

King County Recycling Education Campaign Commercial Sector Outreach Evaluation Consultant Report

Executive Summary

King County retained Cascadia Consulting, Inc. to design and implement a pilot project to identify activities that would increase recycling by businesses—particularly paper and cardboard—in order to divert valuable resources from the waste stream and elicit long-term behavior change. The effort targeted businesses that could demonstrate cost savings associated with efficiently run recycling programs, and provided general information about recycling to all contacted businesses that requested assistance. The commercial pilot outreach campaign had three primary objectives:

- **Reduce disposal of materials with value**, with a particular focus on recyclable paper, cardboard, and organics;
- **Increase business recycling** by directing outreach to business sectors and individual businesses with the highest recycling potential; and
- **Build a receptive market for commercial sector recycling** by recognizing and highlighting businesses that improve their recycling performance, supporting King County's efforts to fulfill its own Zero Waste of Resources goal.

The consultant provided tailored outreach to ten businesses in King County to develop strategies for increased recycling and composting. While recycling of primary materials (metal, paper, cardboard) were increased in some of the businesses, the primary improvement in recycling took place at businesses with large quantities of organic waste, in particular plant waste and pallets. Overall, participating businesses are estimated to have increased diversion of organics by at least 930 tons, and diversion of mixed recyclables by at least 280 tons per year. Additionally, based on the success of the pilot project at three of their stores, The Home Depot expanded its comprehensive recycling program to 11 other stores in the Puget Sound region.

The commercial pilot program budget was \$163,470, of which \$82,000 was used for analysis of businesses and recruitment, and \$78,000 was used in planning and implementing a one-to-one assistance program to the selected businesses. An initial list of potential businesses in King County yielded a group of 64 identified businesses that generated a high volume of paper, cardboard and metal. From that list, ten were selected and letters of invitation to participate were extended to them. See individual businesses for details.

The pilot project had mixed results. The complexity of recruiting for, and maintaining assistance to, presented challenges due to other priorities at the individual businesses. Once selected, setting up and monitoring the individual programs took longer than expected, leading to a shorter time for each business to show results. Also, it was determined that many businesses were not able to report diversion quantities once the program was in place.

While it is difficult to predict if a business will continue a program when one-on-one assistance is initially provided, the success of the program for those stores that improved their internal recycling system demonstrates how success can be achieved given the resources available to put toward it. It is also

reasonable to assume that these businesses will continue recycling because they have invested in new or expanded recycling systems (purchased bins, trained staff) and have likely reduced their waste costs. Because of the costs involved in working with this type of on-to-one assistance program, the county should consider businesses whereby assistance can be leveraged to more than one store. For example, the Home Depots (three) that participated transitioned their program to additional stores in the county. In this way, assistance to three stores effected change at many stores. Without this kind of leveraging, an assistance program such as this pilot is not cost effective.

This document describes the pilot program and evaluates the results in terms of tonnages diverted. The evaluation consists of the following sections:

- Overview of Recruitment and Outreach
- Evaluation Methodology
- Overall Results
- Results by Participating Business
- Best Workplace for Recycling Campaign
- Lessons Learned

Overview of Recruitment and Outreach

Based on waste and recycling data from studies of commercial waste in California, the consultant recommended focusing on the three business sectors with greatest paper recycling potential: hotel and lodging, big box home and garden stores, and business services (including insurance, architecture and other professional services firms). With this information, the consultant purchased business lists from NameFinders for King County businesses in the selected sectors. These lists provided contact information and employment figures for 64 businesses. The consultant met with the County's project manager and reviewed these lists to determine which businesses to screen and potentially recruit for this project. Businesses were evaluated based on the following criteria: perceived potential to increase recycling; perceived willingness to make operational changes related to recycling; prior established relationships between the business and the County or consultant; and past assistance received from the County or other agencies. Of the 64 businesses listed, 40 were selected through this evaluation process.

Next, the consultant contacted each of the 40 selected businesses by phone to inquire about their interest in participating in the program and to better understand their recycling potential. Some businesses also were sent an introductory letter following the call to further explain the County's project. Of the 40 contacted businesses, 17 responded that they were interested in additional information, and the consultant visited each to gather additional information and evaluate each firm's existing waste and recycling programs, their control over waste- and recycling-related decisions, and general receptivity to possible recycling improvements and related changes.

At the same visit, the consultant visually inspected waste and recycling dumpsters, took photos (when possible), and requested recent invoices for any contracted waste and recycling services. Following these visits, the consultant and the county project manager jointly determined which of the 17 businesses to invite as participants in the project. Businesses that did not show adequate recycling potential for the pilot program, or if they had significantly well developed programs in place, were referred to their city's recycling coordinator and encouraged to pursue additional waste reduction and recycling on their own. Businesses in the business services category were not selected to receive assistance because they all had successful paper and cardboard recycling programs in place.

The following businesses were selected:

- Home Depot, Bothell
- Home Depot, Shoreline
- Home Depot, Redmond
- The Woodmark Hotel, Kirkland
- The Courtyard Hotel by Marriott, Bellevue
- Wal-Mart, Renton
- Wal-Mart, Auburn
- Radisson Hotel, SeaTac
- Embassy Suites Hotel, Tukwila
- Hilton Hotel, Bellevue

Based on the site visit and initial assessment, the consultant generated a proposal letter with recommendations for each participating business (see Appendix A). Recommendations primarily focused on implementing or expanding paper and mixed recycling programs (waste paper, cardboard, plastic, aluminum, and glass), initiating food scrap or other organics collection for composting, and scrap metal recycling.

The consultant then assisted businesses in one or more of the following ways:

- Meeting with the store managers, facilities engineers, food and beverage managers and chefs to plan the logistics of program implementation, which included sharing information on haulers, types of bins, bin placement, and staff training;
- Contacting haulers for delivery of containers or cardboard recycling bins;
- Conducting staff trainings; and/or
- Conducting follow-up site visits to assess the progress of the program.

Three of the selected businesses chose not to continue with participation. Early meetings and follow-up meetings with key employees at the Embassy Suites Hotel, the Radisson Hotel, and Bellevue's Hilton Hotel revealed that one or more factors were responsible for this drop off: competing priorities such as upcoming large infrastructural improvement projects, high staff turnover, lack of local decision-making, and the fact that new programs would require buy-off from several decision-makers. These are important considerations with regard to businesses as they are not unique and might occur in any such program should the decision be made to continue this type of outreach. All three businesses made the decision to stop participating at different stages of the outreach program, and unfortunately late in the program planning so that other businesses could not feasibly be added to the pilot.

The program was initiated in January 2006. Once businesses were recruited and had a plan, program changes were begun in April and May, and businesses were requested to monitor and collect data as changes were made from then until November when the evaluation was conducted. For three of the businesses, changes occurred quickly; for the remainder, staff assistance, training and implementation took longer and internal business changes were more difficult to ascertain.

Evaluation Methodology

The results of the commercial sector outreach are evaluated by estimating the change in tons of waste recycled and composted after the program compared to baseline quantities. In most cases, measured quantity data are not available due to the difficulty of getting accurate reports from businesses and waste haulers. Consequently, baseline and post-program data should be considered estimates. These estimates are based on waste bills received by the participating businesses, by contacting waste haulers directly, or by the size and pick-up frequency of waste containers. Because most businesses are still

making changes to achieve full participation, and some businesses were unable to provide any quantity data, these figures may underestimate the final impacts of the outreach.

In order to encourage businesses to implement recommended changes, the consultant projected estimated cost savings for participating businesses based on the businesses' current waste bills, quotes from waste/recycling vendors, and the consultant's professional expertise in implementing recycling programs. However, due to uncertainty in the quantity data and the complexity of waste management pricing, actual cost savings were not estimated for post-outreach evaluation purposes. Given the possibility of follow up resources, it may be of value to re-visit the businesses that implemented recycling collection after one year.

Overall Results

Seven participating businesses adopted some or all of the consultant's recommendations. Overall findings are:

- **Due to the outreach program, participating businesses increased diversion by an estimated 1,210 tons per year, including at least 280 tons of recyclables and 930 tons of organics.** These tonnages are amortized out from the receipts received during the months of the assistance, and may underestimate the program's final impact because some businesses have not fully implemented new programs or were otherwise unable to report diversion quantities to date.
- **Outreach programs can have impacts far beyond the initial investment when companies expand implementation of recommended changes because of the benefits and savings realized in pilot projects.** Based on success at three participating stores, Home Depot expanded the comprehensive recycling program to 11 other stores in the Puget Sound region. Five other stores in King County (outside Seattle) adopted the program, diverting an additional 1,105 tons of organics and 1,015 tons of mixed recyclables.¹
- **Three hotels did not implement any recommendations.** While interested in making changes, and initially hopeful that they could be implemented, these businesses found that lack of time and management turnover prevented them from achieving full participation.
- **The three Home Depots were enthusiastic about implementing changes and moved to add organics and plastic film recycling to their programs in other stores in the county.** They also attracted the attention of their national office and applied to be a Best Workplace for Recycling 2007.
- **One hotel (the Woodmark) partnered with an adjacent restaurant to establish an organics collection program.** The hotel also added guest room recycling.

Table 1 presents the estimated changes in tons disposed, recycled, and composted annually for each business. More detail on results by individual business is provided in section 5.

¹ Home Depot was able to provide measured, annualized tons diverted.

Table 1. Estimated Changes in Tons Disposed, Recycled, and Composted Annually

Business	Change in Annual Tonnage	
	Mixed Recyclables	Organics Composted
The Home Depot, Bothell	105	420
The Home Depot, Shoreline	0	215
The Home Depot, Redmond	120	205
The Woodmark Hotel, Kirkland	5	30
Courtyard by Marriot, Bellevue	n/a ²	30
Wal-Mart, Renton	25 ¹	30
Wal-Mart, Auburn	25 ¹	n/a ¹
Radisson Hotel, SeaTac ³	--	--
Embassy Suites, Tukwila ³	--	--
Hilton Hotel, Bellevue ³	--	--
Total⁴	280	930
The Home Depot, other stores⁵	1015	1105

1. Mixed recyclables and organics tonnages are not available for all Wal-Marts because the program is new and Wal-Mart has not begun tracking quantity data. Both Wal-Marts now recycle approximately 25 tons of scrap metal from broken and unused shelving annually. This quantity does not include other materials from their mixed recyclables program.

2. The Courtyard by Marriot is unable to estimate post-program quantities of mixed recyclables.

3. These businesses stopped participating in the outreach program prior to implementing changes.

4. The total underestimates the final changes in diversion achieved by the program because some businesses were unable to provide post-program quantity estimates, some of which may be significant.

5. Due to success at three pilot stores, Home Depot expanded the recycling and organics program nationwide. These tons are only from additional stores in King County and outside Seattle.

Results by Participating Business

This section provides more detail on results by each participating business, including recommendations made by the consultant, programs implemented by participating businesses, and projected and actual tons diverted.

The Home Depot (Bothell, Redmond, and Shoreline)

The consultant estimated that, together, the three Home Depot stores could divert an additional 360 tons if they implemented organic materials collection programs. The stores also had the potential to increase recycling. Based on a site visit and cost-benefit analysis, the consultant recommended that the stores:

- Expand their paper recycling program; and
- Collect plant and wood waste for off-site composting.

Because of strong commitment from corporate and store management alike to becoming “greener” and saving money, The Home Depot not only rolled out a comprehensive recycling program in the three pilot stores, but expanded the pilot to include all 14 stores in the Puget Sound region. The three participating Home Depot stores also added recycling bins for paper, cans, and bottles in offices, workstations, and break rooms. Store personnel expanded paper recycling further by adding paper recycling bins next to printers, fax machines, and copiers. Containers for cans and bottles were placed at each store entrance for customer use. Balers previously used only for cardboard are now also used to recycle plastic film. The stores also launched a program to collect plant waste and untreated wood waste for composting through Cedar Grove Composting.



Organics diverted to Cedar Grove Composting

According to recycling records provided to the consultant, the Bothell Home Depot initially recycled 45 tons of material, but did not have pre-program disposal records for garbage. After the program, it was estimated that the store diverted 150 tons of mixed recyclables and 420 tons of organics for composting annually, as well as disposed 525 tons of garbage. See Table 2.

The Shoreline Home Depot initially diverted 40 tons of waste for recycling and had no records of the pre-program tons disposed as garbage. After the program, the store now diverts an estimated 215 tons of organics for composting and disposes 215 tons of garbage annually. Estimates of the post-program tons

diverted for mixed recycling are not available, although visits to the Shoreline store found that they had made changes. See Table 3 for details.

The Redmond Home Depot initially diverted 20 tons of waste for recycling. Estimates of the pre-program tons disposed as garbage are not available. After the program, the store diverts an estimated 140 tons of mixed recyclables and 205 tons of organics for composting annually, as well as disposes 325 tons of garbage. See Table 4 for details.

Given these totals, it can be estimated that these stores were able to divert an estimated 50 percent of their waste into recycling or composting. Based on the success of this pilot project at three stores, the Home Depot decided to expand the comprehensive recycling program to 11 other stores in the Puget Sound region. The five additional stores located in King County (outside of Seattle) diverted an additional 1,105 tons of organics and 1,015 tons of mixed recyclables.²

Table 2. The Home Depot, Bothell³

Type of Estimate	Garbage (tons/year)	Recycling (tons/year)	Composting (tons/year)
Pre-Program	n/a	45	0
Post-Program	525	150	420
Change	n/a	105	420

Table 3. Home Depot, Shoreline⁴

Type of Estimate	Garbage (tons/year)	Recycling (tons/year)	Composting (tons/year)
Pre-Program	n/a	40	0
Post-Program	215	40	215
Change	n/a	0	215

² Home Depot was able to provide measured, annualized tons diverted.

³ The Home Depot was not able to provide pre-program estimates of tons of garbage disposed.

⁴ The Home Depot was not able to provide pre-program estimates of tons of garbage disposed.

Table 4. The Home Depot, Redmond⁵

Type of Estimate	Garbage (tons/year)	Recycling (tons/year)	Composting (tons/year)
Pre-Program	n/a	20	0
Post-Program	325	140	205
Change	n/a	120	205

Woodmark Hotel (Kirkland)

The Woodmark Hotel enthusiastically embraced assistance from the consultant. The consultant estimated they could divert an additional 95 tons of recyclables if it increased recycling and implemented a food scrap collection program. Based on a site visit and cost-benefit analysis, the consultant recommended that the hotel:

- Initiate a mixed recycling program for hotel employees;
- Separate paper from guest room waste for recycling; and
- Collect food scraps from kitchen area for recycling.

The hotel designed a program to collect paper and plastic from guest rooms, purchased attractive collection containers for each room, and provided appropriate signage. They also added “do not replace” linen cards to all their guest rooms that allow guests to opt out of having their linens washed on a daily basis, as was previously customary at the Woodmark. The hotel and an adjacent food service business (Poppinjay’s Café) at Carillon Point launched food scrap collection programs through Cedar Grove Composting which provided staff training.



Labels for hotel room recycling

⁵ The Home Depot was not able to provide pre-program estimates of tons of garbage disposed.

The Woodmark Hotel initially generated an estimated 545 tons of waste, of which 100 tons were diverted for recycling. After the program, the hotel now diverts an estimated 105 tons of mixed recyclables and, together with Popinjay's Café, diverts 30 tons of organics for composting.⁶ This relatively small increase in tons of recycling may be explained by the fact that the majority of new recyclables were likely to be aluminum cans, and plastic bottles, which are relatively light. See Table 5 for details.

Table 5. Woodmark Hotel, Kirkland

Type of Estimate	Garbage (tons/year)	Recycling (tons/year)	Composting (tons/year)
Pre-Program	445	100	0
Post-Program	410	105	30
Change	-35	5	30

The Courtyard by Marriott (Bellevue)

The consultant estimated that the Courtyard Hotel could divert an additional 40 tons annually if it increased recycling and implemented a food waste collection program. Based on a site visit and cost-benefit analysis, the consultant recommended that the hotel:

- Initiate a mixed recycling program for hotel employees;
- Separate paper from guest room waste for recycling; and
- Collect food scraps from kitchen area for recycling.

The Courtyard Hotel now collects mixed paper, cans, bottles, and cardboard in the office areas of the hotel. The hotel launched a food waste collection program for the kitchen and banquet hall service area through Cedar Grove Composting, which provided staff training. Staff report being satisfied with the new recycling program.

The Courtyard Hotel initially generated an estimated 195 tons of waste, of which 65 tons were diverted for recycling and none was diverted for organics recycling. After the program, the hotel now diverts an estimated 30 tons of organics for composting. See Table 6 for details. The Courtyard Hotel is unable to estimate post-program quantity estimates for recycling. Although the hauler reported that the service level for their mixed recycling has not changed, the hotel may be recycling more material than before the outreach without needing a larger container. Hotel staff, who were very interested in and committed to better recycling, expressed satisfaction in the new back-of-the-house recycling programs. New desk-side cardboard containers allowed them to collect all recyclables generated at their desks.

⁶ Baseline quantities are not available for Popinjay's Café. Post-outreach quantities for the café cannot be separated from quantities for the hotel because they are based on the size and pick-up frequency for a shared organics container. Because the café has a much smaller kitchen than the hotel, post-outreach quantities for the hotel are not significantly affected.

Table 6. The Courtyard by Marriott, Bellevue⁷

Type of Estimate	Garbage (tons/year)	Recycling (tons/year)	Composting (tons/year)
Pre-Program	130	65	0
Post-Program	n/a	n/a	30
Change	n/a	n/a	30

Wal-Mart (Renton and Auburn)

The consultant estimated that two Wal-Marts in Renton and Auburn could divert an additional 130 and 90 tons, respectively, each year if they increased recycling and implemented organic materials collection programs. Based on a site visit and cost-benefit analysis, the consultant recommended that the stores:

- Expand the mixed recycling program at various locations throughout the store;
- Collect organic materials throughout the store, including food scraps, plant waste, and untreated wood wastes, for off-site composting; and
- Collect scrap metal for recycling.

Coincidentally with the King County outreach to Wal-Mart, Wal-Mart contracted with Rocky Mountain Recycling to recycle paper, bottles and cans throughout the stores. The stores, with the consultants' assistance, launched a program to collect plant waste and food scraps for composting through Cedar Grove Composting. Cedar Grove provided staff trainings. Both the Renton and Auburn Wal-Mart stores initiated recycling of broken and unused shelves and display racks as scrap metal.

Also during the outreach, Wal-Mart implemented a "Super Sandwich" baling program at the corporate level to expand the number of materials recycled by employees. Super Sandwich materials include: paperback books, plastic shopping bags and plastic wrap, plastic garment bags, aluminum cans, drink and other plastic bottles, plastic hangers, stock pharmacy bottles, and paper.

The Renton Wal-Mart initially generated an estimated 750 tons of waste, some of which was diverted for recycling. After the program, Renton Wal-Mart now diverts an estimated 30 tons of organics for composting and 25 tons of scrap metal for recycling annually, in addition to some amount of mixed recycling through ongoing corporate programs. Renton Wal-Mart was not able to estimate the post-program quantity of mixed recycling. The Auburn Wal-Mart initially generated an estimated 500 tons of waste, some of which was diverted for recycling. After the program, Auburn Wal-Mart now diverts 25 tons of scrap metal for recycling in addition to some amount of organics and mixed recycling. Auburn Wal-Mart was not able to estimate the post-program quantity of organics diversion or mixed recycling. Wal-Mart has not begun tracking quantity data on their corporate super sandwich bale program. See Table 7 for details

⁷ The Courtyard by Marriott was unable to estimate post-program quantities for recycling or garbage.

Radisson Hotel, Embassy Suites and Bellevue Hilton Hotel

Three hotels selected for the pilot project did not implement changes. While the consultant continued to contact each by letter, email and telephone, management at the hotels were not able to continue participation. Each hotel received a site visit and the same recommendations were made for each:

- Initiate a mixed recycling program for hotel employees;
- Separate paper from guest room waste for recycling; and
- Collect food scraps from kitchen area for recycling.

The Radisson Hotel initially generated 140 tons of waste, of which 45 tons were diverted for recycling. The consultant estimated that the Radisson Hotel could divert an additional 55 tons annually if it implemented the recommendations. The hotel indicated that it was primarily interested in improving paper recycling and took some preliminary steps to increase paper recycling from employee and guest room areas. However, in April the Radisson Hotel stopped participating in the outreach program, so tonnage data from their efforts are not available.

The Embassy Suites initially generated 90 tons of waste, of which 30 tons were diverted for recycling. The consultant estimated that the Embassy Suites could divert an additional 15 tons annually if it implemented the recommendations. In April the Embassy Suites stopped participating in the outreach program before implementing any of the recommendations due to lack of time.

- The Bellevue Hilton initially generated 315 tons of waste, of which 40 tons were diverted for recycling. The consultant estimated that the Bellevue Hilton could divert an additional 160 tons annually if it implemented the recommended program. Despite continued interest from the Chief Engineer, the hotel was unable to implement the recommendations due to turnover in the hotel's key staff, including the general manager and several building engineers.

Lessons Learned and Recommendations

Lessons Learned

- Free assistance is not a silver bullet. It does not encourage all businesses to fully commit, provide necessary information, utilize the assistance fully, or follow-through with recycling initiatives.
- It was challenging to obtain needed data, get local buy-off, and implement programs with businesses that have centralized/corporate decision-making (e.g. Wal-Mart). Some businesses simply cannot provide the information needed, due to the way invoicing of garbage is done, or the fact that the businesses is part of a larger network.
- It was difficult to determine which businesses would actively participate in the program. Some, primarily hotels, ultimately did not implement any of the recycling initiatives and stopped communicating mid-way through the program.
- Six months is a very short timeframe for businesses to make changes, initiate new recycling programs, and report quantitative changes. A longer timeframe would help, but then the chances of management and staff changes increase.

- In general, hotels were the most challenging to work with, as the program descriptions above indicate. They were unable to prioritize recycling and composting for various reasons, including a high rate of management turnover, lack of local decision making, the need to convince multiple key decision makers, space constraints, an understandable reticence to compromise the guest experience, and already long working hours for staff.
- One-on-one assistance to businesses is an expensive way to increase recycling in the commercial sector. Once businesses have been identified and a particular business is ready to make significant changes, time and effort are reduced. But the recruitment efforts take a lot of time, and there is no guarantee that an individual business can follow through.

Recommendations

- Continue relationships with businesses that demonstrated program success to monitor and document business changes. Track their progress over a number of years.
- Use a different methodology for selecting businesses in order to maximize waste reduction and reduce time needed to select business participants. Rather than selecting businesses based on industry sectors (e.g. hospitality or business services) or a specified commodity (e.g. paper), choose companies based on their overall waste generation. Large office parks containing multiple large businesses in them (such as in the Bothell area) is one example, and waste haulers often know where large amounts of recyclables are generated by such a complex.
- Refine the criteria for pre-qualifying businesses to include (a) the ability of the business to make decisions at the local level and (b) the ability of the business to provide waste and recycling data within a specified timeframe (e.g., 60 days).
- Require that interested and pre-qualified businesses agree to a specific set of activities and a timeline they must meet in order to continue with the program. These should include a timeline for providing baseline data (such as waste records), making negotiated changes, and providing follow-up data. There should be a provision in the agreement stating that if the business does not adhere to the prescribed timelines, they will be discontinued from the program.
- Extend the overall timeframe for businesses to make changes to 12-18 months (from the point at which they sign the agreement and provide the necessary data).

Best Workplaces for Recycling Campaign

Twenty-one King County businesses were awarded Best Workplace for Recycling. The consulting team helped King County create the first annual list of Best Workplaces for Recycling (BWR) in 2007 in order to recognize strong local business recycling programs. Announcement of the award also served as a media hook in order to get King County's message out about the importance of commercial recycling and ways companies can improve performance. King County businesses applied to receive this recognition by filling out an online application. A press release and article in the Puget Sound Business Journal prompted some businesses to go online and sign up, as did a media advisory calling for applicants in early July 2007. Businesses also found the BWR list while visiting the King County website, and the consulting team actively recruited other businesses to apply through leads from city recycling coordinators and the Washington State Recyclers Association. To be recognized as a Best Workplace for Recycling, companies had to fulfill ten or more criteria out of a list of twenty-seven. Best Workplace businesses received certificates and window clings from the County and a description of their program on

the County website.⁸ Media outreach was done to announce the list and highlight some of the companies. In addition, the Mayor of Bellevue recognized his city's businesses with a letter and a city press release.

The 2007 Best Workplaces for Recycling demonstrate strong recycling programs. They:

- Place recycling bins next to every workstation or scattered throughout warehouses;
- Place bins next to copiers, printers and fax machines;
- Post signage on how to recycle throughout the business area;
- Recycle materials from lunch rooms, cafeterias or kitchens;
- Have a designated recycling coordinator or team;
- Reuse materials such as mailing boxes, envelopes, folders, etc.;
- Use non-disposable dishware/flatware; and/or
- Recycle electronic equipment.

The following companies were recognized as Best Workplaces for Recycling:

- American Classic Homes Real Estate
- Auburn School District
- Bellevue Arts Museum
- CDM
- CH2M HILL
- Covington Water District
- ECO Cartridge Store
- Emerald Heights
- HDR Engineering
- The Home Depot
- IKEA
- Julia's Restaurants
- Kennedy Jenks Consultants, Inc.
- MulvannyG2 Architecture
- Outsource Marketing
- PCC Natural Markets
- Philips Oral Healthcare
- Port of Seattle - Sea-Tac Airport
- REI Southcenter Store
- Reprographics Northwest
- Yoga Centers

Earned media garnered for the commercial sector outreach campaign included two articles in the Puget Sound Business Journal and two stories on KING 5 evening news (one for the campaign launch, and one for the announcement of Best Workplaces for Recycling list); as well as a story on KIRO 7 evening news on the Best Workplaces for Recycling announcement highlighting The Home Depot's efforts. Coverage resulted in more than 300,000 media impressions.

To: General Manager, Home Depot, Bothell (Store 4712)
From: Program Manager, King County Solid Waste Division
Cc: City of Bothell Recycling
Date: February 9, 2007
Subject: Recycling recommendations

As part of the King County Recycling Education Campaign project, Home Depot (Bothell; Store 4712) has qualified to receive free assistance to improve recycling programs and realize savings on its waste bills. Between now and June 2007, King County representatives from PRR will provide free assistance to help your store implement the recycling recommendations listed below.

We estimate that your store could save approximately \$10,000 each year by implementing the following two recycling improvements. The Home Depot in Bothell currently spends about \$108,000 annually on its waste and recycling services.

1. Expand paper recycling program

Description: This program would allow the store to recycle mixed paper, including office paper, newspaper, junk mail and other paper from various locations throughout the store including: offices, department desks such as the paint center, and checkout counters.⁹ The recycling company, Waste Management will provide the required individual recycling bins on request.



2. Collect plant and wood waste for off-site composting

Description: This program would allow employees to collect live plants, wood wastes such as sawdust, lumber cut-offs, and crating, and other compostable wastes for composting at Cedar Grove Composting, the regional compost facility.

Proposed Approach

There are four main steps involved with implementing these recommendations.

1. Assess recycling needs

- a. Count the number of workstations and other areas in which to place new recycling bins for paper, cans and bottles. These areas include offices, checkout counters and breakrooms.



⁹ Cans and bottles can also be included in this recycling program at no additional charge to Home Depot.

- b. Note areas for recycling posters, signs, and designate areas for dumpsters (recycling and compost collection).
- c. Determine collection methods for in-store employees and custodians that handle waste removal within the store. These methods will likely include separate bags for paper recycling and internal collection carts for live plants and wood wastes.
- d. Order any necessary supplies (e.g. bags to collect recycling).

2. Request recycling dumpster changes



- a. Contact Waste Management to add one 4-yard dumpster (4' deep x 4' long x 5' high) for mixed recycling to be collected 3 days a week. At the same time, request enough recycling bins for all areas within the store. (Please note: these bins are made of cardboard. If more durable containers are desired, they are available for purchase through local vendors).
- b. Contact Cedar Grove Composting to add one 8-yard (6.5' deep x 6' long x 6' high) dumpster for compost collection to be collected 2 days a week. Again, this dumpster is for live plants, soils and wood wastes.
- c. Contact Waste Management to switch from scheduled to on-call service for the 40-yard compacting container.

3. Hold recycling training for all employees



Schedule recycling trainings for employees and custodial employees that handle waste removal within the store. The trainings will include paper recycling and compost collection for live plants and wood wastes. County representatives will conduct all trainings. We will be available to conduct multiple trainings for various Home Depot employee and custodial groups.

There may be opportunities for you to receive recognition for your efforts in local print and broadcast media through King County's "Best Workplaces for Recycling" list. Please see www.metrokc.gov/recyclemore for more information.

We look forward to helping Home Depot save money on waste bills, boost employee morale, and demonstrate good corporate citizenship – all by improving your recycling program.

HOME DEPOT, BOTHELL

Potential Recycling Cost Savings

February 9, 2007

Potential Savings (Annual Costs):

Current Costs:	_____	\$	108,000
Projected Costs:	—	\$	97,600
Resulting Savings:	=	\$	10,400

Current Waste and Recycling Services:

Garbage					930 tons disposed per year
1	40-yd compacting dumpster	for	waste	collected	2 days/week

New Waste and Recycling Services: ²

Garbage					720 tons disposed per year
1	40-yd compacting dumpster	for	waste	collected	2* days/week



1	4-yd dumpster	for	mixed recycling ¹	collected	3 days/week
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1	8-yd dumpster	for	compostables ³	collected	2 days/week
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Information presented is estimated and based on information obtained from Waste Management (Home Depot's current waste hauler) and data collected from Cascadia Consulting Group's studies of business waste.

- 1 Based on current "mixed recycling" program offered by Waste Management (Home Depot's current waste hauler) and includes paper, cardboard, glass, scrap metal and aluminum/tin cans.
- 2 Assumes a fully implemented program, capturing 70% of recyclable and compostable material.
- 3 Compostables recycling includes live plants and wood wastes such as sawdust, lumber cut-offs, and crating.

