com/guidelines/misshedcollection.htm>) or call 1-866-949-7764 (M-F, 7 AM - 5 PM) the following day. WM will empty missed containers within 24 hours after they have been reported, excluding weekends and holidays.

TRANSFER STATION QUESTIONS

- All customer questions pertaining to King County transfer stations should be directed to King County Solid Waste Division at 206-296-4466/1-800-325-6165, ext. 4466 with questions. Online: <http://your.kingcounty.gov/solidwaste/facilities/transfer.asp>

WHAT DAY IS MY PICKUP AND HOW DO I GET MY COLLECTION CALENDAR SHOWING WHEN MY PICKUP WILL BE?

- To receive a calendar of your recycling and/or yard waste collection schedule by email, complete the online form: <http://www.wmnorthwest.com/guidelines/calendarrequest.htm>.
- Call Waste Management Customer Service at 1-866-949-7764 (Monday-Friday, 7 AM - 5 PM).
- <http://wmnorthwest.com>

WHAT DO I DO WITH _____? QUESTIONS

- Many of these questions are addressed in the Waste Management educational handouts. To address more complicated questions, refer to your copy of the King County Recycling Guide or training notes.
- If these resources do not provide an answer to the question, direct the customer to the Waste Management Customer Service at 1-866-949-7764 (Monday-Friday, 7 AM - 5 PM) or direct to the "what do I do with..." website (<http://your.kingcounty.gov/solidwaste/wdidw/>).

Frequently Asked Questions About Food & Yard Waste:

“What can be placed in the cart vs backyard compost?”

- ALL food scraps and food-soiled paper can go in cart; vegetative matter only in backyard compost.

“How am I supposed to get my food scraps to the outdoor cart?”

- See recommendations on the attached flyer, page 2.

“Won't my food scraps attract fruit flies and other pests?”

- Describe the best ways to manage indoor collection containers:
 - empty and clean often
 - line with approved compostable bags
 - line with newspaper
 - clean with vinegar or baking soda
 - use a collection container with a tight-fitting lid
 - options for cart cleaning (cost)

“Won't the compost cart attract rats?”

- No – the materials that used to go in your garbage are just going in a different cart, and the food/yard carts are collected weekly.

“Why isn't compost collection free?”

- Describe the cost of the service – labor, truck, transportation, tipping fee, processing; describe \$\$ saved by decreasing size of garbage.

Don't the food scraps and yard waste just decompose in the landfill? Why is composting better?

- Organic material in landfills decomposes anaerobically (without the presence of oxygen) releasing methane, a green house gas equivalent to 20 times the climate impact as carbon dioxide. Also, the nutrients and energy embedded in the food scraps and yard waste can never be harvested for their highest and best use—being returned to the soil.
- Food scraps and yard waste separated from trash and composted aerobically does not generate a significant amount of ghg, replaces petroleum-based fertilizers, is produced locally and available for purchase so you can return it to your garden soils!
- Composting closes the loop and creates value all along the product chain.

ATTACHMENT 6. AT THE DOORSTEP SCRIPT

“At the Doorstep” Flow of Activities

Before you approach the home, make sure that:

- Your Waste Management ID badge is visible.
- Review the customer’s current service levels, costs, and day of service. Consider possible suggestions to right-size service level.
- If the collection containers are stored in an area in the public view, note whether the service is consistent with Waste Management’s records.
- Quickly glance at the house and observe whether the occupant maintains a large yard, grows a vegetable garden, or other clues to start a conversation about yard waste collection service. Only note items that are within public view.
- After knocking on the door or ringing the doorbell, take one large step away from the door. Hold your tablet at your side and look up at the door, ready to greet the resident.
- If no one answers, place a leave-behind and make a note in your Door2Door Mapper App.

At the doorstep with the customer:

- **Smile!**
- Greet the customer and introduce yourself as a representative of Waste Management.
- If it is not obvious, verify that you are speaking with a member of the household over the age of 18.
- Reference direct mail and point to the copy of it on the display of your tablet. Explain why you are there: “Waste Management representatives are in your neighborhood today talking with you and your neighbors about signing up for yard waste service and providing education about food scrap recycling.”
- You should attempt to engage the customer next by **asking them a question**.
 - “Did you know you could save money, time, AND reduce your waste by signing up for curbside yard waste service?”
 - “Looks like you have a pretty big yard. What do you currently do with your yard waste?”
 - “Have you heard that food scraps and food-soiled paper can now be recycled in your curbside yard cart?”
 - “Looks like you have a 96-gallon garbage container that costs you about \$XX per month. Do you usually fill that container up each week?”
 - “Did you know that the average household in King throws away more than 400 pounds of food scraps and food-soiled paper every year? All of that can be recycled.”
 - “Do you have a recycling toter and currently recycle?”
- Describe benefits of yard waste service:
 - You may also be able to save money by reducing the size of your garbage cart.
 - No need to self haul yard waste; curbside convenience every week!
 - Your yard waste will be turned into compost that will be used for landscaping and in your own garden or yard! You can buy it in local retailers too.
 - Show them the Cedar Grove coupon offer available if they sign up today.

Customer Pathways:

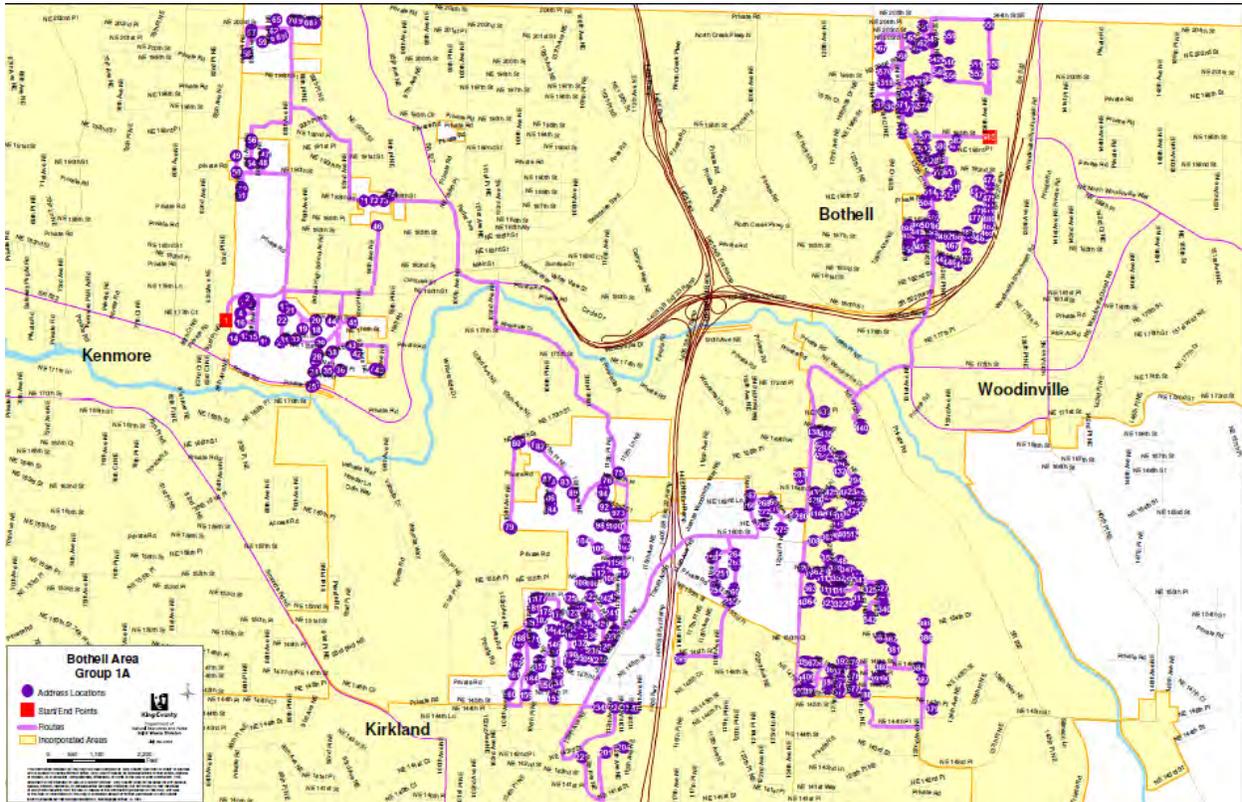
1. If the customer is **NOT AT ALL** interested in signing up for yard waste service, thank them for their time and remind them that they can sign-up online or by calling **1-866-949-7764**. Present them with educational materials or a door hanger if they are willing to accept them. Record this information in your Door 2 Door Mapper App.
2. If the customer is **SOMEWHAT** interested in signing up for yard waste service, but would like to think about it more or consult with a partner:
 - a. **ASK** if they would be willing to verify their phone number or provide their email for a follow-up. Record this information in your Door2Door Mapper App.
 - b. Remind them that they can sign-up online or by calling **1-866-949-7764** and present them with a leave-behind and educational materials.
3. If the customer is **VERY** interested in signing-up for yard waste service, first ask the customer if they use e-mail.
 - a. If so, navigate to the appropriate Waste Management sign-up webpage and assist them in filling out the online form:
 - For customers NORTH of I-90, go to: <http://wmnorthwest.com/nkingcounty/service.html>
 - For customers SOUTH of I-90, go to: <http://wmnorthwest.com/skingcounty/service.html>
 - b. If the customer does **NOT** have an e-mail account, use the paper-based form in your binder.
 - Inquire if the customer would also like to change their levels of service for garbage or recycling. Those changes may be made on the WM websites listed above or by calling **1-866-949-7764**.
 - Present the customer with the WM yard waste/food scraps recycling one-sheeter, the King County Recycling Guide, and pledge form/Cedar Grove coupon. Explain the pledge form and ask if they will pledge to 1 or more of the actions listed.
 - Remind customer that they will be receiving an e-mail confirmation of their order and that their yard waste bin will be dropped off in 1-3 weeks.
 - Ask if they have any questions and thank the customer for their time!

On the street:

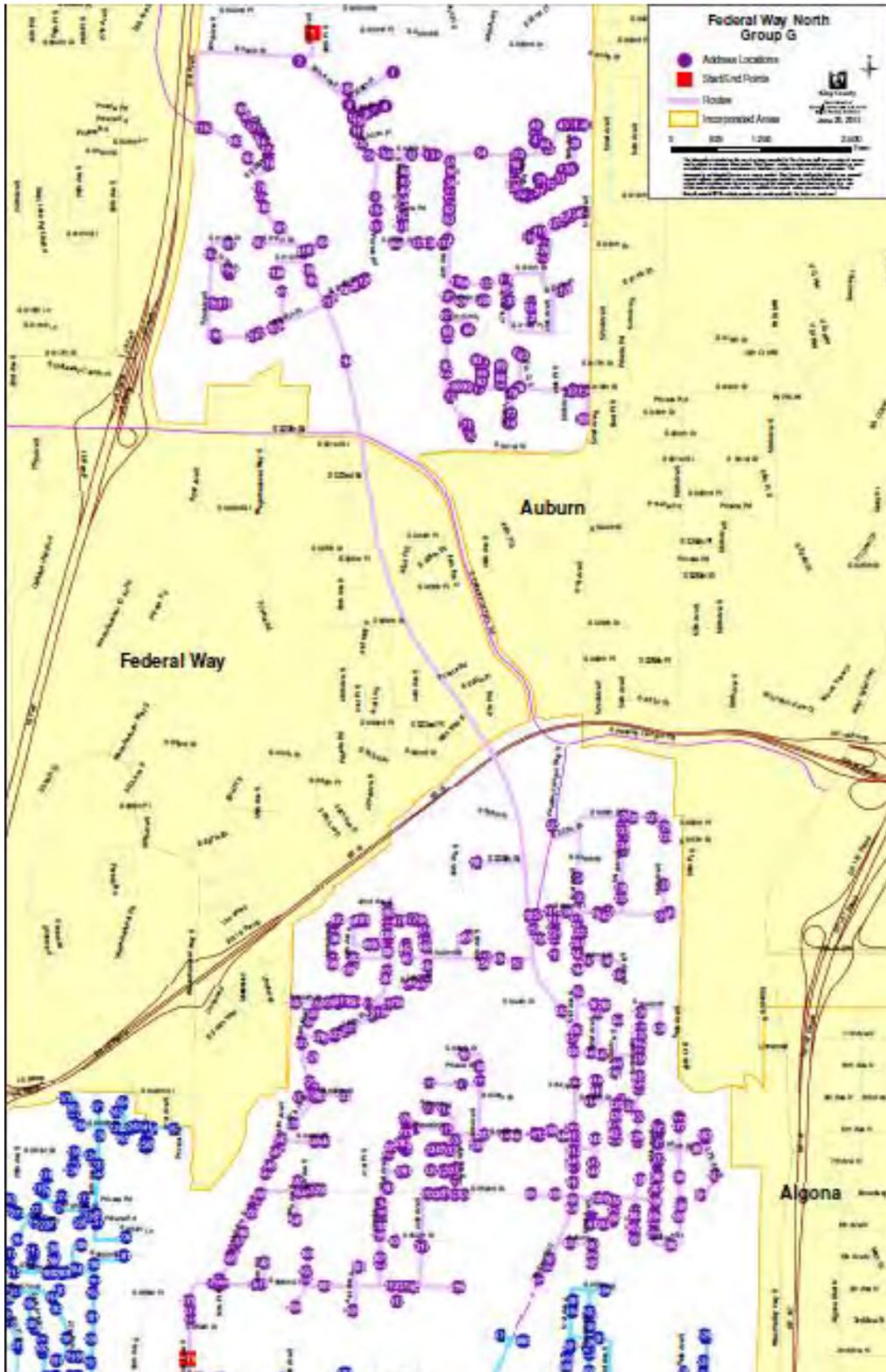
- Record the outcome of the visit in your Door2Door Mapper App.

ATTACHMENT 7. WALK LISTS

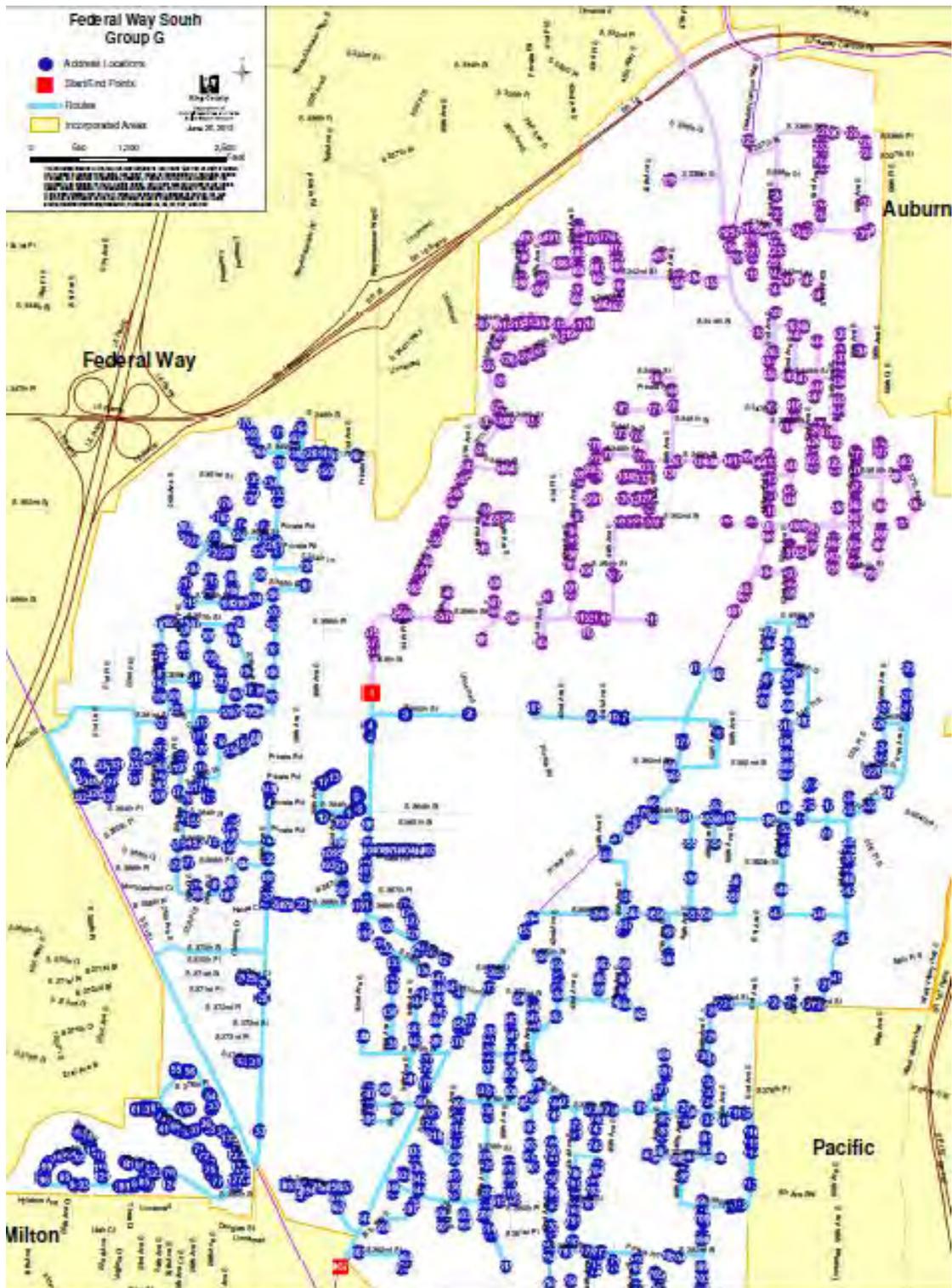
Bothell Walk List



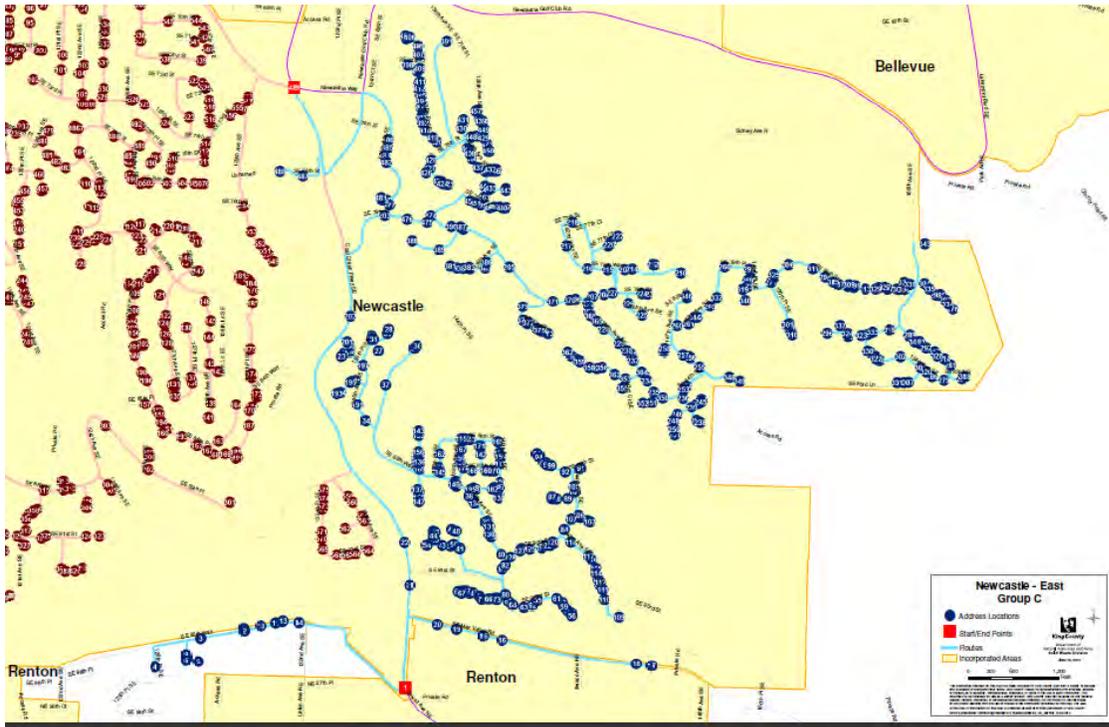
Federal Way North



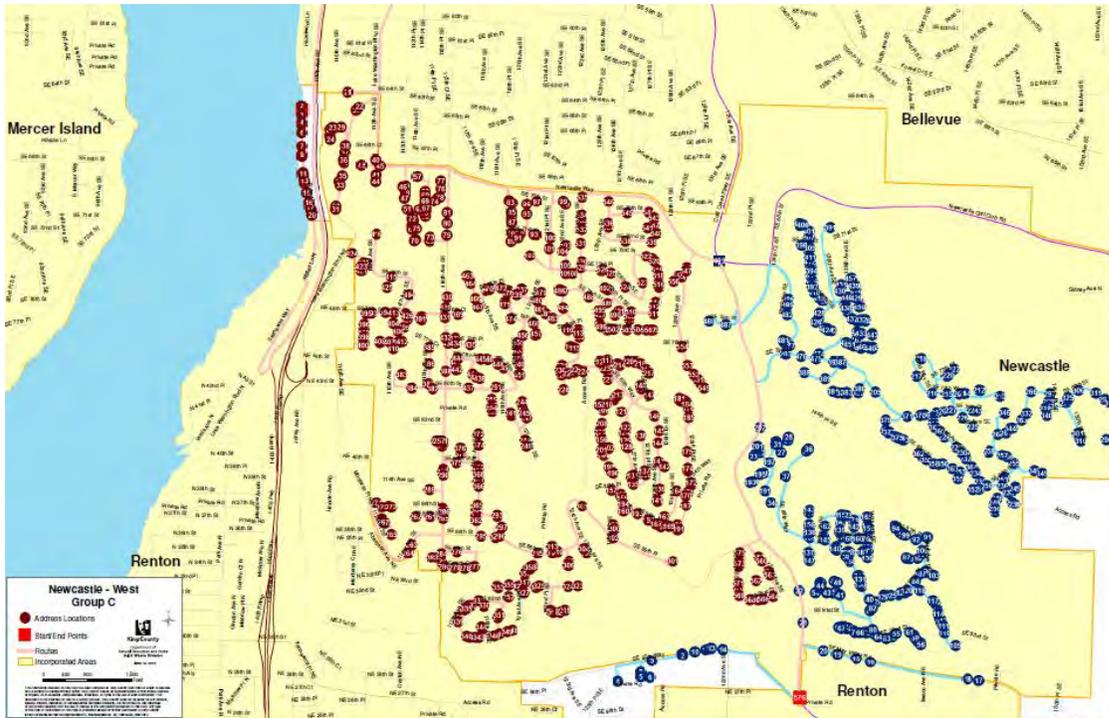
Federal Way South



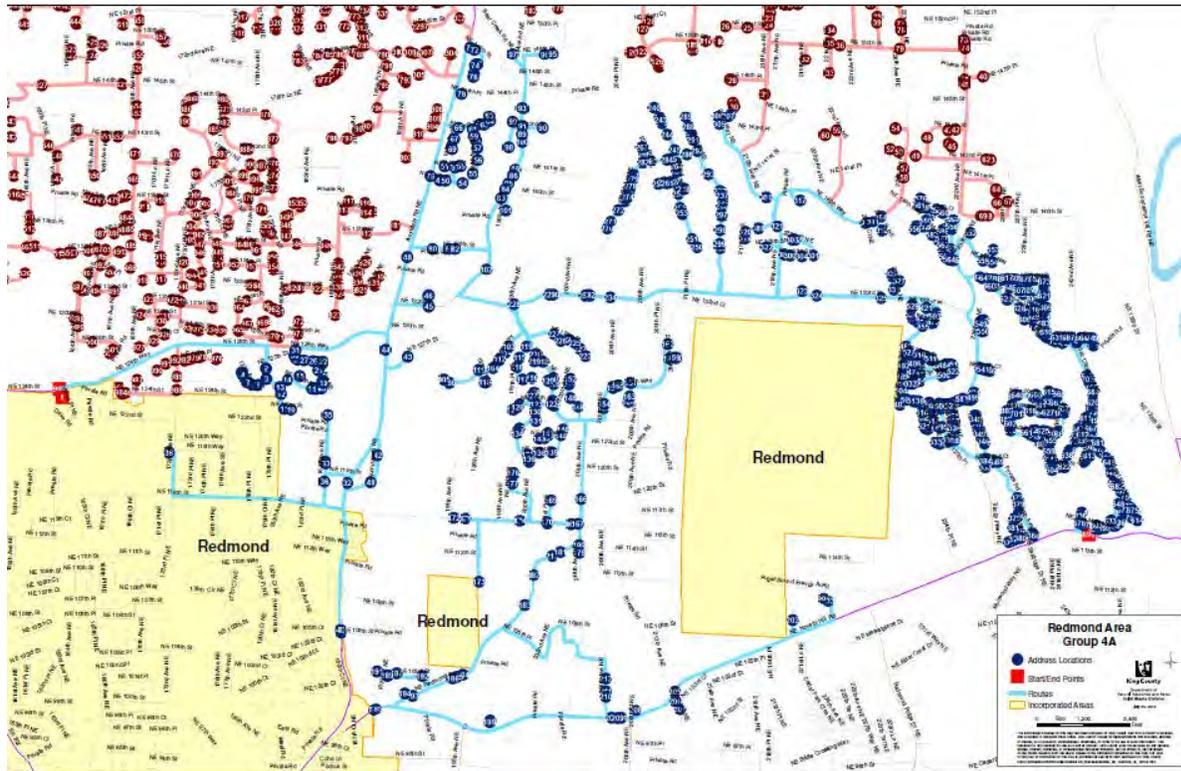
Newcastle East



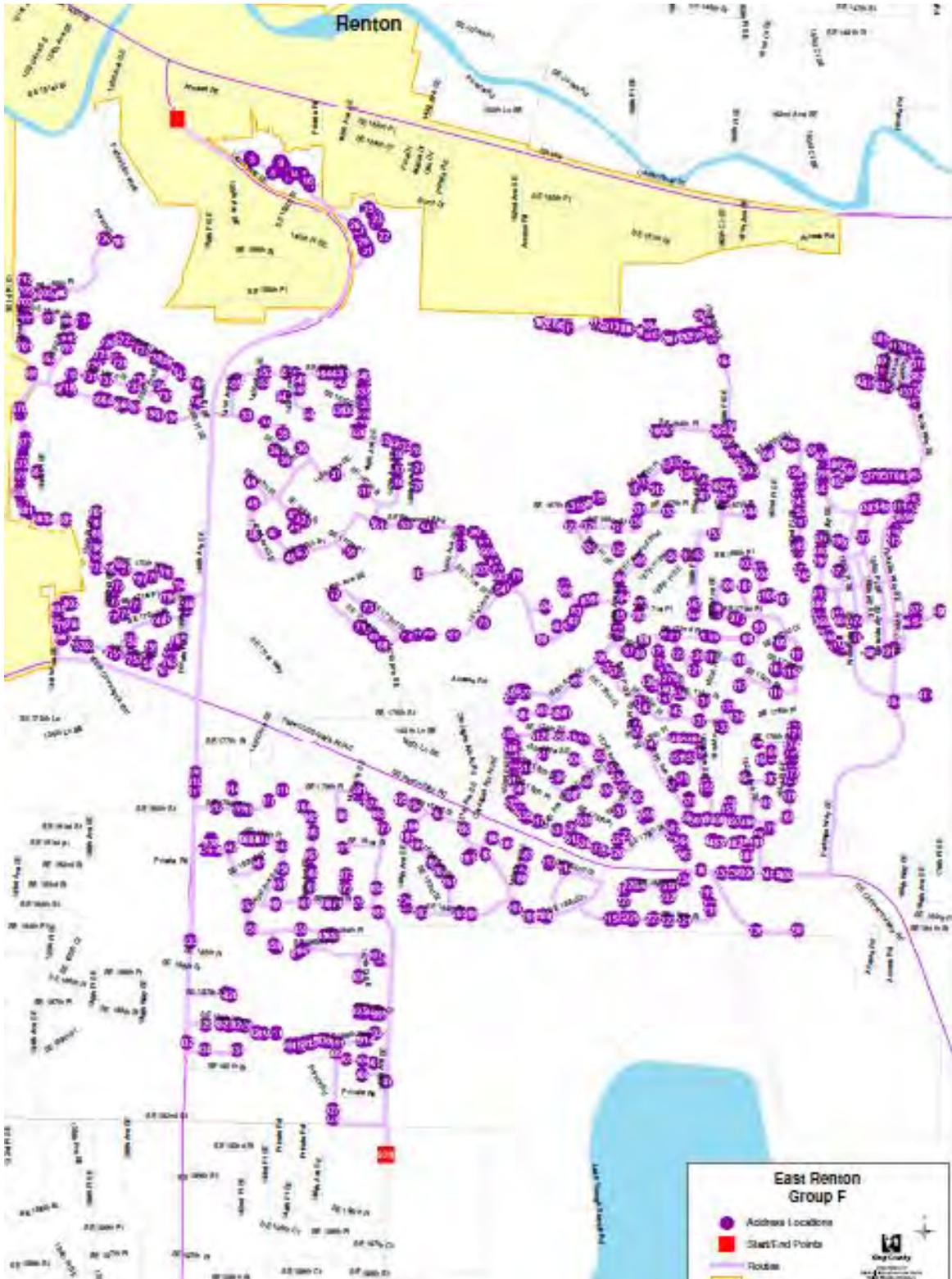
Newcastle West



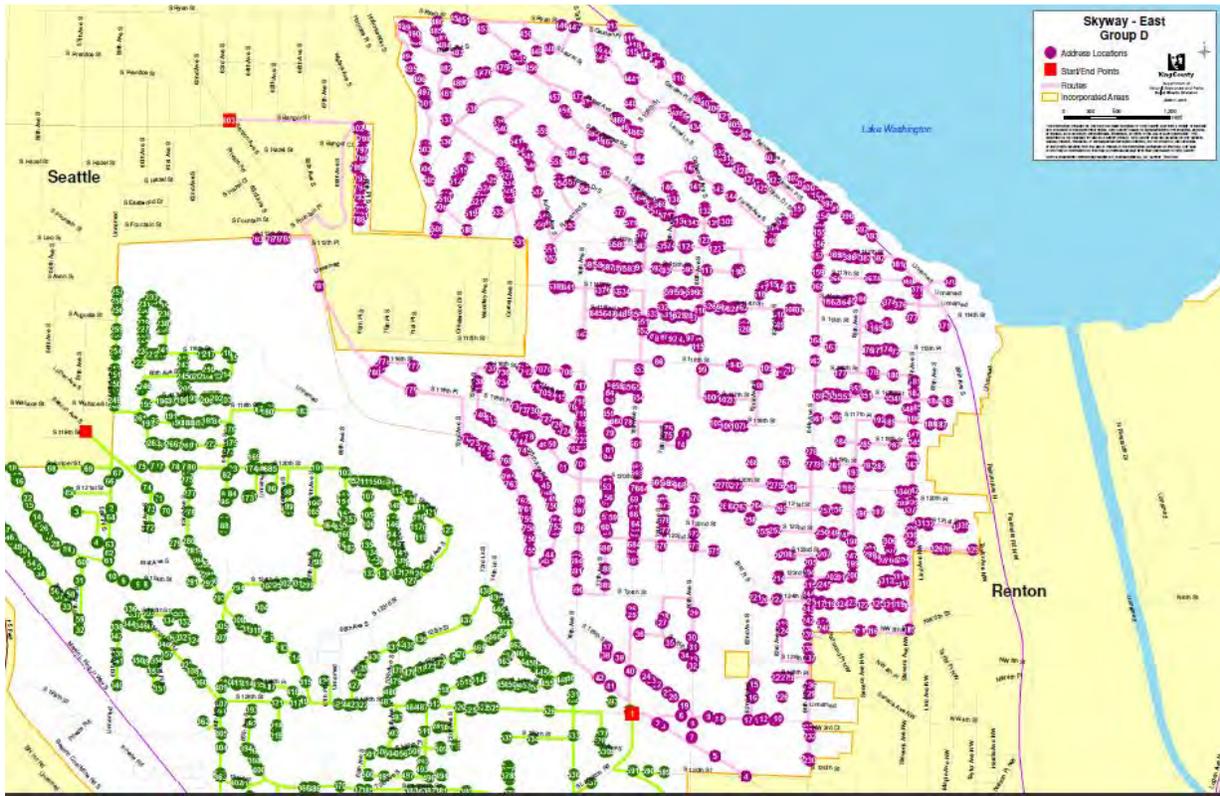
Redmond



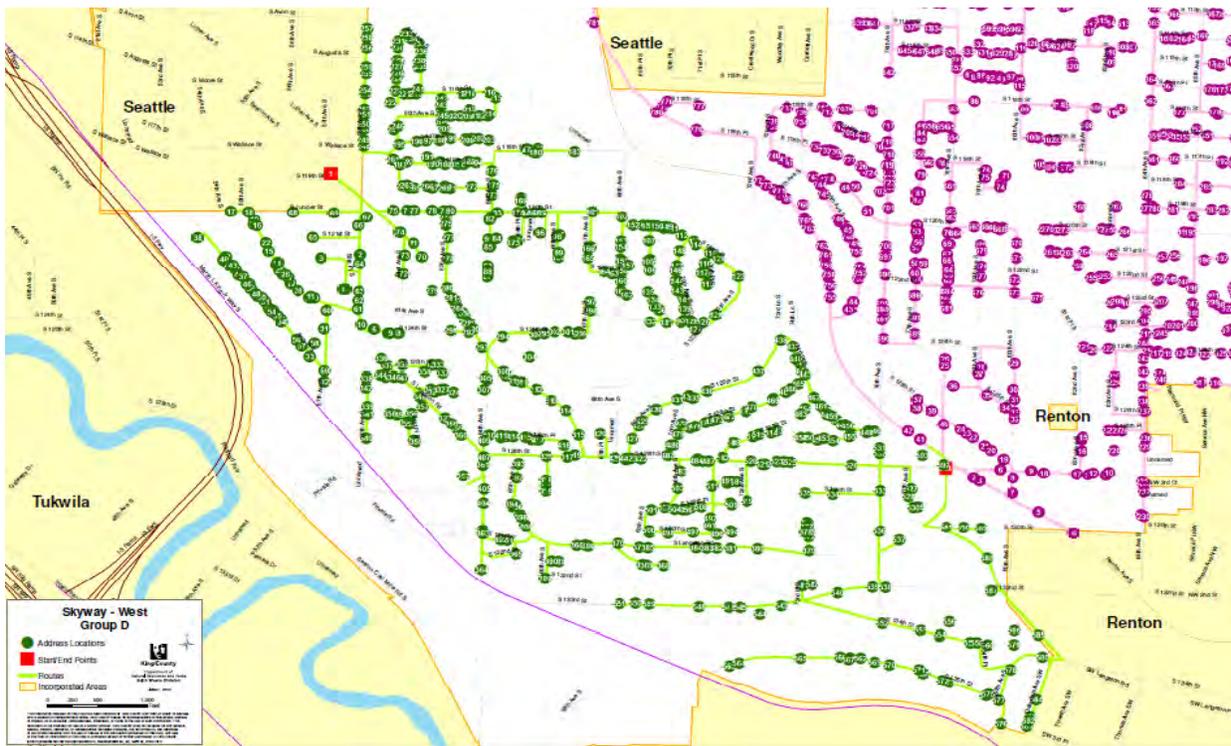
Renton



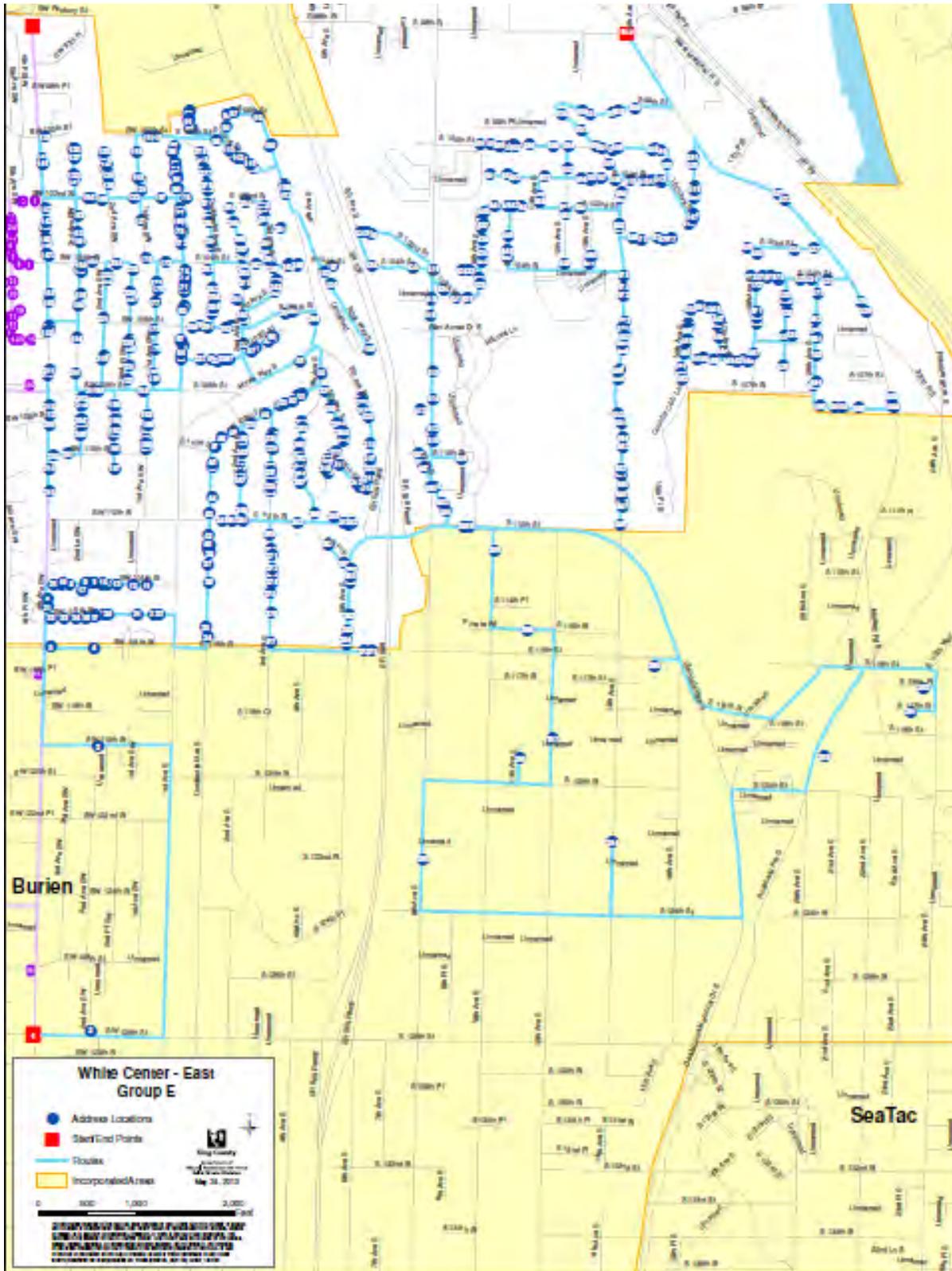
Skyway East



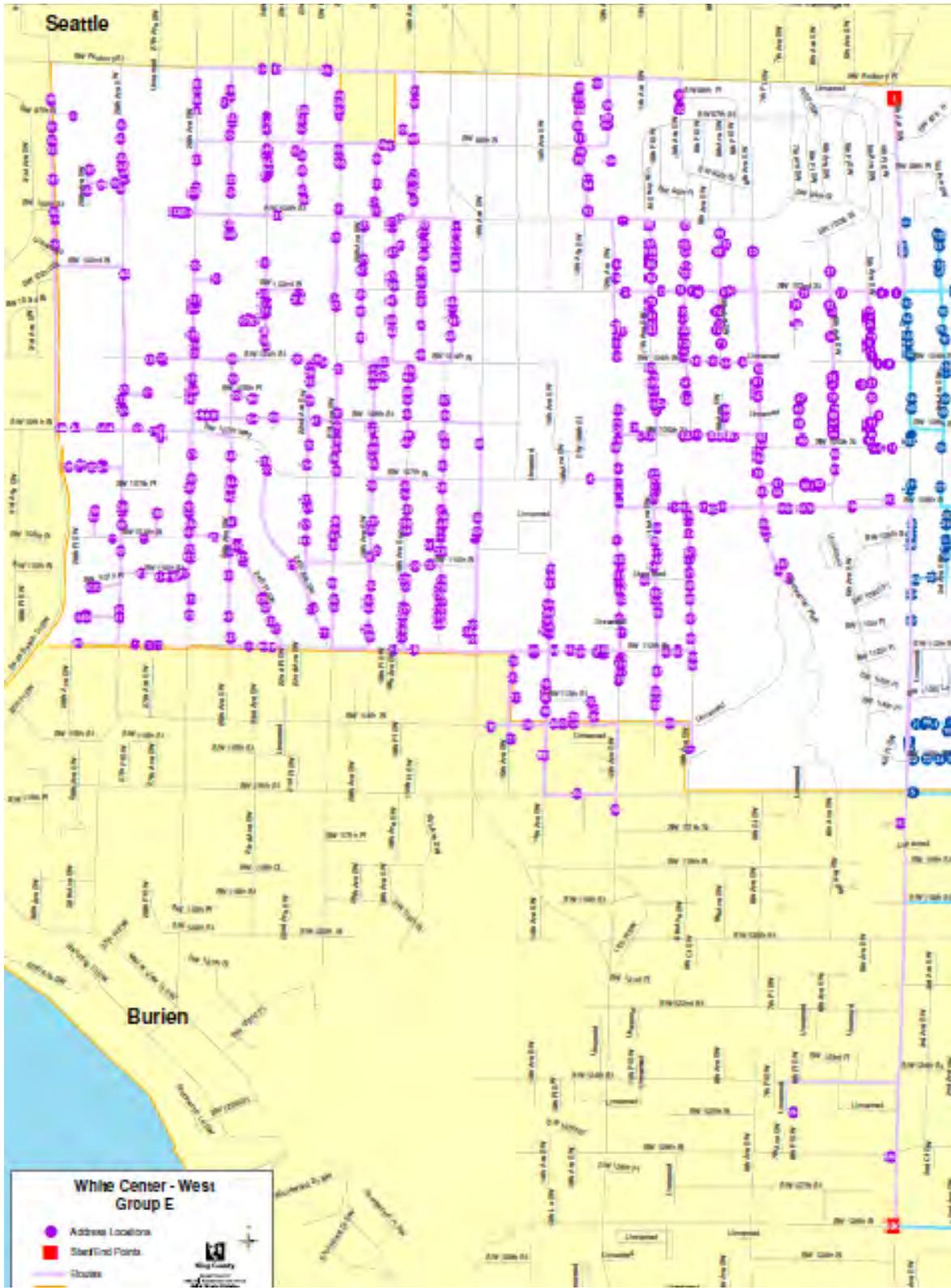
Skyway West



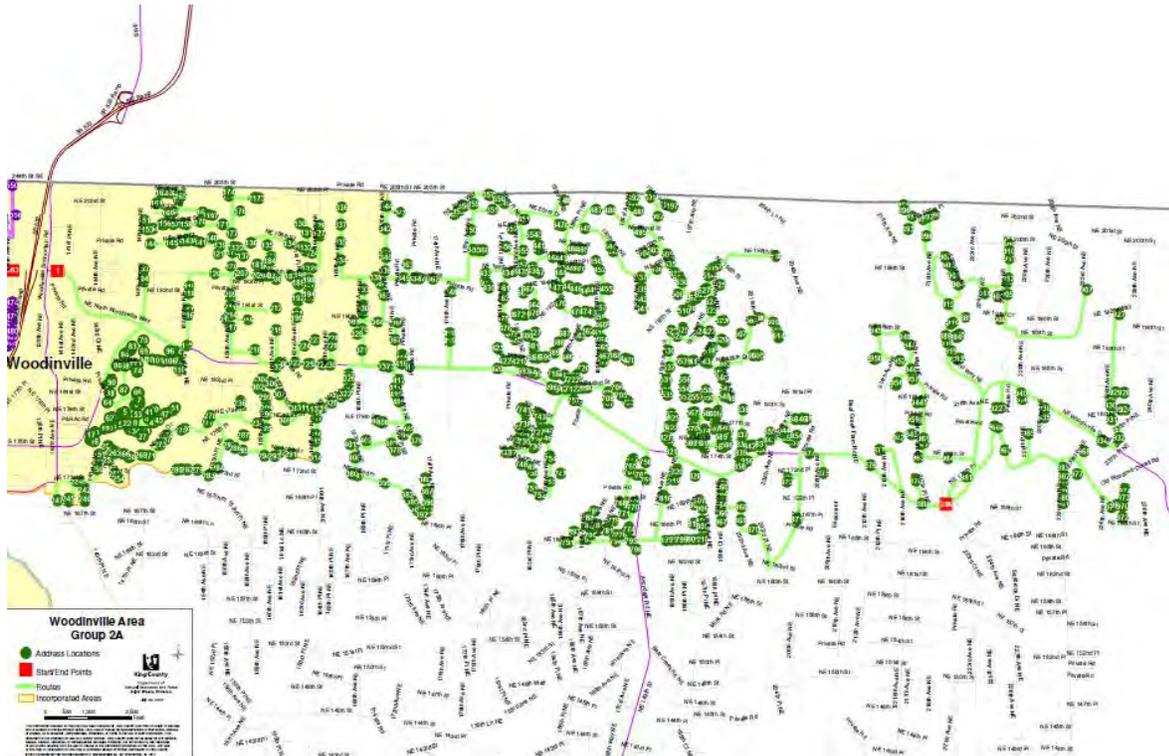
White Center East



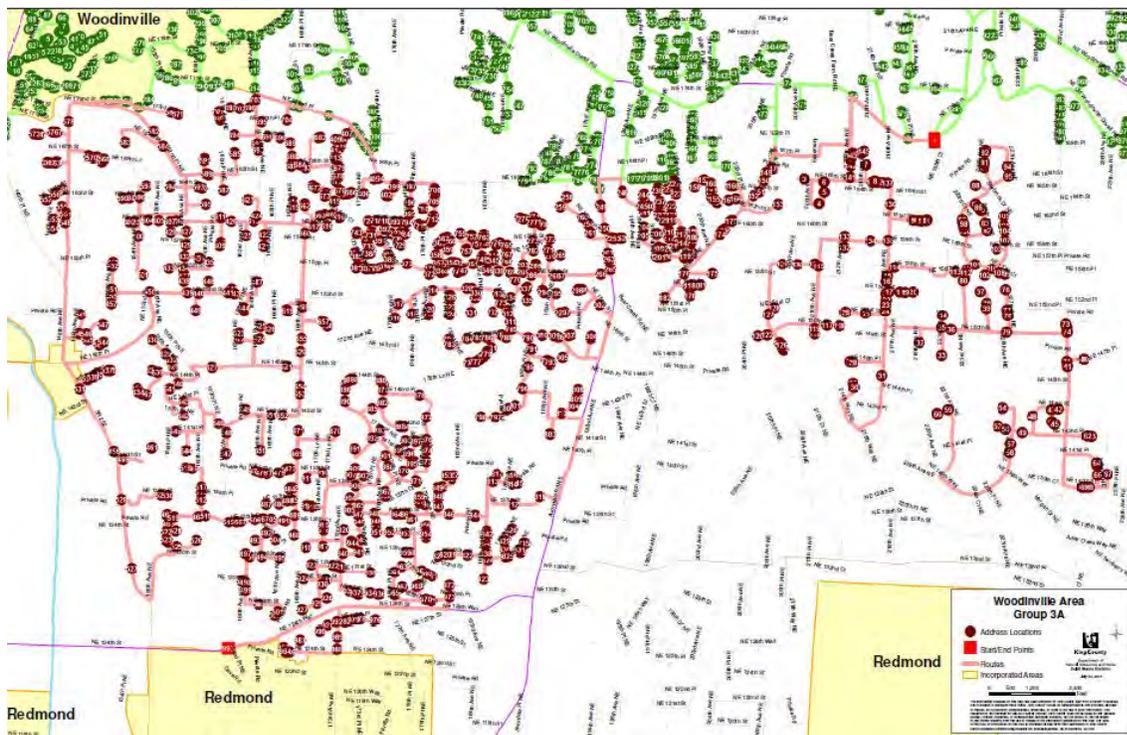
White Center West



Woodinville Walk List 2A



Woodinville Walk List 3A



ATTACHMENT 8. NO SOLICITATION COUNTY ORDINANCE

The screenshot shows the website for the Metropolitan King County Council. At the top left is the King County logo with the tagline "Always at your service". The main header features the council's name and a search bar. Below the header is a row of portraits of the council members. The article is dated Oct. 3, 2011, and is titled "Commercial door-to-door solicitation prohibited at posted properties". The sub-headline reads "Council regulates activities for unincorporated area residences". The article text states that residents in unincorporated King County now have a new tool to discourage unwanted door-to-door solicitation. It mentions that Councilmember Kathy Lambert proposed the regulation after hearing complaints from residents in Redmond Ridge. The regulation prohibits commercial solicitors from contacting residents who have posted "No Trespassing" or "No Soliciting" signs. It also notes that similar regulations already exist in many King County cities. The article includes a quote from Councilmember Lambert: "[I am grateful] to our Sheriff's Office and our Prosecuting Attorney's Office for working diligently to research and draft a regulation that strikes a balance between freedom of speech and our residents' right to peace and security in their own homes," said Lambert. The article also states that the restriction does not apply to political, religious, or charitable activities by non-profit organizations such as Boy Scouts and Girl Scouts, nor does it apply to local farmers or government agencies. Finally, it mentions that solicitors who ignore signage and try to contact a resident anyway face a civil infraction with a fine of \$100.